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The Right Crew - Retain



PEOPLE

The Right Crew - Retain

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Loss Prevention Series – The Right Crew

1 The Right Crew - Attract

2 The Right Crew - Recruit

3 The Right Crew - Retain

Please send any feedback or good ideas to loss.prevention@nepia.com

Introduction

This briefing, the third in our 'right crew' series, contains suggestions on how to retain the 'right crew'.

The 'right crew' series is based around Element 3 and 3A of TMSA which states that 'ship's crews are at the heart of efforts to improve safety and the protection of the environment. It is vital that crew members are motivated, trained, qualified and competent to carry out their roles'.

Once the 'right crew' has been attracted, selected and recruited the aim should be to retain them in your employment. Otherwise you have lost on your investment in time and money

This final briefing of the series deals with holding on to your key assets, your best people.

Why is Retention Important?

A good retention rate should:

- Make your ships safer.
- Make your company more cost efficient.

This is why it is a common KPI and why TMSA describes a minimum retention rate of 70% below which a review of company manning should take place.

Many of the suggestions in this briefing – 'retain' – will be linked to the suggestions and ideas already discussed in the previous Crew Manage Loss Prevention briefings.

Where to start? – Calculate Retention Rates for Various Ranks

A good way to work out your crew and officer retention rates is to use the **Intertanko Crew and Officer Retention Rates Formula**.

The Intertanko Crew and Officer Retention Rates Formula:

$$\text{Retention Rate\%} = 100\% - \left[\frac{TT - UT + BT}{AE} \right] \times 100$$

Where:

RR		Retention rate
TT	1*	Total number of officer/crew terminations from whatever cause. This would be the total number of officers or crew that have left the company for any reason.
UT	2*	Number of unavoidable officer terminations – for example retirements or long term illness.
BT	3*	Number of beneficial officer/crew terminations. Sometimes there is a benefit to the company if – for example – an underperforming crew member leaves.
AE	4*	Average number of officers/crew employed during the period being used – for example a calendar year, several calendar years, or any period of 12 months.

The formula has some limitations:

- 'Beneficial termination' can be subjective – it could be based on opinion rather than fact.
- The formula can be affected by increases and decreases in the number of ships in a fleet. An increase in the number of ships will increase the number of crew employed – the retention rate will improve. If the number of ships decreases the number of crew employed will decrease and the retention rate will deteriorate. To reduce this effect the average number of crew employed in the reporting period is used.

Intertanko has a Retention Benchmarking database so that tanker owner Members can confidentially check their own rates against the whole Intertanko membership.

In November 2014 North conducted a crew data survey on behalf of the club Members. Over 100 Members representing almost 100,000 seafarers and over 1500 vessels responded to the survey and the data gathered suggested:

- The claims records for single nationality crews were not significantly different from multi-national crews.
- Sourcing crews from one or two crew providers resulted in a better claims record than using numerous crew providers.

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- An overall average retention rate of around 85%.

Example of a retention rate calculation:

During the year a ship operator has recorded the following figures:

	Average number of officers/crew employed	Number of officer/crew terminations from whatever cause	Number of unavoidable officer/crew terminations	Number of beneficial officer/crew terminations	Retention Rate	North crew data survey November 2014
	AE	TT	UT	BT		
All officers and crew	875	140	4	1	84.6%	84%
Masters	30	4	1	0	90.0%	86%
Chief Engineers	28	8	2	0	78.6%	86%
Junior Officers	174	26	1	1	86.2%	86%
Crew	581	94	0	0	83.8%	

Using the Intertanko retention formula – example:

$$\text{Retention Rate \%} = 100\% - \left[\frac{[140 - [4 + 1]]}{875} \right] \times 100$$

84.6

The ship operator calculates their retention rates for various combinations of officers and crew to compare with industry benchmarks.

For the example ship operator – during the last 12 months – an average of 875 officers and crew have been employed, 140 did not return for another voyage. Of the 140 that did not return 1 Master retired, 2 chief engineers and one junior officer left for medical reasons – this made a total of 4 unavoidable terminations (UT). One junior officer was released for unacceptable performance. This data gave an overall retention rate for all ranks of 84.6% which compares favourably with the North Crew Data survey result of 84%.

At 90% the retention rate for Masters was better than the North survey – 2 Masters had moved to other ship operators, 1 had come ashore as a marine manager, and one Master had retired (UT = 1) (TT = 4).

The situation with Chief Engineers was not as good – like many companies the ship operator was struggling to find suitable candidates in addition to those being promoted from retained 2nd Engineers. The retention rate was being affected by the industry wide shortage of chief engineers. For the size of fleet the average number employed should be more than 30+ instead of the 28 recorded. 6 chief engineers had moved to other ship operators, and 2 had left for medical reasons (UT = 2) (TT = 8).

Junior officers were very happy to stay with the ship operator and the retention rate at 86.2% was slightly better than the North survey benchmark of 86%. Only 19 had moved employment, 3 had left the industry, 2 had moved to work for the company ashore, 1 had left for medical reasons, and 1 was not offered another contract after unacceptable performance (UT = 1), (BT = 1), (TT = 26).

Where to Start? – Organise Your Company to Create Loyalty

In Loss Prevention Briefing 2 - Crew Manage – Select | Recruit - we discussed a systematic filtering process to end up with the 'right crew' – the type of crew you want. We suggested this approach can be linked to your crew retention policy.

Good retention is best achieved where crew are valued by the ship operator and where the crew feel a connection to the company. This can be achieved in a number of different ways. Some companies achieve this by employing seafarers directly, others have in house crew management companies and some have dedicated pools of seafarers within third party management companies, or combinations of all three. The important thing is that the seafarers view the owner as the employer and not another party such as the crew manager. This creates a situation where seafarers identify themselves with the company, and this in turn can create loyalty to the ship owning company. This means they are more likely to be retained.

As crews spend longer with a ship operator the investment of additional training begins to pay off. Risk assessment and safety culture can improve and the crew member gains from experience. Those 'gains' should not be lost so the need to have good retention rates particularly for officers is a very important goal to drive safety and efficiency.

Top Four from Retained Crew

As a starting point the aim might be to promote all Masters from retained crew. That could be developed into a situation where the top four senior officers are all recruited from retained crew. This of course may not always be possible and you can always fall back on the type 1 crew you have recruited (see the 'Right Crew' Briefing 2).

Getting the top four that you want from retained staff is a return on your investment in attracting, selecting and training the right crew. It also acts as a clear signal for other staff – stay with us and your career can develop.

Previous Appraisals

If possible, obtain references and previous appraisal reports. Often this may be done verbally but it is a good idea to try and keep a record of all checks made – email or phone notes – so that there is positive contemporaneous evidence that the checks were made.

Any process for obtaining previous references, reports, or appraisals should bear in mind MLC guidelines for the recruitment of seafarers. Guideline B.1.4.1.2 (b) outlines a requirement to maintain 'with due regard to the right to privacy and the need to protect confidentiality, full and complete records of the seafarers covered by their recruitment and placement system, which should include but not be limited to:

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- (i) the seafarers' qualifications;
- (ii) record of employment;
- (iii) personal data relevant to employment; and
- (iv) medical data relevant to employment'

This may be considered unnecessary for all ranks – it could be time consuming. Where to start? Link the requirement initially to all Masters increasing to include the 'top four' as a minimum and gradually extend to include all officers.

P&I claims handling experience suggests that references and previous appraisals are absolutely essential for the Master specifically and the bridge team in general.

Enhanced PEME

In Loss Prevention briefing 2 Crew manage – Select | Recruit we said:

The policy requirements for pre-employment medicals should include the following minimum:

1. Determine whether the seafarer meets the statutory medical standards and is fit for the work for which they are to be employed at sea.
2. Identify any other medical conditions which may cause a risk to the seafarer, others on board or to the safety of the vessel, and to make a judgment informed by the rationale underlying the statutory standards, as to whether this condition affects the seafarer's fitness for work at sea. Particular attention should be given to conditions which may worsen or recur during periods of work away from medical care.

Every crew member will require a national administration or flag state mandatory medical. These are often routine in nature. If the statutory medical is routine it may meet policy requirement 1 but may not meet policy requirement 2.

Given the average cost of a personal illness claim is currently about US \$30,000 and an enhanced pre-employment medical might cost an average US \$85 - a policy of 'buying' enhanced pre-employment medicals for all crew can be a very cost effective loss prevention initiative which has been proven to have positive effects on claims records.

A 'free to crew' enhanced pre-employment medical can be described as a 'free regular medical check-up'. This combined with 'family medical cover' can be a very effective crew retention tool.

Many ship operators believe that enhanced pre-employment medicals can be a problem for retaining returning crew (re-hired) and for senior crew. Senior crew - by definition - tend to be older and generally speaking increasing age tends to increase the risk of developing medical conditions that can be a barrier to retention. North's pre-employment medical schemes and guidelines - available on the website - recognise this and suggest certain concessions. The standard concessions are for hypertension and type II diabetes. They include a concession

declaration form for signing by the crew member. Other concessions for different circumstances can be advised on a case by case basis by involving North's recommended doctor for an opinion.

The doctor's opinion can help you take the best risk assessment decisions when it comes to retaining senior crew with known medical conditions – you have the possibility under controlled circumstances of retaining crew without losing their valuable experience that you have invested in.

It might be prudent to have a policy of pre-employment medicals based on the idea that they are initially to protect you from expensive crew illness claims for pre-existing conditions in all ranks and progressively – as the crew member becomes more senior with more responsibility – they are to support your crew retention and protect the crew member.

Psychometric Assessment

Often psychological and psychiatric testing is omitted from the select/recruit and retain phase.

Where to start? Link the requirement initially to all Masters increasing to include the 'top four' as a minimum and gradually extend to include all officers.

Even with personality and attitude questions the interview process is a subjective assessment of a crew member. Psychometric testing can provide a much more objective evaluation. Tests and questionnaires can provide a much more accurate assessment of whether you are recruiting the 'right' crew.

The tests and questionnaires can be designed to assess personality, attitudes, awareness of fatigue, the influence of peer pressure, and cultural behaviour barriers. These are all elements of the 'human factor' which is invariably amongst the root causes of most accidents.

It is possible for a ship operator to write a suitable test and build up a pool of questions that will assess whether the crew member's personality and attitudes will suit the ship operator's expectations and whether they will fit in on board the ship and in using the safety management system.

It might be a good idea initially to use the services of an expert in psychometric testing. This would help produce tests and questionnaires that will assess the personality and attitudes required by the ship operator having defined aspects of what they need from the 'right' crew. It can also provide training for the ship operator in how they use the test results.

Hours of Work and Rest

The correct and effective management of hours of work and rest is a key factor in retaining the 'right' crew. Good leadership and pastoral care is essential to make sure the crew are happy and enjoy their work a lot more - as a consequence they will perform better and safer.

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Even arbitrary analysis can easily show that 6ON6OFF watches – after just one cycle – can create an additional fatigue burden especially between the critical hours of 04:00 and 06:00. OCIMF guidelines state that a 6ON6OFF watch system will produce ‘technical non-conformances’ during each rest period and that ‘some administrations may consider the practice unacceptable’.

The starting point for a strategy to manage hours of work and rest as a major crew retention factor might be to avoid using a 6ON6OFF watch rotation. For senior officers to turn round and say ‘We did it when we were junior officers’ is not acceptable. On many ships the chief officer ‘automatically’ switches to day work when in port because ‘that is how it has always been’. On most occasions – certainly once cargo has started – the practice is unnecessary yet quickly imposes a fatigue inducing work regime on the junior officers which impairs the ability to take safe decisions and excludes any opportunity to go ashore.

The practice will only change if collectively senior officers and shore management accept that - from a safety and a pastoral point of view – there must be alternative ways of working.

Some ship operators already recognize the link between fatigue and performance and have introduced alternative ways of working such as:

- Reducing voyage lengths for crew from 10 months to a maximum of 7 months
- Operating an alternative watch system. For example - 5ON7OFF 7ON-5OFF watch system which increases the likelihood of at least one 6 hour rest period
- Extra watchkeepers on busy coastal port rotations

In a situation where there is a current shortage of officers which is projected to increase – work practices on board which reflect a poor duty of care may not affect initial recruitment but will certainly make it difficult to retain crew where there are plenty of alternative ships with better and more considered work patterns.

STCW makes it clear that rest periods must be observed and urges care when using the exception provided for ‘overriding operational conditions’. This should only mean jobs which are related directly to safety, security, or protection of the environment. It can also mean unexpected jobs or work not reasonably anticipated at the start of the voyage.

Follow-up Training

STCW training is training to a minimum acceptable standard of theoretical knowledge. To become competent – have the ability to do a job properly – the ‘right’ crew will need on-going training. This training must exceed the minimum STCW standards. It must create a cycle of continuous improvement.

Follow-up training must be aimed at all crew and all ranks. Senior officers are often overlooked because there is a perception that experience is a substitute for on-going training.

Without on-going training the senior officers can become those who are ‘furthest away from their training’. They can become complacent and pose a higher risk of human error. On-going training for senior officers will reduce this risk.

Having a mentor system will gain the maximum benefit from the experience of senior officers and crew. A mentor system is on-going training.

Simulator training and computer-based assessment should not be a repeat or a re-testing of STCW theoretical knowledge. All such training should be aimed at personal development and increasing ability. For example - a bridge simulator course should not be a repeat of STCW courses – it should perhaps involve pilots, be aimed at teaching leadership skills, or improving multi-cultural communication. There should always be a stated aim (the added skill to aim for) and the objectives (how the structure of the course will try to achieve the aim).

Consideration should be given to cultural barriers to effective learning. For example - in some cultures it is difficult for persons seen as ‘junior’ to address or question ‘seniors’. This can be a hazard with serious consequences in many situations on board ship – for example where the bridge team fails to question a pilot or where the third mate fails to point out an error to the Master. Training to overcome these barriers must start with the senior officers – they must have a very high awareness of the potential for these barriers in multi-cultural teams and learn to make it easier for team members to question.

Each ship visit – whether by senior management, technical superintendent, or navigation audit – should be seen as an opportunity for follow-up training. Consider avoiding the word ‘audit’ and replacing it with ‘briefing’, ‘training’, or ‘visit’. They should be seen as an opportunity to discuss and find out what the crew think rather than an opportunity to complete a training matrix or checklist.

Since 2015 KVH Media Group have been - through their website Crewtoo - asking seafarers how happy they feel with their life at sea. Crewtoo has about 112,000 seafarer members across over 50 nationalities with ages ranging from 16 to 69. Over 15% of participants in the survey are serving Masters.

The Crewtoo Seafares Happiness Index is growing in popularity and could provide you with valuable crew recruitment feedback. If you want to attract and retain the ‘right’ crew then using a crew happiness index of your own could help show what you are getting right and what can be improved. Set it up on survey monkey and ask your crew to fill it in. Great for benchmarking your performance and can be used as an additional tool to market your company to potential recruits.

The Crewtoo Seafares Happiness Index is based on 10 questions. Why not use these 10 questions on your own website or in hard copy and get all your crew to feedback regularly. This way you can look at crew ‘happiness’ on

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individual ships, across your fleet, and also benchmark against the Crewtoo Seafares Happiness Index. Each question is scored from 1 being unhappiest to 10 being happiest – this gives individual data for each question and an overall ‘happiness’ index which Crewtoo say is currently 6.33.

The Crewtoo Seafares Happiness Index 10 questions with the feedback from January 2016 are:

1	 How happy are you generally when you are at sea?	6.49	↑
2	 How happy are you about the contact you are able to have with your family when you are at sea?	6.57	↓
3	 How happy are you about your access to shore leave?	6.07	↑
4	 How happy are you about your wages/salary?	6.23	↓
5	 How happy are you about the standard of food you eat onboard?	6.49	↑
6	 How happy are you about your ability to keep fit and healthy onboard?	6.64	↑
7	 How happy are you about the training you receive?	6.33	↓
8	 How happy are you about interaction with other crew members onboard?	6.19	↓
9	 How happy are you with your workload?	6.38	↑
10	 How happy are you with welfare facilities when you are ashore?	5.98	↑

Crewtoo
The Home of Seafarers Online www.crewtoo.com

These 10 questions cover all the suggestions and tips in our Loss Prevention Briefing series – The Right Crew. You could do a crew happiness survey immediately and then repeat after considering or adopting some or all of the Loss Prevention briefing suggestions to gauge whether any changes are having a positive effect.

Retain the Right Crew – 7 Tips to Think About

North Management Report 2009:

Today, seafarers are more likely to be looking for job stability rather than job-hopping as they were in a peak market. We know that those Members that have high sea staff retention rates tend to have better overall claims records.

There are lots of ideas for retaining the right type of people to work for you – the internet is full of good advice. Much of this advice is not aimed specifically at jobs at sea but it is worth considering some or all of the tips to see if they can be adapted for your purpose – retaining the ‘right’ people to work on board your ships.

Crew retention is a major issue in a highly competitive international industry faced with a continuing shortfall in the supply of officers. Ship operators need to have a continuous review of key incentives in an attempt to retain experienced

and – to date - loyal crew.

The following is a list – in no particular order – of suggestions for retaining the right crew to work for you. Crew morale is recognized as probably one of the key factors which have a direct impact on crew retention. All the suggestions are aimed at improving crew morale.

This list should be linked to the Loss Prevention briefing 1 Crew Manage – Attract where there are 10 tips for making your company attractive to the right crew. Those 10 tips apply equally to ‘retain’.

1 Website crew area

An online crew facility where each individual crew member can log in confidentially to ‘check their account’. That ‘account’ might have such features as:

- Career ‘map’ or ‘timeline’ with projected time in rank, periods of training, promotion dates
- Training records
- Copies of performance reports and appraisals
- Crew list of all the ships sailed on
- Sea time calculator. Print out facility for sea time record.
- Projected periods of leave and details of next potential ships – provide links to a ‘find ship’ type App so that crew can see where they might be joining the next ship.
- Annual ‘crew satisfaction’ survey. Every crew member is invited by email to participate and the results are published in the ‘crew only’ area of the website
- Wages or salary records and projections

2 Modern communications are a necessity not a luxury.

Seafarer surveys have shown that access to modern communications for those serving on board ships is highly desirable. As such if you want to encourage retention access to email and the internet for seafarers should be a priority. It will also of course assist when attracting crew.

Where to start? Ideally every crew member who joins your ships should have either:

- a company email system private email address that will work on any ship and whilst ashore
- access to the internet to log on to an individual’s private email

Most crew members – like any other person – are citizens of the digital age. To be denied and isolated from what is now considered normal social interaction simple because you are on a ship at sea is a huge dis-incentive to join or remain. Poor communications with your family and friends whilst on board may contribute to poor morale and poor morale contributes to poor job performance.

If the provision of modern communications is to ‘sold’ as an above average benefit then it would have to be free or very

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cheap for the crew. If the service involves expense to the crew it is likely to be a barrier to good retention. Crew will simply move on to a ship operator that offers free or cheap communications.

If the policy is to provide unlimited internet access and email from on board it might be prudent to ensure that nothing in this policy conflicts with any 'no distractions' procedures that you have on board – no mobile devices whilst on watch, on deck, or when working anywhere on board for example. Modern communications would probably include access to such social media sites as Facebook and Instagram.

It might be prudent to think about any copyright issues for photographs posted to social media from on board the ship or whilst on contract. There would need to be some consideration of what to do in cases of inappropriate material or posts. Consider also the positive effect that posts may have on the image of the company as a good place to work in an exciting career – this may directly or indirectly aid recruitment or retention.

See also **Pastoral care** below.

3 Mentoring

Mentoring is not only a way of improving job competence by passing on valuable experience but also a way of improving pastoral care on board.

Every crew member should have a nominated on-board mentor, whether it's a new joiner or a chief officer about to be promoted. Chief engineers and Masters might be mentored from ashore.

Without a mentoring system a promotion can be very daunting for some people – they go home a second mate and return as a Chief Officer often with no previous mentoring into their new role. Having a mentor as a 'career guide' can be a good incentive to improve retention.

Mentoring should also include the idea of job swapping. Some famous shore-side companies have a policy of job swapping people on a Friday. This means that as a whole the organisation operates more smoothly because everyone understands the operations better. Adopting this idea during on-going training and on board when appropriate can be beneficial to good teamwork. Crew have reported that when this is done 'if you know each other's jobs it's easier and safer when you are operating as a team'.

Just like pastoral care training there should be training in how to be a good mentor.

4 Criminalisation and piracy

Strange to see this as a tip for improving retention?

Reports of seafarers being criminalised or kidnapped are a cause for concern for crew.

All crew and their families will face these issues but the risk and the outcome is very different for those that do not have adequate support from the company before, during and after an incident.

A policy based on very strong security provision and very assertive support from management ashore will help to allay the concerns of seafarers and their families and assist with both recruitment and retention.

5 Pastoral care on board

If modern communications are a must in this digital age to stay in touch with family and friends then good face to face communication is the key to having a strong 'on-board family and friends'.

So that answers the question – where to start with pastoral care? – Good communications.

Follow up training should not be totally concerned with competence. It should also include leadership skills. And by that very definition this training should start with existing Masters and extend into the on-going training towards the top 4 officers. There are few of us who are born leaders but many of us can be taught good leadership skills. If this is a theme that is promoted and included throughout any ongoing training then by the time officers reach the top 4 they are already prepared for the task of leading a strong 'on-board family and friends'.

All crew will benefit from training in pastoral care. It has many parallels with our 'duty of care'. Everyone has a duty of care but the standard expected of that duty might be higher from a senior officer than say a first trip cadet. Everyone needs to understand that as part of the on-board family they need to know their responsibility for contributing to pastoral care.

Recently numerous claims files have revealed instances where there were signs of a deteriorating mental state in a crew member that were spotted by several crew members but no one did anything. It is too late when you are writing your witness statement to comment on these things.

For good pastoral care everyone needs to be involved at all times. As Master it might be better to change the notice on your cabin door from 'My door is always open' to 'My door is always shut – because I'm never in my cabin!' Getting 'out and about' around the ship is where to start for good pastoral care.

Unlike in the past when crew may have felt remote and insulated from family news - on ships with immediate modern communications – bad or upsetting news from home is immediate and appears close. This is the type of issue that should be included in any ongoing training in pastoral care.

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6 Exit interviews

It might seem a little strange to have 'exit interviews' as a top tip to improve retention but if people are leaving you need to know why and put it right.

If you know why people are leaving and a pattern emerges then you know where to change your policy or pay and benefits package. Gaining this feedback can be a useful way of improving retention.

But it's not an easy process to start – under the circumstances for those conducting the interview it's difficult not to appear defensive and most people do not like situations where there may be criticism.

What you have to keep in mind though is that most people want to leave a job giving constructive feedback. They want to leave on a positive note and common sense should tell them to respect the employment they have been given, mindful of the fact that there is no guarantee that they won't be back at some stage in the future if circumstances change. Most people will realise that the shipping industry is a 'small world' and the well-known advice 'be nice to people on your way up because you will meet them on your way down' applies equally well to 'on your way out'.

So an exit interview need not be a daunting task. You have to decide whether they are worthwhile and if they are going to provide the feedback you need to identify issues which may be affecting retention.

Where to start? With a simple, good natured meeting aimed at finding out anything that might help improve retention.

7 Rewards for long service

Rewards for long service can increase retention. These may include:

- A direct contract of employment.
- Payment of study fees. Perhaps 50% reimbursed upon successful completion and 50% after 6 months. This above average benefit would be subject to the signing of an agreement to stay with the ship operator for an agreed period after successful completion of a period of study.
- Reward long service with a better leave ratio.
- Reward long service with shorter voyages.
- Loyalty bonuses or incremental wage increases paid to staff employed for a period of time.
- Celebrate the commitment of long servers by recognizing them in company publications.

Disclaimer

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