

Vision – Mission - Values

VISION

ISPO is *the* preferred quality standard for maritime pilot organizations worldwide

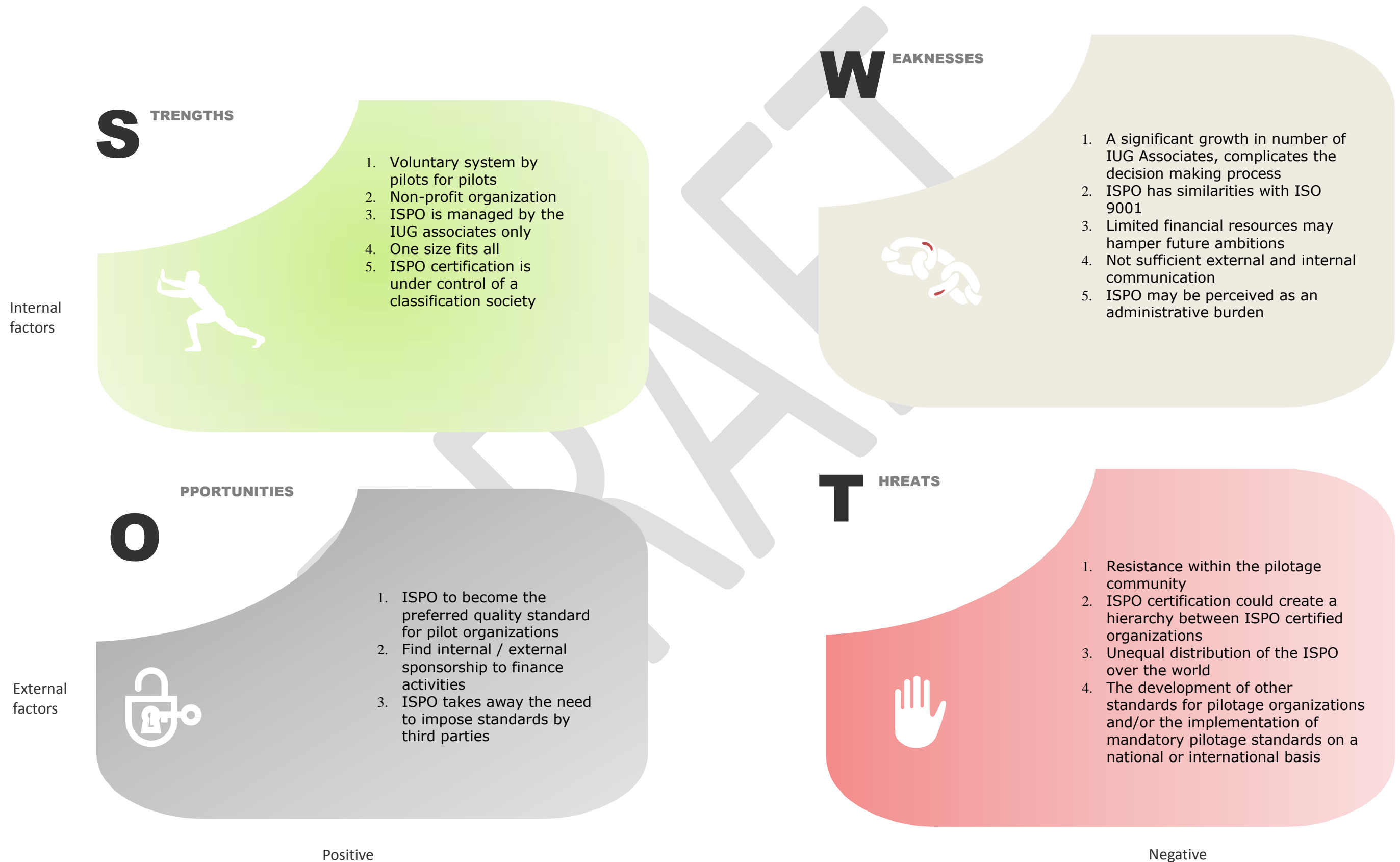
MISSION

Gives stakeholders clear and transparent information regarding the quality and reliability of the service provided by maritime pilots

VALUES

- ISPO is created and maintained by pilots
- Concise but challenging standard
- ISPO certification by Classification Society
- Innovation, transparency and effectiveness of IUG-ISPO Administration
- Equal representation of each International User Group Member
- Standard is not used as a mandatory requirement

SWOT analysis



CONFRONTATION Matrix

		OPPORTUNITIES			THREATS			
		ISPO to become the preferred quality standard for pilot organizations	Find internal / external sponsorship to finance activities	ISPO takes away the need to impose standards by third parties	Resistance within the pilotage community	ISPO certification could create a hierarchy between ISPO certified organizations	Unequal distribution of the ISPO over the world	The development of other standards for pilotage organizations and/or the implementation of mandatory pilotage standards on a national or international basis
STRENGTHS	Voluntary system by pilots for pilots	5			5	1		
	Non-profit organization		1					
	ISPO is managed by the IUG associates only				3		5	
	One size fits all			5		3		
	ISPO certification is under control of a classification society	3			3			3
WEAKNESSES	A significant growth in number of IUG Associates, complicates the decision making process				3	1	1	
	ISPO has similarities with ISO 9001	5		3	1			1
	Limited financial resources may hamper future ambitions		5					
	Not sufficient external and internal communication					1	3	
	ISPO may be perceived as an administrative burden	3						1

CONFRONTATION Matrix

Formulation challenges

- No. How can:
- C1 A voluntary system by pilots for pilots (S) ensure that ISPO becomes the preferred quality standard for pilot organizations (O);
 - C2 The freedom of a voluntary system by pilots for pilots (S) be used to take away the resistance within the pilotage community (T);
 - C3 One size fits all (S) ensure that ISPO takes away the need to impose standards by third parties (O);
 - C4 ISPO which is managed by the IUG associates only (S) be used to avoid unequal distribution of the ISPO over the world (T);
 - C5 ISPO in spite of the similarities with ISO 9001 (W) yet become the preferred quality standard for pilot organizations (O);
 - C6 Limited financial resources which may hamper future ambitions (W) be improved by finding internal / external sponsorship to finance activities (O).

Strategic plan

OBJECTIVE: The International Standard for maritime Pilot Organizations contributes to a transparent quality pilotage operation by providing clear guidelines and a framework of terms of delivery, developed for pilots by pilots and assessed by an independent classification society.

	GOALS	CHALLENGE						REF	ACTIONS	WHO	2017	2018	2019	2020	2021	OK
		C1	C2	C3	C4	C5	C6									
G1	Increase the number of ISPO certified pilot organizations worldwide.	X						A.1.1.	Determine the number of pilots represented by IMPA.							
								A.1.2	Determine the ratio between the ISPO certified pilots and the IMPA members							
								A.1.3	Promote the ISPO to likeminded pilot organizations. Success indicator is an increase of 10% of the above ratio in 2021 compared with 2017 by promotional activities of the IUG associates.							
G2	Safeguard the suitability and added value of ISPO for all pilot organizations.	X		X				A.2.1	The IUG board must verify every three years if the recognized classification societies are still compliant with the minimum requirements as described in ISPO Part C paragraph 2.4.							
								A.2.2.	Research the feasibility of an ISO certification for ISPO Part C.							
								A.2.3.	Review ISPO as described in ISPO Part C chapter 7.							
G3	Optimize the worldwide distribution of ISPO certified organizations		X		X			A.3.1.	The ISPO conference shall be held annually and equally spread among the countries of the IUG associates							
								A.3.2	Create a new flyer 'Why ISPO'							
G4	Clear understanding of how ISPO relates to other standards so ISPO can be innovative in updates.					X		A.4.1	Review other standards in order to improve the ISPO as the preferred quality standard for pilot organizations.							
G5	Create a budget for future ambitions (for example the IUG working group, promotional activities, etc.)						X	A.5.1	Determine every year if a budget for future ambitions is necessary and if the membership fee needs to be amended accordingly.							
								A.5.2	Keep costs transparent internally with annual audit.							