

## 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

- 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

## **S** TRENGTHS

Internal factors



1. Voluntary system by pilots for pilots
2. Non-profit organization
3. ISPO is managed by the IUG associates only
4. One size fits all
5. ISPO certification is under control of a classification society

## **W** EAKNESSES



1. A significant growth in number of IUG Associates, complicates the decision making process
2. ISPO has similarities with ISO 9001
3. Limited financial resources may hamper future ambitions
4. Not sufficient external and internal communication
5. ISPO may be perceived as an administrative burden

## **O** PPORTUNITIES

External factors



1. ISPO to become the preferred quality standard for pilot organizations
2. Find internal / external sponsorship to finance activities
3. ISPO takes away the need to impose standards by third parties

## **T** HREATS



1. Resistance within the pilotage community
2. ISPO certification could create a hierarchy between ISPO certified organizations
3. Unequal distribution of the ISPO over the world
4. The development and/or make mandatory of other standards for pilot organizations

Positive

Negative

# 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 and/or make mandatory of other standards for pilot organizations
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 <u>voluntary system by pilots for pilots</u> (S) ensure that <u>ISPO becomes the preferred quality standard for pilot organizations</u> (O);
C2	The freedom of a <u>voluntary system by pilots for pilots</u> (S) be used to take away the <u>resistance within the pilotage community</u> (T);
C3	<u>One size fits all</u> (S) ensure that <u>ISPO takes away the need to impose standards by third parties</u> (O);
C4	<u>ISPO which is managed by the IUG associates only</u> (S) be used to avoid <u>unequal distribution of the ISPO over the world</u> (T);
C5	<u>ISPO</u> in spite of <u>the similarities with ISO 9001</u> (W) yet become <u>the preferred quality standard for pilot organizations</u> (O);
C6	<u>Limited financial resources</u> which <u>may hamper future ambitions</u> (W) be improved by <u>finding internal / external sponsorship to finance activities</u> (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	Notes
		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.	WB	X					
								A.1.2	Determine the ratio between the ISPO certified pilots and the IMPA members	WB	X					
								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.	Board	ongoing	ongoing	ongoing	ongoing	X	
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.	Board		X			X	
								A.2.2.	Research the feasibility of an ISO certification for ISPO Part C.	Working Group				X	X	
								A.2.3.	Review ISPO as described in ISPO Part C chapter 7.	Working Group					X	
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	Board	R'dam	Brisbane	Palma de Mallorca ongoing	Trinidad ongoing	Dubai ongoing	
								A.3.2	Create a new flyer 'Why ISPO'	Working Group	X	X	X	X	X	
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.	Working Group	ISO 9001-2015	IALA PAF	TMSA	DNVGL Rules for pilot org.		
G5	Create a budget for future ambitions (for example the IUG working group, promotional activities, etc.)						X	A.5.1	Review the membership fee in order to create an annual budget of 10.000 euro.	Board	X					
								A.5.2	Keep costs transparent internally with annual audit.	Financial auditors	X	X	X	X	X	

REF	ACTIONS	Notes
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.	
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.	
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'	
A.4.1	Review other standards in order to improve the ISPO as the preferred quality standard for pilot organizations.	
A.5.1	Review the membership fee in order to create an annual budget of 10.000 euro.	
A.5.2	Keep costs transparent internally with annual audit.	