



# **STRATEGIC PLAN**

**of the**

**International Users Group of ISPO-certified organizations**

## 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	A.1.1.1.					
								A.1.2	Determine the ratio between the ISPO certified pilots and the IMPA members	WB	A.1.2.1.					
								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	A.1.3.1.	A.1.3.2.	A.1.3.3	X	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		A.2.1.1.			X	
								A.2.2.	Research the feasibility of an ISO certification for ISPO Part C.	Working Group		A.2.2.1.	A.2.2.2	X	X	
								A.2.3.	Review ISPO as described in ISPO Part C chapter 7.	Working Group			A.2.3.1		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	A.3.1.1.	A.3.1.2.	A.3.1.3.	A.3.1.4.	A3.1.5.	
								A.3.2	Create a new flyer 'Why ISPO'	Working Group	A.3.2.1					
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	A.4.1.1.	A.4.1.2.	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	A.5.1.1.					
								A.5.2	Keep costs transparent internally with annual audit.	Financial auditors	A.5.2.1.	A.5.2.2.	A.5.2.3.	X	X	

REF	ACTIONS	Notes	
A.1.1.	Determine the number of pilots represented by IMPA.	A.1.1.1	The ratio is 14% compare to EMPA
A.1.2	Determine the ratio between the ISPO certified pilots and the IMPA members	A.1.2.1	The ratio is 10% compare to IMPA
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.1.3.1	Irshad (Adnoc) is ISPO-certified. Interested for ISPO certification are Sohar, Bahrein, Mozambique
		A.1.3.2	Woodside Pilots (LNG, Port Dampier) is ISPO-certified. Interested for ISPO certification are Greenland Pilots, Sohar and National Maritime Safety Authority, Papua New Guinea.
		A.1.3.3	No new ISPO-certified pilot organizations have been added since Brisbane. The Danish Pilots start to implement ISPO and the Norwegian Pilots will probably be certified at the end of 2019. There are more and more pilot organizations that are interested in ISPO certification such as Spain and Malaysia.
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.2.1.1.	Lloyds, Bureau Veritas and DNV-GL have been approached to demonstrate they are members of IACS and whether their auditors meet the requirements of art. 2.4.4. Part C. Ongoing A new national classification society Tasneef is rejected as ISPO-certification society by IUG
A.2.2.	Research the feasibility of an ISO certification for ISPO Part C.	A.2.2.1	In our opinion it will be not a difficult move to make Part C auditable. We have to adjust the Internal Regulation art. 2.6 with adding the sentence: m) must comply with ISPO Part C Together with the Articles, the Internal Regulation and ISPO Part C we think we have the handbook for the IUG to get ISPO-certified. This will a topic for the Board meeting at Brisbane, because we have to create a budget for 2020/2021 to realise it.
		A.2.2.2	A start has been made on creating a manual to make the processes within the IUG transparent and to make the IUG auditable.
A.2.3.	Review ISPO as described in ISPO Part C chapter 7.	A.2.3.1	Amendment ISPO Part C, Chapter 2, art. 2.4.4. is adopted.
A.3.1.	The ISPO conference shall be held annually and equally spread among the countries of the IUG associates	A.3.1.1.	Rotterdam was the host
		A.3.1.2.	Brisbane was the host
		A.3.1.3.	Palma Mallorca is the host
		A.3.1.4.	? will be the host
		A.3.1.5.	Cork will be the host
A.3.2	Create a new flyer 'Why ISPO'	A.3.2.1	Flyer adapted with the latest new ISPO organizations (DP World Dubai)
		A.3.2.2.	Flyer adapted with the latest new ISPO organizations (Irshad)
		A.3.2.3	Flyer updated and adapted with the latest new ISPO organizations (Woodside)
A.4.1	Review other standards in order to improve the ISPO as the preferred quality standard for pilot organizations.	A.4.1.1.	Gap analyse ISPO – ISO 9001-2015 Only paragraph 6.3 "Planning Changes" in ISO 9001;2015 is described in more details than in ISPO paragraph 10.2. Amend Part A, art. 12.5 Management Review in order to achieve more involvement of the board members to take more responsibility, if the objectives have been achieved and if there is continuous improvement.

		A.4.1.2.	Gap analyse ISPO – IALA/PAF The gap analysis is not necessary at this moment, as the attached documents have not been reviewed and updated recently.
		A.4.1.3	Gap analyse ISPO – TMSA is postponed to 2020.
A.5.1	Review the membership fee in order to create an annual budget of 10.000 euro.	A.5.1.1.	The membership fee is raised to € 35 in order to create the budget.
A.5.2	Keep costs transparent internally with annual audit.	A.5.2.1.	The financial auditors declare that the financial statements 2016 give a true and fair view of the financial position of The International users Group of ISPO-certified Organizations and its result for 2016.
		A.5.2.2.	A new software accounting program is implemented for almost 100% in English language. The financial auditors declare that the financial statements 2017 give a true and fair view of the financial position of The International users Group of ISPO-certified Organizations and its result for 2017.
		A.5.2.3	The financial auditors declare that the financial statements 2018 give a true and fair view of the financial position of The International users Group of ISPO-certified Organizations and its result for 2018.