



International Users Group of ISPO certified organizations

STRATEGIC PLAN

2022 – 2026

Vision – Mission - Values

VISION

ISPO to be the preferred quality standard for maritime pilot organizations worldwide

MISSION

To promote and evolve ISPO for pilot organizations worldwide using the resources of IUG membership

VALUES of ISPO

- Voluntary standard for pilots by pilots
- Leads to use of best practice
- Certified by an independent third party
- Innovation, transparency and effectiveness of IUG
- Promote safety and quality
- All members are equal

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
4. Alignment with pilots organization management system
5. ISPO has an open structure so other systems can easily be integrated

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
5. Lack of commitment

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	Alignment with pilots organization management system	ISPO has an open structure so other systems can easily be integrated	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	Lack of commitment to Weaknesses
STRENGTHS	Voluntary system by pilots for pilots	5				5	5	1			
	Non-profit organization		1								
	ISPO is managed by the IUG associates only						3		5		3
	One size fits all			5	1	3		3			
	ISPO certification is under control of a classification society	3					3			3	1
WEAKNESSES	A significant growth in number of IUG Associates, complicates the decision making process						3	1	1		1
	ISPO has similarities with ISO 9001	5		3			1			1	
	Limited financial resources may hamper future ambitions		5								5
	Not sufficient external and internal communication	3						1	3		3
	ISPO may be perceived as an administrative burden	3								1	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).
C7	A voluntary system by pilots for pilots (S) with an open structure ensuring that other systems can easily be integrated (O)
C8	Be avoid that the lack of commitment of some of the ISPO certified organisations (T) will lead to more <u>limited financial resources</u> which <u>may hamper future ambitions</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	2022	2023	2024	2025	2026
		C1	C2	C3	C4	C5	C6	C7	C8								
G1	Increase the number of ISPO certified pilot organizations worldwide.	X								A.1.1.	Determine the number of pilots represented by IMPA.	ME	X				X
										A.1.2	Determine the ratio between the ISPO certified pilots and the IMPA members	ME	X				X
										A.1.3	Success indicator is an increase of 10% of the above ratio in 2026 compared with 2021(31) by promotional activities of the IUG associates.	Board	X	X	X	X	X
G2	Safeguard the suitability and added value of ISPO for all pilot organizations.	X		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 Control Manual paragraph 2.4.	Board	X			X	
										A.2.2.	Review ISPO as described in ISPO Control manual chapter 7.	Working Group				X	X
										A.2.3	Benchmark the structure of other quality management systems and, if necessary, adapt the ISPO standard so other systems can easily be integrated.	Working Group				X	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	X	X	X	X	X
										A.3.2	Create a new flyer 'Why ISPO'	Working Group	X	X	X	X	X
										A.3.3	Create a new website	Board/Working group	X	X			
										A.3.4	Renew Trademark ISPO for 24 August 2025 (10 years)	Board				X	
										A.3.5	Increase visibility of ISPO by social media	Board/Working group	X	X	X	X	X

Strategic plan

	GOALS	CHALLENGE								REF	ACTIONS	WHO	2022	2023	2024	2025	2026
		C1	C2	C3	C4	C5	C6	C7	C8								
G4	Clear understanding of how ISPO relates to other standards so ISPO can be innovative in updates.					X		X		A.4.1	Benchmark with other standards in order to improve the ISPO as the preferred quality standard for pilot organizations.	Working Group					X
										A.4.2	Innovations by amendments		X	X	X	X	X
G5	ISPO is managed by the IUG. The continued existence of the IUG is of great importance						X		X	A.5.1	Keep costs transparent internally with annual audit.	Financial auditors	X	X	X	X	X
										A.5.2	Promote the importance of membership IUG	Board	X	X	X	X	X
										A.5.3	Review the membership fee in order to create a professional organization	Board	X	X	X	X	X
										A.5.4	Keep composition of board equally spread among the countries of the IUG associates	Board/Associates	X	X	X	X	X

Actions

REF	ACTIONS		NOTES
A.1.1.	Determine the number of pilots represented by IMPA.	A.1.1.1	Not done yet
		A.1.1.5	
A.1.2	Determine the ratio between the ISPO certified pilots and the IMPA members	A.1.2.1	Not done yet
		A.1.2.5	
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 2026 by promotional activities of the IUG associates.	A.1.3.1	Midwest Ports Pilots and Corporacion de Practicos del Puerto de Bahia de Algeciras S.L.P. are ISPO certified. Interest of ISPO certification of Fedipilot, Maputo, Cyprus, Tas Ports and Ports Papoea New Guinea.
		A.1.3.2	
		A.1.3.3	
		A.1.3.4	
		A.1.3.5	
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 Control Manual paragraph 2.4.	A.2.1.1	Several modifications of auditors have been implemented and remain ongoing.
		A.2.1.4	
A.2.2.	Review ISPO as described in ISPO Control Manual chapter 7.	A.2.2.4	
		A.2.2.5	

Actions

REF	ACTIONS		NOTES
A.3.1.	The ISPO conference shall be held annually and equally spread among the countries of the IUG associates	A.3.1.1.	Cork Port & Pilots were the host of the ISPO conference 2022.
		A.3.1.2.	
		A.3.1.3.	
		A.3.1.4.	
		A.3.1.5.	
A.3.2	Create a new flyer 'Why ISPO'	A.3.2.1	A new flyer has been developed based on the new website layout with the latest new ISPO associates.
		A.3.2.2.	
		A.3.2.3	
		A.3.2.4	
		A.3.2.5	
A.3.3	Create new website	A.3.3.1	The old website has been replaced by the new website with a completely new layout.
		A.3.3.2	
A.3.4	Renew Trademark ISPO for 24 August 2025 (10 years)	A.3.4.4	
A.3.5	Increase visibility of ISPO by social media	A.3.5.1	During the year various news items and information were distributed through social media.
		A.3.5.2	
		A.3.5.3	
		A.3.5.4	
		A.3.5.5	

Actions

REF	ACTIONS		NOTES
A.4.1	Review other standards in order to improve the ISPO as the preferred quality standard for pilot organizations.	A.4.1.5	
A.4.2	Innovations by amendments	A.4.2.1	The latest innovations and amendments were discussed in the meeting of associates.
		A.4.2.2	
		A.4.2.3	
		A.4.2.4	
		A.4.2.5	
A.5.1	Keep costs transparent internally with annual audit.	A.5.1.1.	The financial auditors declare that the financial statements 2021 give a fair view of the financial position of the International Users Group of ISPO-certified organizations an its result for 2021.
		A.5.1.2	
		A.5.1.3	
		A.5.1.4	
		A.5.1.5	
A.5.2	Promote the importance of IUG membership	A.5.2.1	The Board contacts every new ISPO certified organization to join the IUG.
		A.5.2.2	

		A.5.2.3	
		A.5.2.4	
		A.5.2.5	
A.5.3	Review the membership fee in order to create a professional organization	A.5.3.1	The board continuously assesses the financial position of the IUG in order to further professionalize the IUG.
		A.5.3.2.	
		A.5.3.3	
		A.5.3.4	
		A.5.3.5	
A.5.4	Keep composition of Board equally spread among the countries of the IUG Associates	A.5.4.1	With one third of the associates based in Australia, the board welcomes Mr. Trent Lonsdale, CEO of the Auriga group as a new board member.
		A.5.4.2	
		A.5.4.3	
		A.5.4.4	
		A.5.4.5	