

The Steamship Authority

Implementation Workshop

Strategic Improvement Process

Objective

SSA identifies the need to reduce the risk of not being able to deliver the expected level of service.

Strategic Goals

Review generated 10 Recommendations, each one inspiring initiatives.

Strategy

Initiatives require a strategy to accomplish.

Planning

A plan details the implementation of the selected strategy and identifies the necessary tasks and measures success.

Workshop Introduction

Objectives

- Review the recommendations
- Solicit feedback from stakeholders
- Develop a strategy for each initiative
- Secure board approval for initiatives
- Formulate an Implementation Plan to assist the SSA with execution and monitoring of progress

Participants (role)

- Board (direction, approval)
- Staff (input, planning)
- Consultants (facilitation, advisors)

Workshop Ground Rules

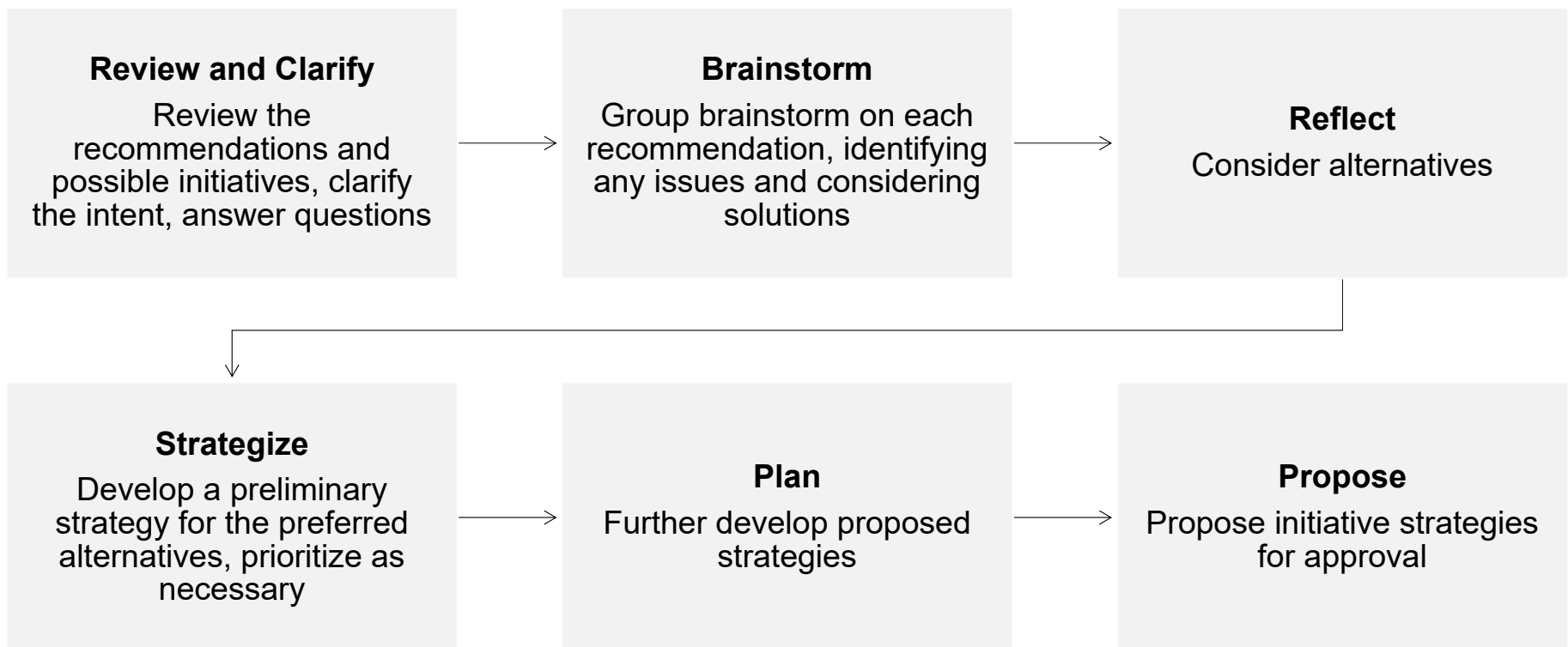
Ground Rules

Focus on improving the SSA (future), not finding faults (past)

Encourage participation of all stakeholders

Focus: Keep to the agenda

Workshop Process



1. Safety Management System

2. Quality Management System

3. Learning Management System

4. Mission Statement and Performance Objectives

5. Strategic Plan

6. Engineering Resources

7. HSQE Management

8. Vessel Operations

9. External Recruitment

10. Management Performance Metrics / Accountability

Overview of Recommendations

SMS

QMS

LMS

Mission

Planning

Resources

HSQE

Vessel Ops

Recruiting

Metrics

Background

- A lack of process at the SSA contributed as a root cause of all the incidents that were reviewed.

SMS

QMS

LMS

Mission

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Recruiting

Metrics

Objective

- To develop a process-based culture at SSA; specifically to achieve safe operation of the fleet and protection of the environment.

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Requirements

- Document policies and procedures
- Communication feedback
- Designated Person
- Externally audited

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Actions taken to date

- RFP for SMS/QMS. Responses under evaluation
- Identified the Designated Person

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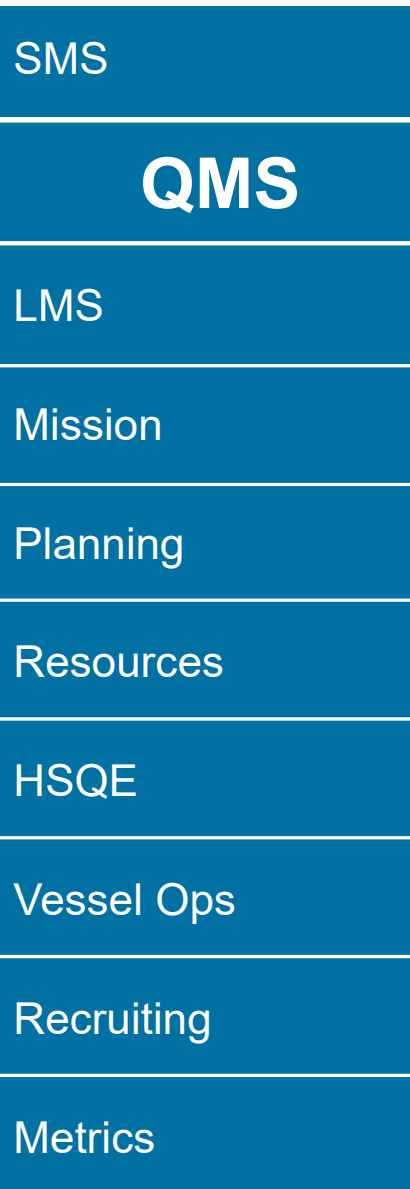
Discussion

- Limitations / barriers
- Resources required
- Timelines
- Risks
- Alternatives

SMS
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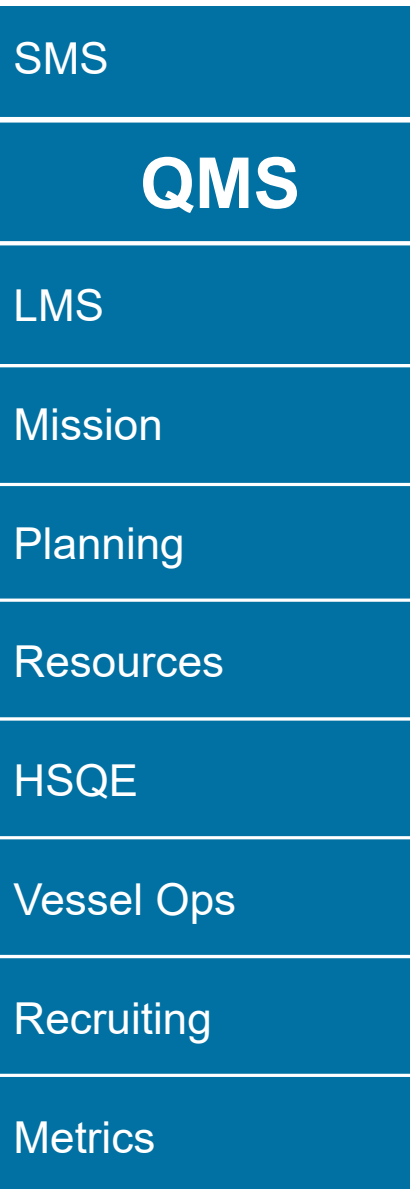
Background

- A lack of process at the SSA contributed as a root cause of all the incidents that were reviewed.



Objective

- To develop a process-based culture at SSA; specifically, to establish procedures/processes that ensure consistent delivery of the SSA's service.



Requirements

- Document policies and procedures
- Communication feedback
- Designated Person
- Externally audited

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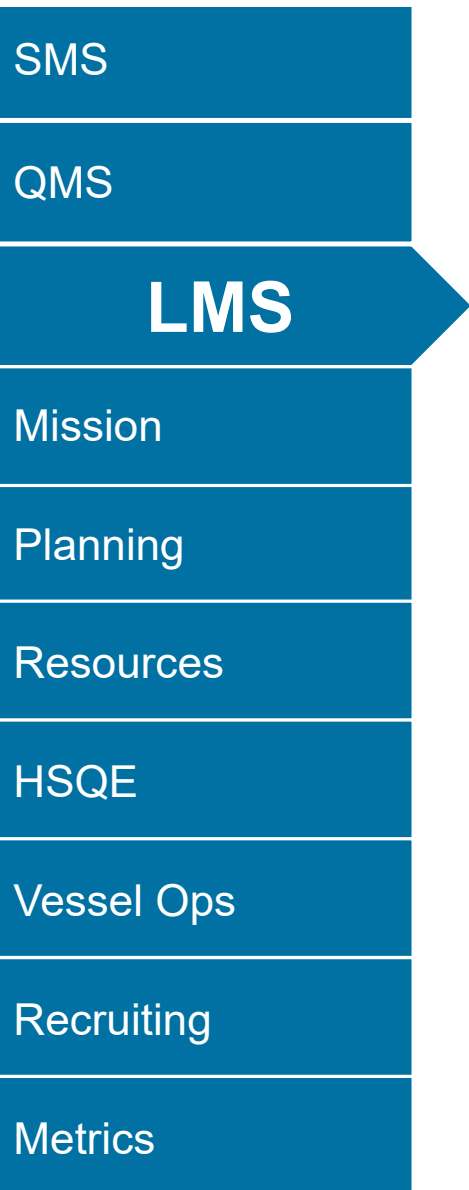
Background

- Inconsistent training and a lack of critical training directly contributed to several incidents.

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Objective

- Develop an efficient system to administer and catalogue, easily disseminate, and track all training evolutions.



Requirements

- Software-based and/or web-based
- Tracks and documents training completed
- Identifies gaps in training

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Actions taken to date

- Contract awarded to Marine Learning Systems.

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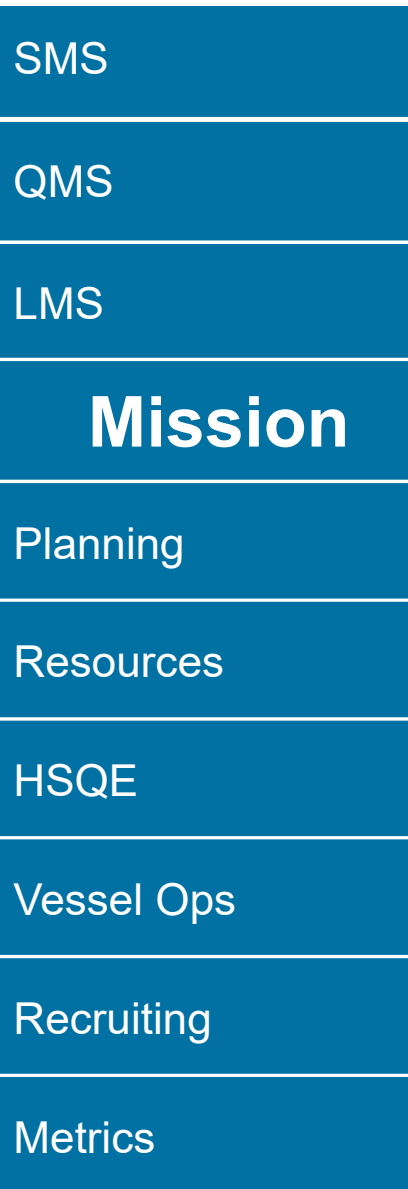
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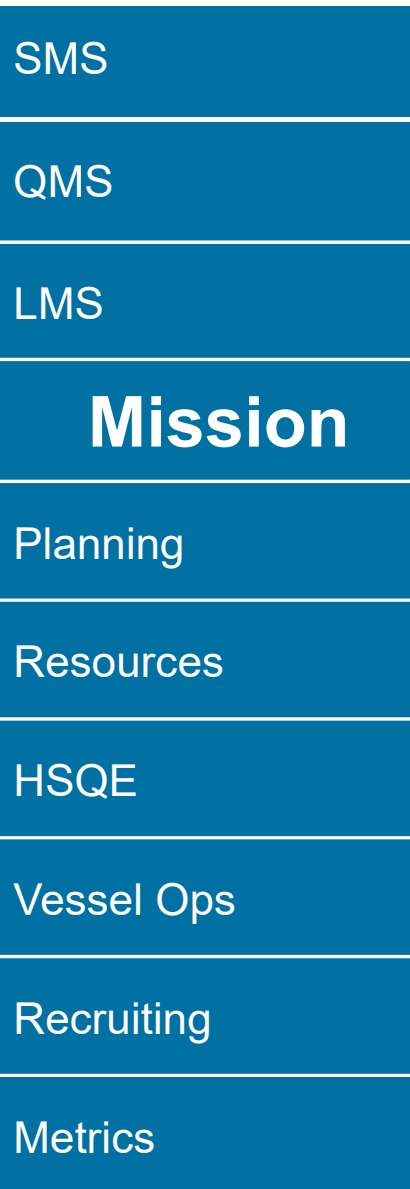
Background

- Confusion between stakeholders about SSA's mission
- No clear mission statement



Objective

- Provide management with guiding principles for decision-making
- Align expectations of all stakeholders



Requirements

- Clear and concise
- Provide unifying direction from all constituencies / buy-in from all board members
- Easily accessible to all stakeholders

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Background

- SSA good at reacting, but significant room to improve long-range planning
- Unclear decision-making direction throughout organization

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Objective

- Prioritize and align efforts throughout organization

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Requirements

- Clearly define where the organization is now
- Clearly define where the organization wants to be
- Clearly define steps that will be taken to get there

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Background

- Inefficient use of human resources
- Misalignment in efforts

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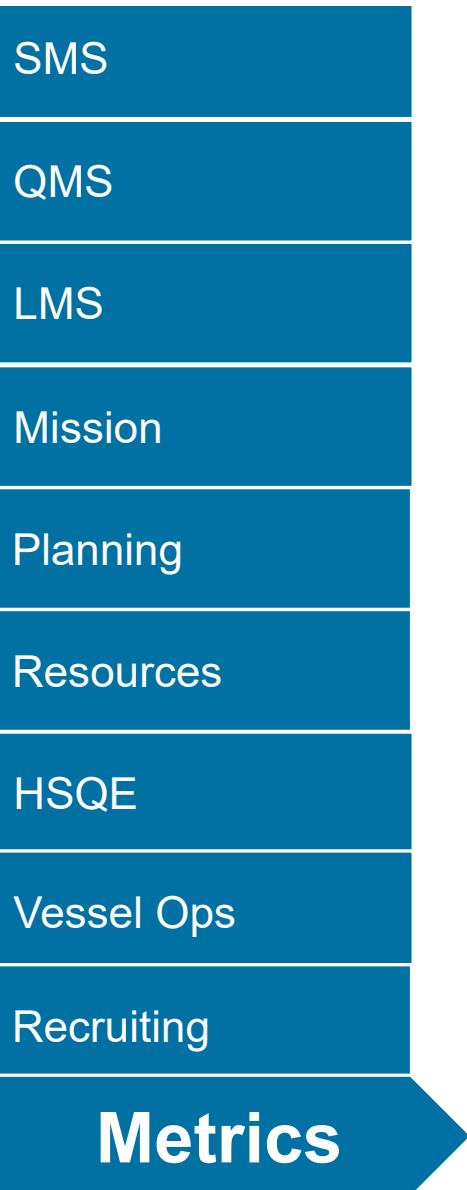
Vessel Ops

Recruiting

Metrics

Objectives

- Ensure the subject matter experts are focusing on their areas of expertise
- Align SSA energy and resources
- Improve merit-based review system



Requirements

- Performance goals should be SMART:
 - Specific
 - Measurable
 - Achievable
 - Relevant
 - Time-bound
- Should be based on Strategic Plan

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Background

- The personnel resources allocated to engineering management are insufficient, and the lack of puts vessels at risk.

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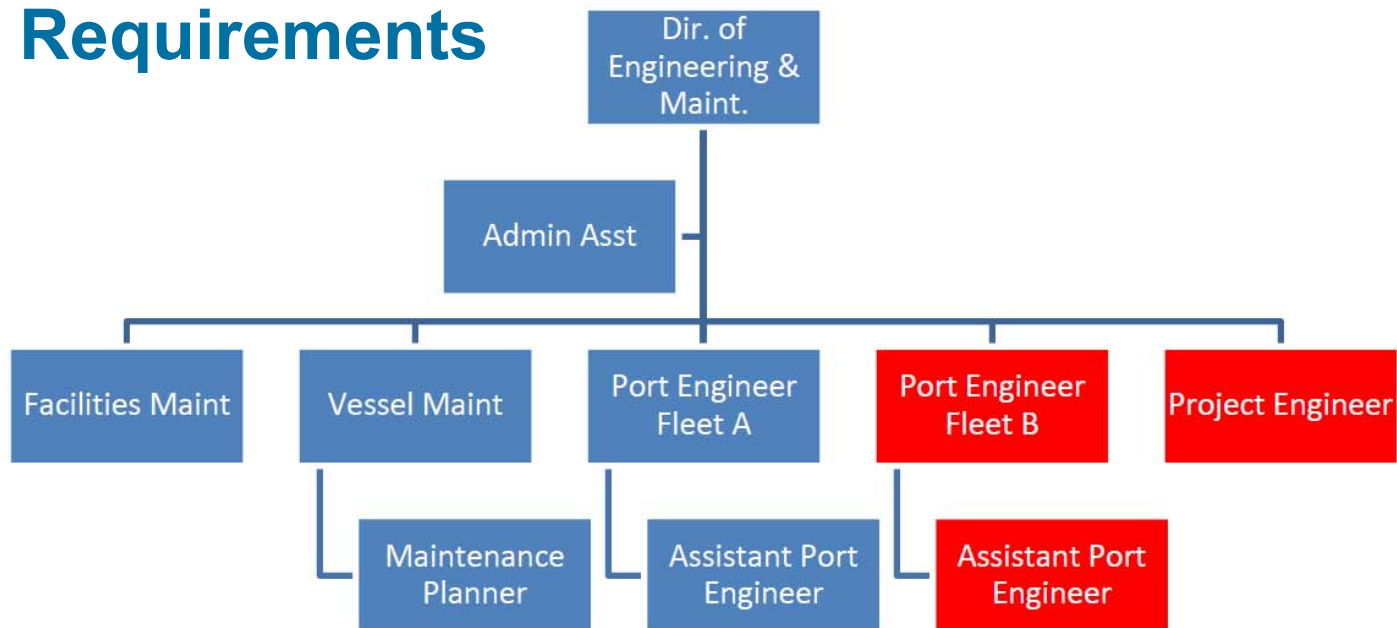
Metrics

Objective

- Add resources and re-organize to separate vessel ops from project efforts
- Shift efforts from reactions to deliberate planning

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Requirements



- Separate vessel engineering ops from project efforts
- Ensure sufficient bandwidth of new team

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Background

- To ensure safe operation of their vessels, SSA must shift responsibilities from individuals to processes.



Objective

- Create a champion of organizational process who will manage the implementation and maintenance of SMS, QMS, and LMS systems.



Requirements

- Independence from management
- Authority to enforce systems
- A candidate with the experience and personality to change corporate culture

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Actions taken to date

- HSQE manager hired in April.

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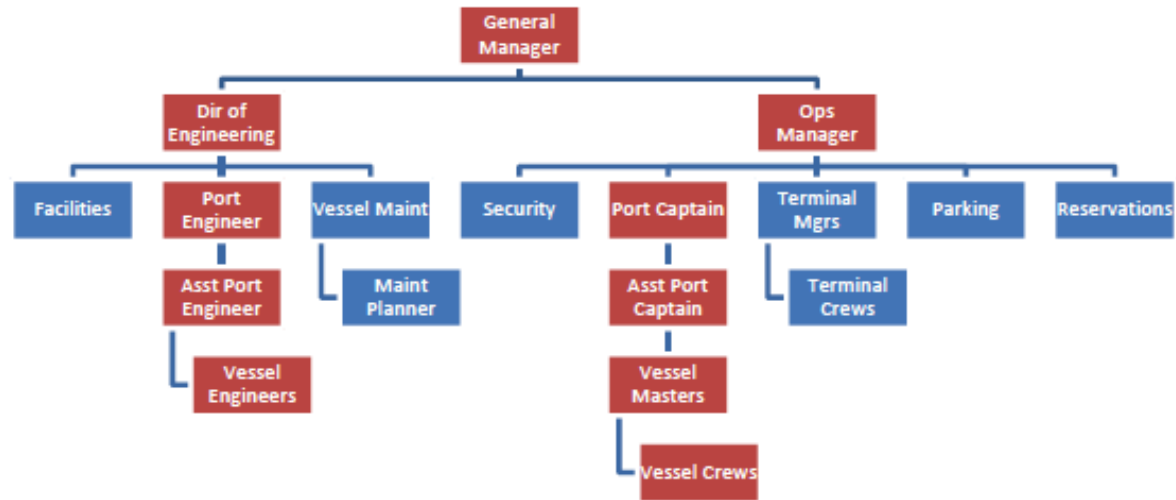
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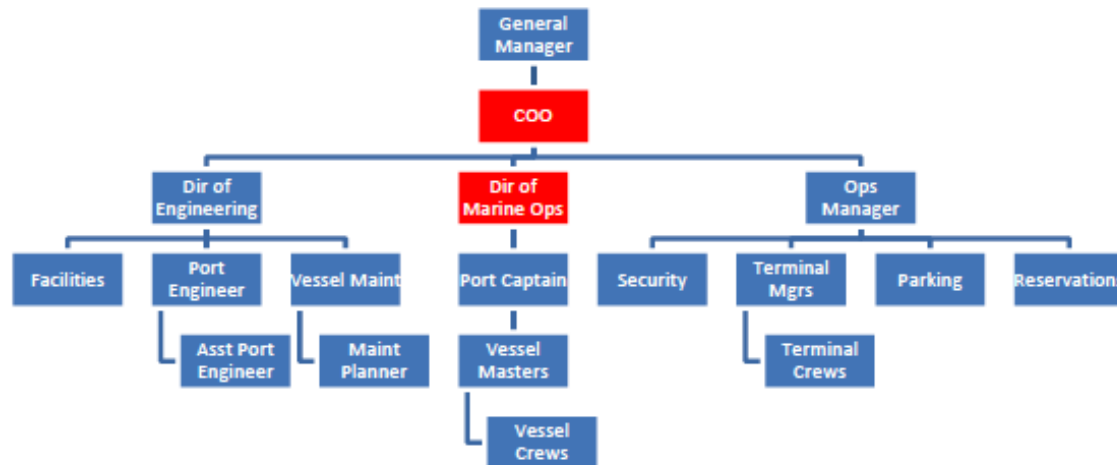
Background



- The current structure splits the chain of command from the vessels, conflicting the decision-making process.

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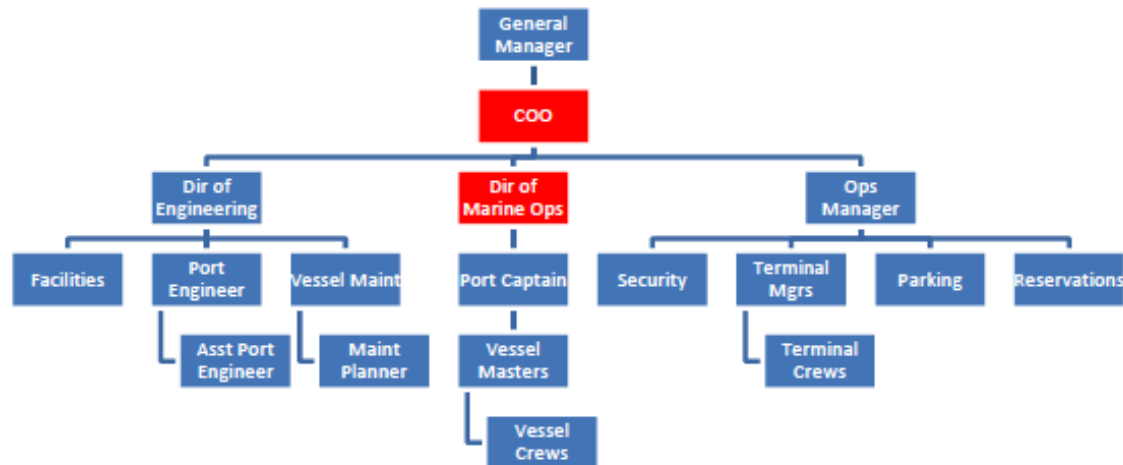
Objective



- To establish an effective chain-of-command through the core discipline of the organization
- To ensure adequate levels of authority in decision-making

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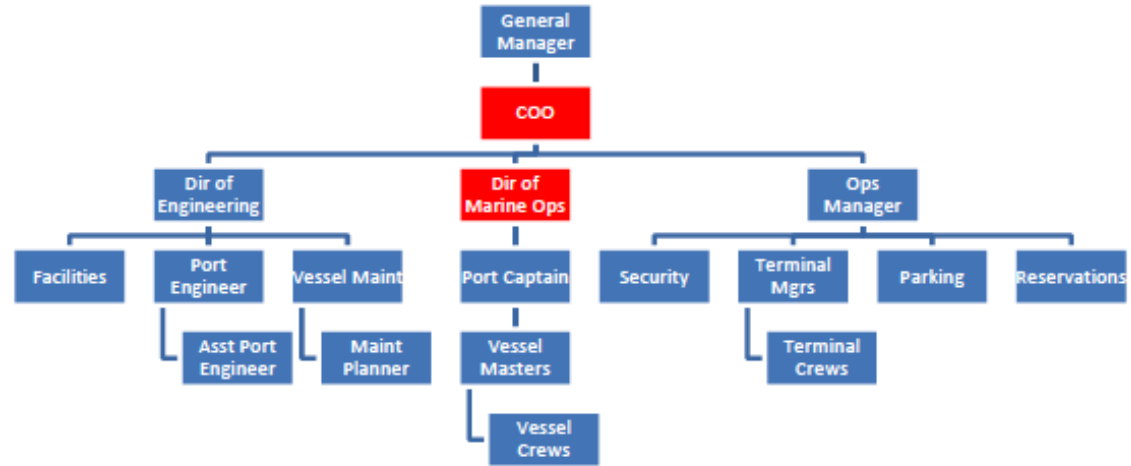
Requirements



- COO
- Director of Marine Ops
- Realignment of roles

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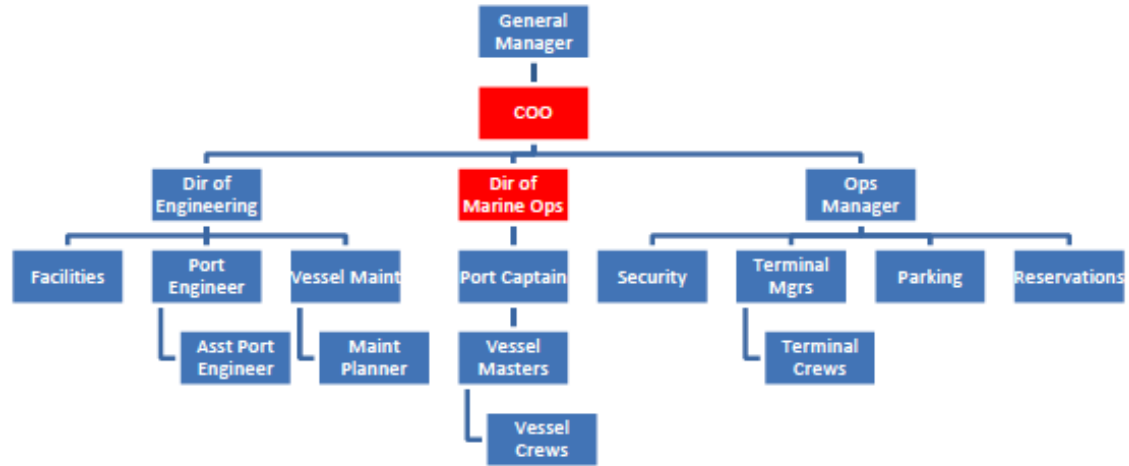
Actions taken to date



- Hired a Director of Marine Ops

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Discussion



- Limitations / barriers
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Background

- More external perspective could help SSA keep up with industry standards and best practices

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Objective

- Increase external recruiting to bring in fresh ideas

SMS

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Requirements

- Development of an HR recruiting strategy
- Coordination with recruiting agencies

SMS

QMS

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Actions taken to date

- Several new positions filled externally

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Discussion

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Strategize – developing initial direction

- After reflection, review each initiative and their alternatives:
 - Limitations
 - Resources
 - Timelines
 - Risks
- Board provides direction for further development
- Outstanding questions to address

Initiative Program Check-ins

- At a regular frequency, Project Manager for each initiative will provide status update to HMS/Glosten.
- Progress will be reported by each Project Manager.
- HMS/Glosten will take notes and monitor progress of overall **initiatives program**.
- HMS/Glosten will provide:
 - Program oversight
 - Facilitation of project management of each initiative, as requested

Quarterly Board Reports

- HMS/Glosten will present status reports to the board once per quarter based on oversight of the initiatives program
- To be presented in-person and in report format



Glosten