

The Steamship Authority

Implementation Workshop

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

Recommendations
Review

SMS/QMS

LMS

Mission

Planning

Resources

HSQE

Vessel Ops

Recruiting

Metrics

Initiative

- Implement a Safety Management System (SMS) and a Quality Management System (QMS) in support of a move towards process-based culture.

SMS/QMS

LMS

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Recruiting

Metrics

Project Manager

- Angela Sampson – Health, Safety, Quality and Environmental Manager

Scope/Strategy

- External vendor to develop and implement integrated SMS/QMS, with option for environmental management system.
- Internal resources to support process by developing and maintaining procedures.
- Internal training during implementation.

SMS/QMS

LMS

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Estimated Timeline

- Proposals currently being evaluated.
- 3-4 months for analysis and system design.
- 12-18 months for implementation and training.

Estimated Cost

- \$500k - \$700k to develop system, \$50-75k/year for external auditing and support, including:
 - Vendor (cost to be determined).
 - SSA staff and crew time for development and maintenance of processes.
 - Internal training during implementation.

SMS
QMS
LMS
Mission
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Initiative

- Adopt and implement a Learning Management System (LMS) across the organization.

SMS
QMS
LMS
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Project Manager

- Janice Kennefick – Director of Human Resources

Scope/Strategy

- Work with vendor (Marine Learning Systems) on development and implementation of an LMS.
- Review scope of contract, identify gaps, and address with Marine Learning Systems to ensure needs of all departments are fully met.
- Evaluate LMS via pilot project and assess infrastructure and hardware needs for effective access by employees.
- Continue to evaluate and upload training content.

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Estimated Timeline

- Pilot testing process to be conducted throughout summer 2019 to allow for evaluation prior to full implementation.

Estimated Cost

- User-based subscription of \$1,800/month.
- Additional infrastructure and hardware expenses to be determined during pilot testing period.

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Initiative

- Develop a mission statement and promote it throughout the Steamship Authority and its constituent communities.

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Project Manager

- Sean Driscoll – Communications Director

Scope/Strategy

- Option A: Starting with 1994 draft mission statement, engage public and create updated and improved draft mission statement. Present to Port Council and Board for input and final approval.
- Option B: Procure external consultant to develop mission statement in tandem with the Strategic Planning process, with input from public, SSA staff and crew, Port Council, and Board.

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Estimated Timeline

- Option A (in-house):
 - Public comment through July 15
 - Present at Port Council meeting August 7
 - Present and seek Board approval August 20.
- Option B (external): 3-6 months

Estimated Cost

- Option A: Internal human resources only; negligible additional costs.
- Option B: To be determined.



Initiative

- Develop and maintain a strategic plan to provide the SSA with medium- and long-term decision-making guidance and a basis for measuring organizational performance.

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Project Manager

- Robert Davis – General Manager

Scope/Strategy

- Procure external consultant to develop strategic plan, with significant input from the SSA staff, Port Council, Board members, constituent communities, and other stakeholders.
- Set up framework for future maintenance of plan.

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Estimated Timeline

- Contract awarded by end of 2019.
- Strategic plan delivered in 18 – 24 months.

Estimated Cost

- TBD as the scope is further defined.
- Initial estimates indicate \$200,000 - \$300,000.

SMS

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Initiative

- Satisfy the critical resource needs in the engineering department and further evaluate additional needs.

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Metrics

Project Manager

- Mark Amundsen – Director of Marine Operations

Scope/Strategy

- Immediate engineering resource needs identified for immediate recruitment and hire:
 - (2) Port Engineers
 - (1) Assistant Port Engineer
 - (1) Project Engineer
 - (1) Assistant Vessel Maintenance Manager
- Project team to further evaluate need for additional engineering tradespeople.

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Estimated Timeline

- 3 - 4 months to fill immediate needs.
- Additional time to fully evaluate tradespeople needs.

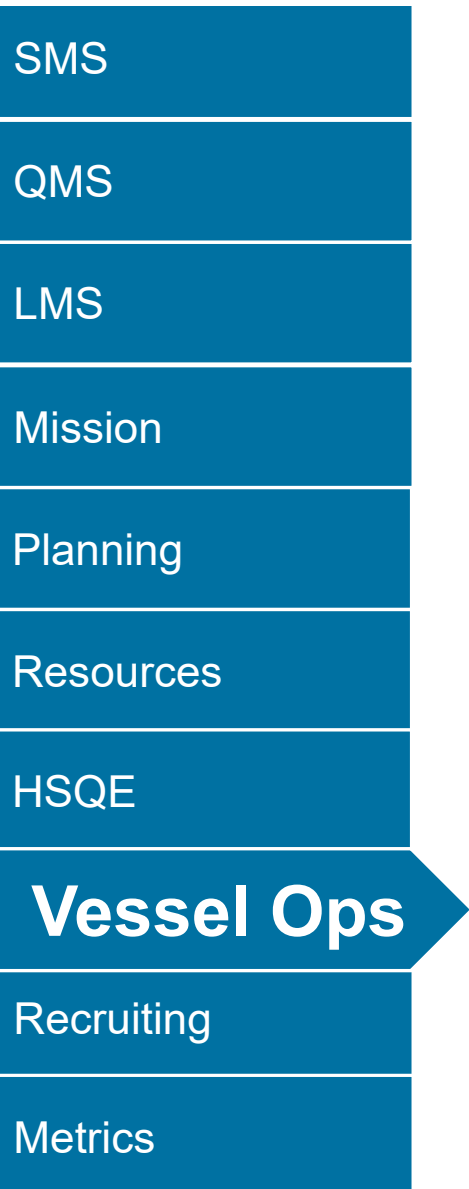
Estimated Cost

- Recruiting: \$75,000 - \$100,000
- Annual: \$600,000 - \$700,000
- Reduction in engineering consulting fees for services currently being outsourced.

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Initiative (**COMPLETE**)

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



Initiative

- Realignment of operational departments and potential addition of an operations department head.

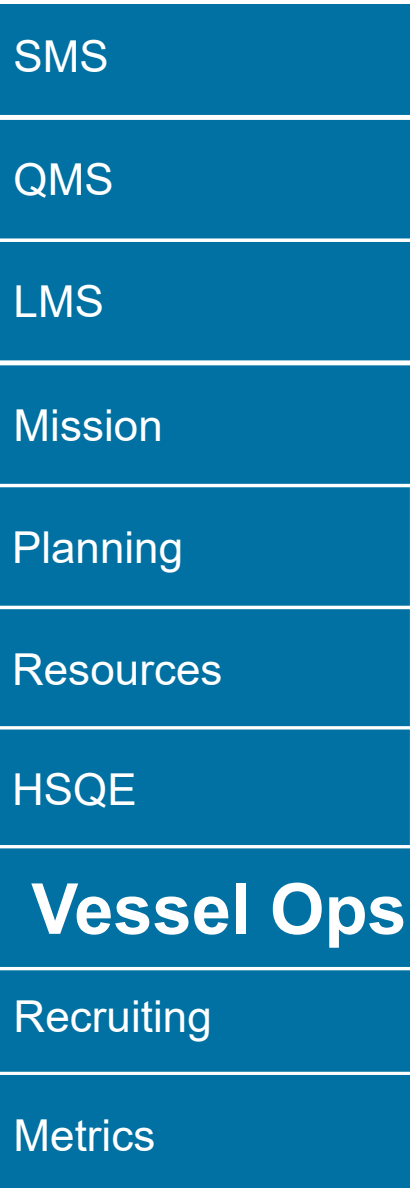
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Project Manager

- Janice Kennefick – Director of Human Resources

Scope/Strategy

- Develop plan to address reorganization of operations departments (marine operations, shoreside operations, and engineering) to address chain of command, shared functions, lines of reporting, modified job descriptions, delegation of authority, etc.
- Evaluate need for Operations Department head and additional shoreside operations resources.



Estimated Timeline

- 3 - 6 months

Estimated Cost

- Internal resources only.

SMS

QMS

LMS

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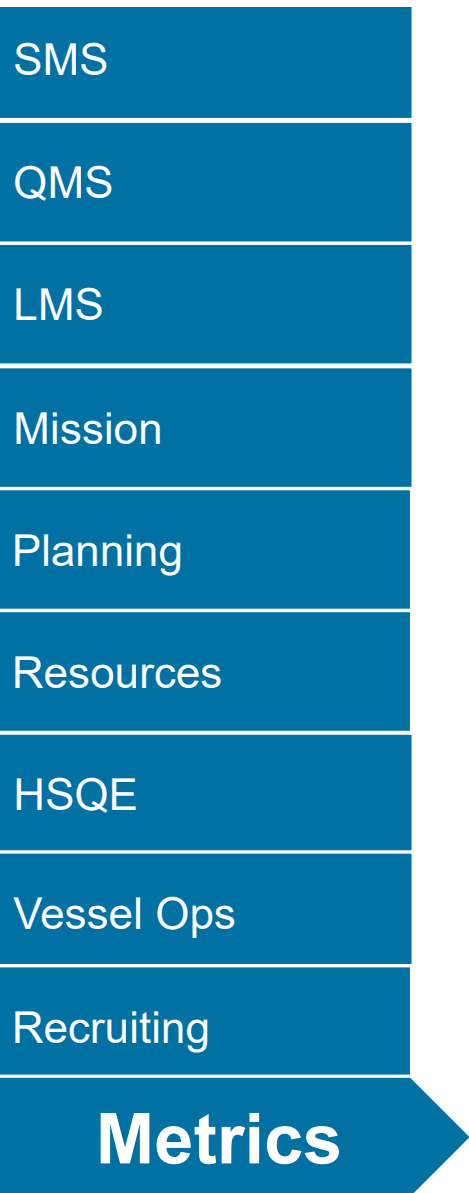
Vessel Ops

Recruiting

Metrics

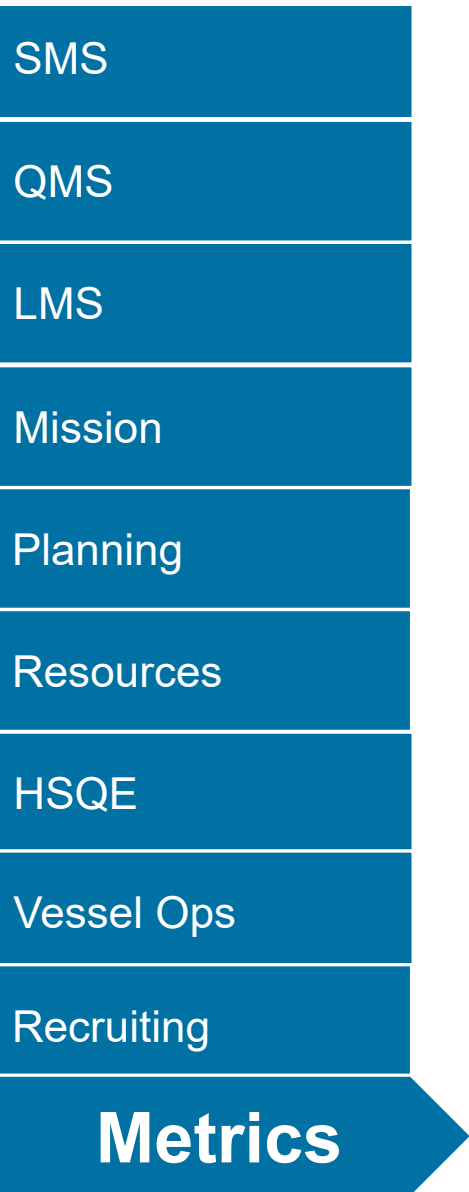
Initiative (COMPLETE)

- Increase external recruiting to bring in fresh ideas.



Initiative

- Develop and maintain metrics tied to the strategic plan for measuring the performance of SSA supervisory staff.

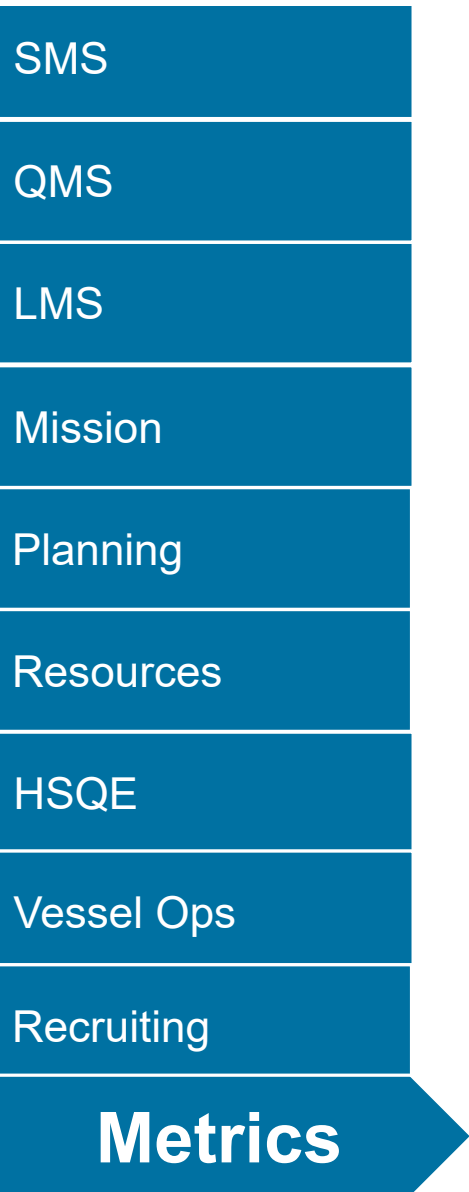


Project Manager

- Janice Kennefick – Director of Human Resources

Scope/Strategy

- Identify and deploy metrics based on the strategic plan with which supervisory staff performance can be measured more objectively.



Estimated Timeline

- To be delivered in the year following the delivery of the strategic plan.

Estimated Cost

- Negligible external resources.



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