

Comprehensive Review of the Steamship Authority's Operations

Public Communications

February 9, 2018



Introduction

Purpose – to understand the problems the SSA experienced in the spring of 2018, identify the underlying systemic causes, develop practical and effective recommendations

Scope of Study – five areas of focus

1. Vessel Operations
2. Fleet Maintenance
3. Management Structure
4. **Public Communications**
5. IT Systems

The Study Team



Glosten

RigorAnalytics
Advanced Marketing Solutions



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Key Points About the Steamship Authority's Public Communications

- As a public agency, higher responsibility to be transparent.
- Intent is to meet or exceed that responsibility.
- Still room for improvement;
 - Be more proactive
 - Promote your message
 - Have a plan
- Current actions – have implemented or are in the process of implementing several improvements.

Methodology Steps I. – III.

- I. **Project Plan** – established in order to define the scope of work, schedule and processes by which the team will conduct the work.
- II. **Data Requests** – submitted through the designated point-of-contact at the SSA, received immediate responses. Large volume of information to absorb.
- III. **Site Visit / General Observations** – team members observed operations and conducted confidential interviews.

Methodology Steps IV. – VI.

IV. Root Cause Analysis – selected ‘incidents’ to analyze

- Looks beyond the human element or mechanical failures
- Focuses on management systems
- Identifies causal factors that contributed to the incident, usually multiple causal factors
- Not always possible to determine the immediate cause of a failure, but the root cause does not necessarily require that all items be resolved

V. Review with the SSA – participated in video conferences to verify facts where possible and inform the group on the process

VI. Final Recommendations

Root Cause
Analysis: Messaging
the public regarding
service disruptions

Causal Factors

1. Initial reporting not homogenized
2. Available technology not utilized
3. Delays to public statement

Root Causes

- A lack of formal processes to ensure consistent and effective messaging, particularly in times of crisis.
- Missing frequent design reviews of the effectiveness of messaging systems.

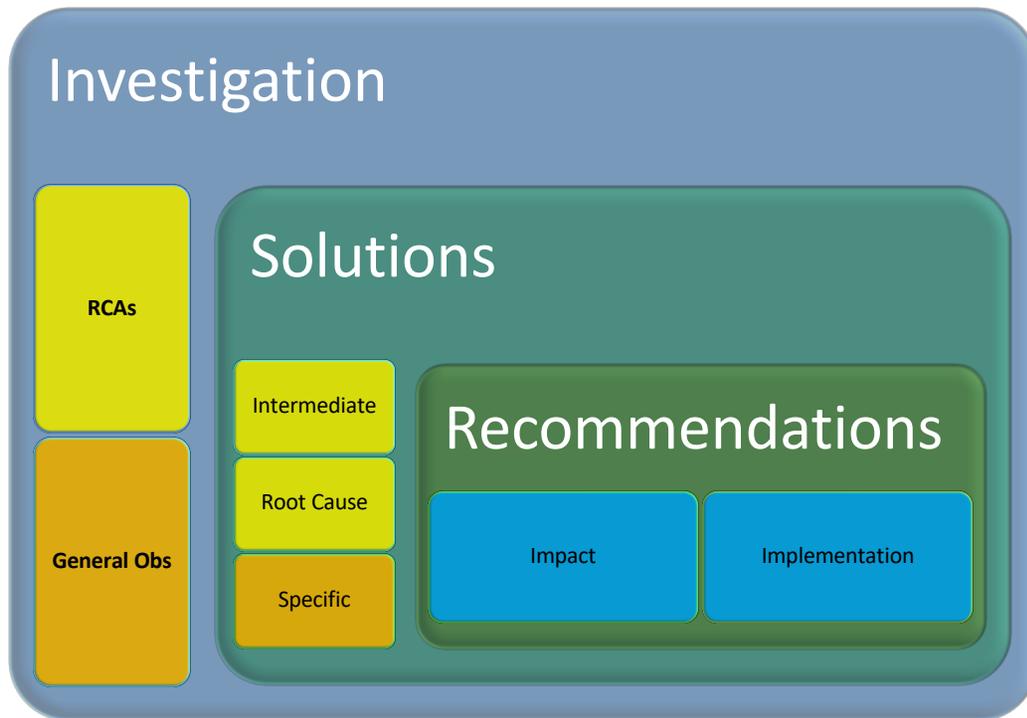
General Observations

Public Communications

1. Perceived Lack of Transparency
2. Terminal Signage Deficient
3. Messaging and Alerts Technology

Consistent with identified Root Causes

- A lack of formal processes to ensure consistent and effective messaging, particularly in times of crisis.
- Missing frequent design reviews of the effectiveness of messaging systems.



Arriving at Final Recommendations

RCAs

- Intermediate Causes – Intermediate Solutions
- Root Causes – Solutions

General Observations

- Issues – Specific Solutions

Final Recommendations*

- Impact vs Ease of Implementation
- Apply Globally

*See Section 5 – Summary of Solutions

Key Categories

Process-based Management

- i. Safety Management System
- ii. Quality Management System
- iii. Learning Management System

Vision

- iv. Mission Statement & Objectives
- v. Strategic Plan

Final Recommendations

Organizational Structure

- vi. Engineering Resources
- vii. HSQE
- viii. Vessel Operations

Management Recruiting & Accountability

- ix. External Recruitment
- x. Performance Objectives / Accountability

Conclusions of
the Study Team:
Public
Communications

The SSA strives to meet it's responsibilities, to be transparent

Spring of 2018 tested the system, and it didn't meet the challenge

Keys to success:

Processes

Adequate resources and tools (technology)

Investment has already shown positive progress

Thank You. Questions?

