

Systemic Management

Stakeholder Management

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V1.1

U.S. Department of Homeland Security
United States Coast Guard

U.S. Coast Guard
International Port Security Program

Agenda

- Stakeholder Management
- Stakeholder Analysis
- Communication, Planning, and Approach
- Best Practices for Engaging Senior Management
- Case Study / Scenario

Shared Vision Components





Stakeholder Management

Security is Everyone's Business

Security is a "shared responsibility"

- All port stakeholders are equally responsible for effective and efficient port operations

Integrate stakeholders to enhance port security

- Educate stakeholders on their role
- Without systemic efforts to integrate stakeholder roles, the port's security position will be mitigated

Who is a Stakeholder?

A stakeholder is any person, agency, or entity that may be impacted by your port's operations and performance.

- Impacts may be positive or negative.
- Impacts may result from a variety of operational factors.
  - Dynamic environment of port operations
  - Port security structure
  - Port management
  - PFSO decisions

What roles, agencies, and entities should the PFSO identify as a stakeholder?

Benefits of Stakeholder Management

Shape projects at an early stage.

- Build a project plan favorable to generating support.
- Improve project quality.
- Provide more resources.
- Increase likelihood of stakeholder support from the beginning.

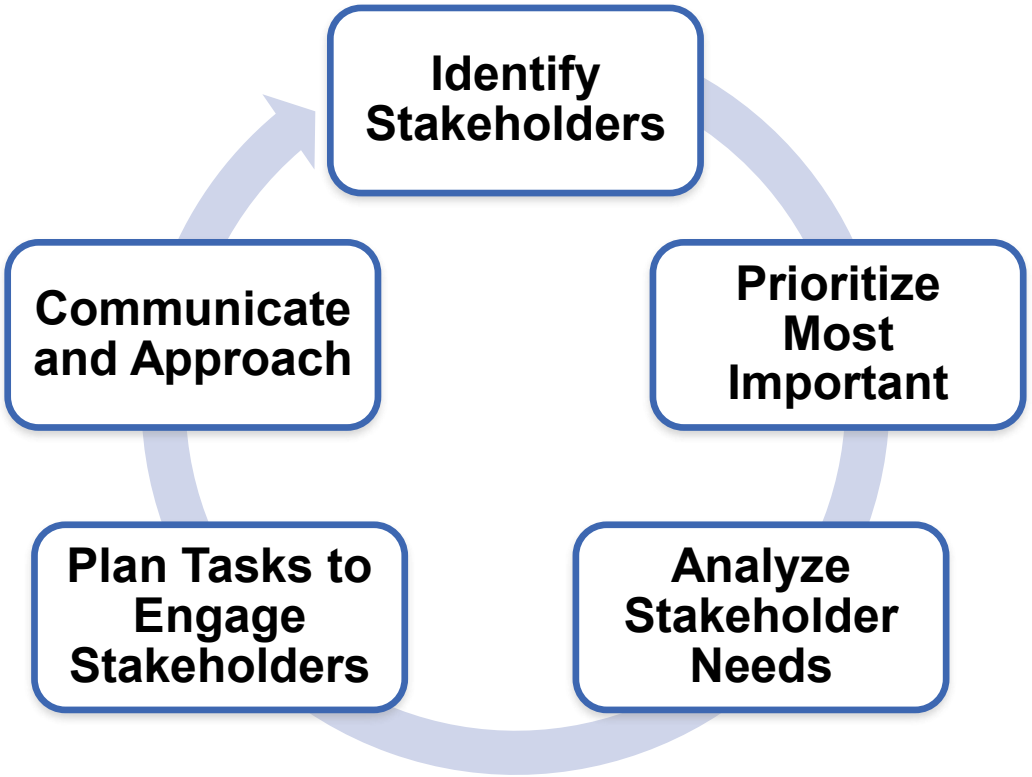
Gain support of powerful stakeholders.

- Recognize stakeholder benefits.
- Anticipate stakeholder reactions.
- Ensure stakeholders' full understanding.

Stakeholders can be strong supporters of your work – or they can block it.

Systematic Process

The systematic process of organizing, monitoring, and improving relationships with stakeholders.

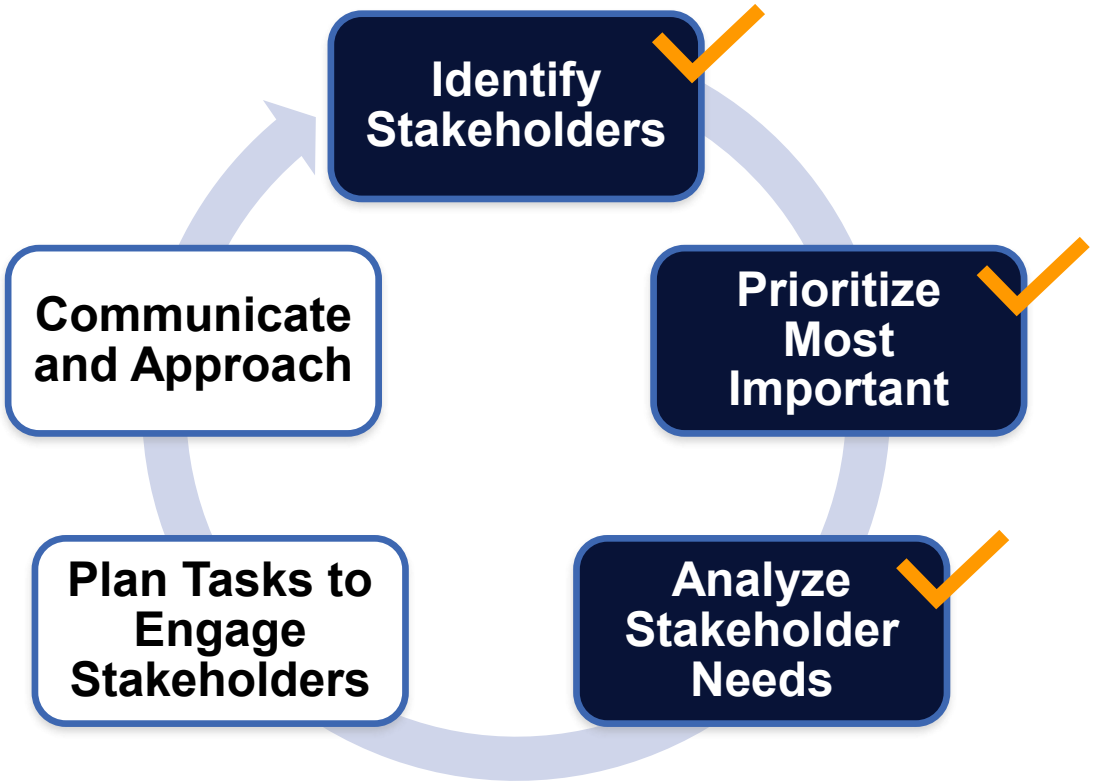




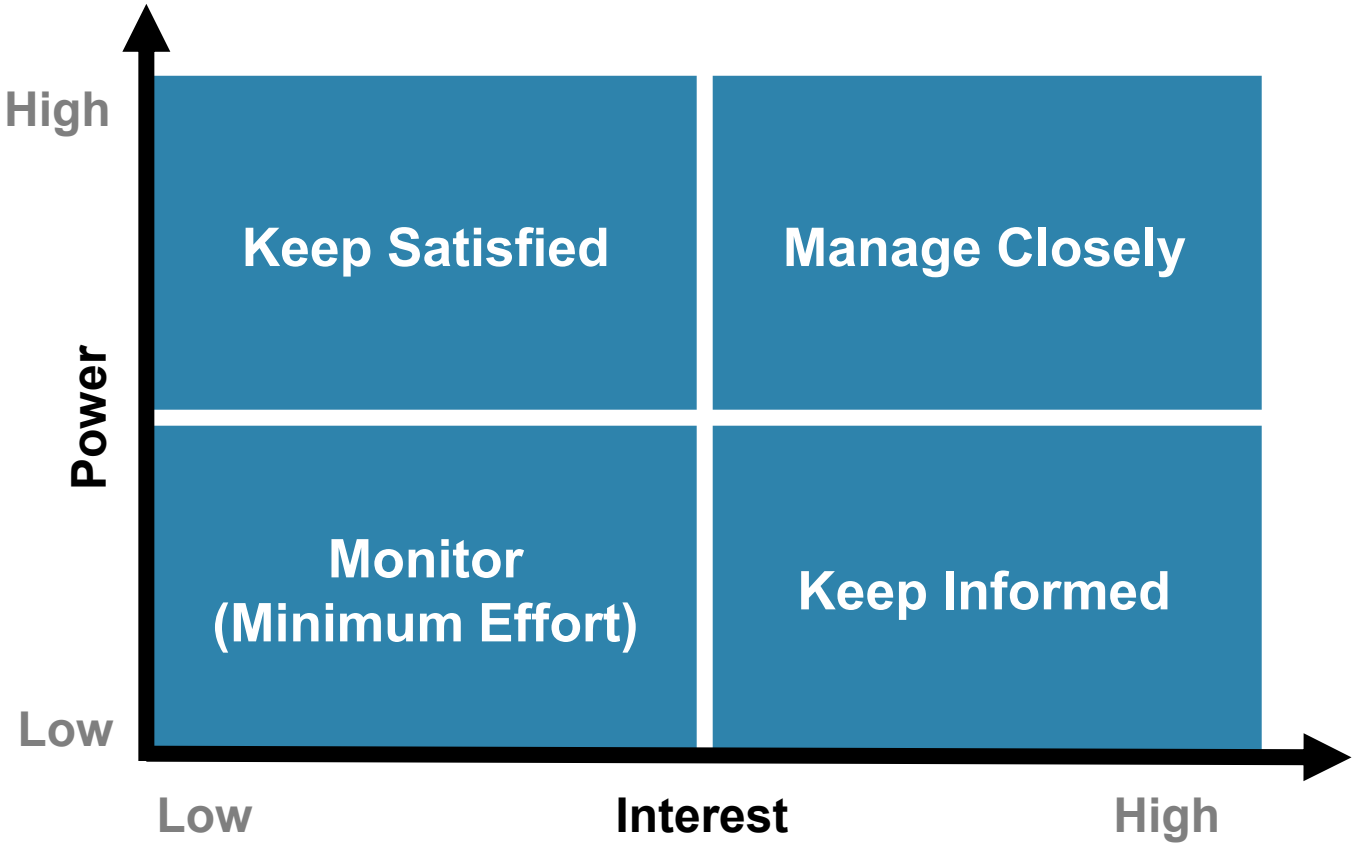
Stakeholder Analysis

Identify, Prioritize, Analyze

The stakeholder management process begins with a stakeholder analysis aimed at identifying, prioritizing, and analyzing important port security stakeholders.



Prioritizing Stakeholders





Plan, Communicate, and Approach

Stakeholder Planning



Build a Planning Worksheet

Develop a planning worksheet that identifies stakeholders and roles. Include information essential to managing communications and your approach.

- Stakeholder name
- Communications approach
- Key interests / issues
- Status
  - Advocate
  - Supporter
  - Neutral
  - Critic
  - Blocker
- Desired support level
  - High
  - Medium
  - Low
- Desired project role (if any)
- Actions desired (if any)
- Messages needed
- Actions and communications

Communication Management

Allocate time for communications. Consider…

- Size and difficulty of projects and goals
- Available time for communication efforts
- Assistance needed to achieve results

Get assistance.

- Sponsorship of the project
- Advice and expert input
- Review of material to increase quality, etc.

Communications Approach

Develop a communication plan

- Identify actions and communication parameters needed to gain and manage support.
  - Determine how communication and input will be managed using available time and resources.
  - Ensure stakeholders are not inundated with unnecessary information.

Be proactive when issues arise

- Deliver the news with a prepared plan to mitigate impact on stakeholder.

Approaching the Stakeholder

Messages that engage and persuade

- Show the benefits of what you are doing
- Focus on key performance drivers
  - Increasing profitability
  - Real improvements
- Emphasize current positives
- Neutralize skeptics



What's In It For Me (WIIFM)

What is the benefit to the person or organization whose support you're seeking?



Best Practices for Engaging Senior Management

Approaches

- Align and share goals and objectives
  - Describe how your goals / objectives support the organization's
- Communicate frequently
  - Provide incremental updates on a regular basis
- Highlight successes
  - Explain challenges faced and overcome
- Provide data
  - Systematic data collection and review of security measure effectiveness
- Provide comprehensive plans
  - Resources requests

Budget and Funding Requests

When requesting funding, explain in detail:

- How the funding will be spent.
- What you expect to achieve.
- Potential ramifications if the funding is not approved.

Case Study: Port of Los Angeles

Case Study

Learning from
Port of Los Angeles

Collaborative Response to Cyber Vulnerability

- 2013 – Container operations identified as particularly vulnerable to cyber attack
- 2017 – APM Terminal hit by cyber attack
- 2022 – Cyber-attacks double post-Covid.
- 2022 – Cyber Resilience Center (CRC) opens
  - State-of-the-art cyber defense solution designed in collaboration with port stakeholders and IBM to provide cyber disruption prevention
  - Real-time communication of cyber threat indicators and potential defensive measures among stakeholders

Considering our review / discussions on stakeholder management…

- Identify stakeholders that can help you achieve the items / tasks listed as critical for cyber preparedness / defense.



Questions?

Stakeholder Management