



International Port Security Program



Stakeholder Management



U. S. COAST GUARD





Lesson Topics



- Stakeholder Management
- Influencing Senior Leadership
- Port Security Committees



Stakeholder Management



A stakeholder is someone who is affected by your performance. They could be adversely or positively affected by your actions, and therefore have an interest in what you do.





Stakeholder Management



Stakeholder Management is the practice of winning people over to gain the support you need to be successful.

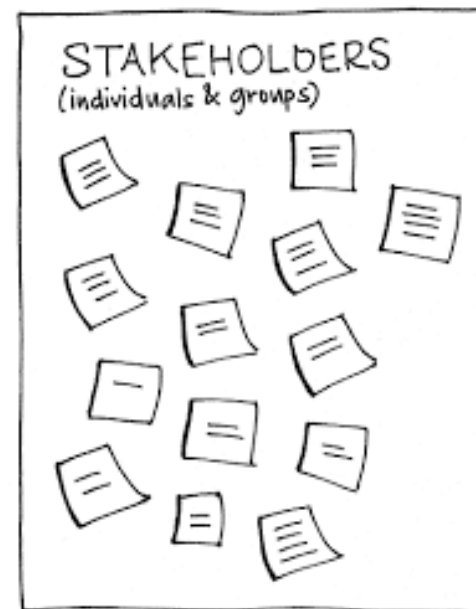




Stakeholder Management



The first step of Stakeholder Management is Stakeholder Analysis, where you identify and prioritize your most important stakeholders.

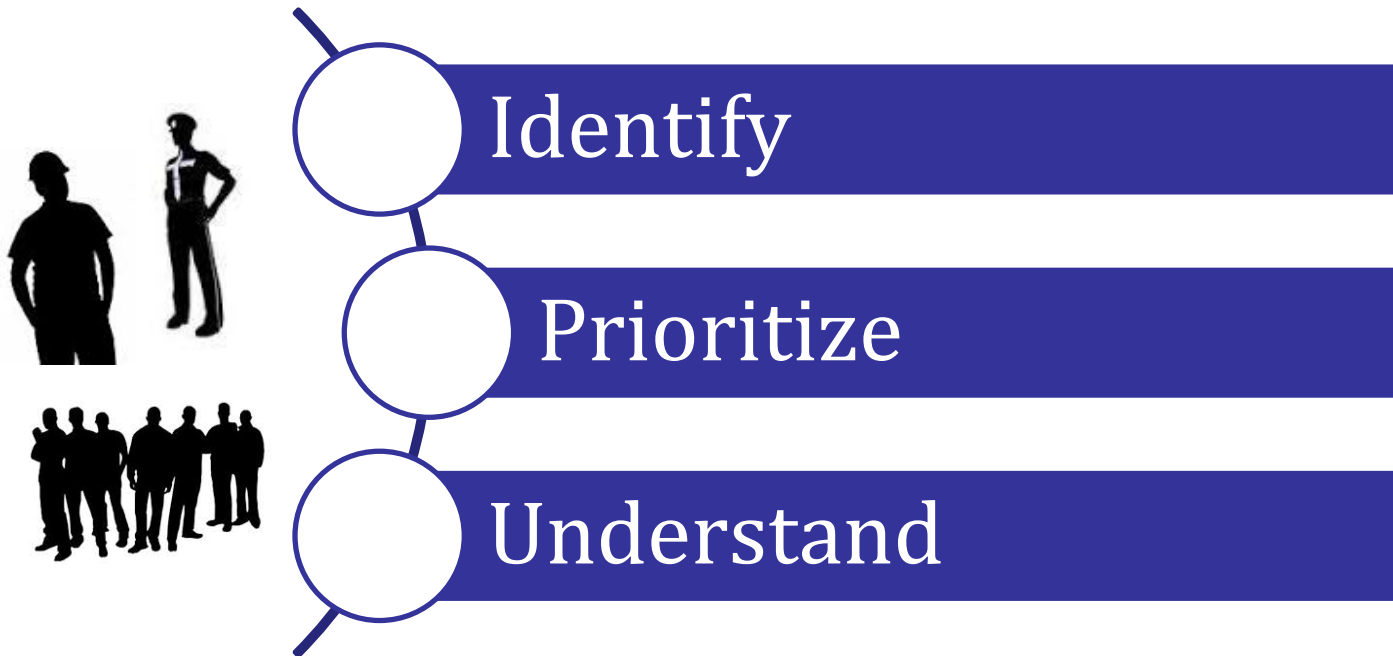




Stakeholder Management



Stakeholder Planning is the process of determining what you need to do to win over these stakeholders.





Stakeholder Management



Stakeholder management is critical to the success of your work. It is an important discipline that successful people use to win support from others. It helps them ensure that their projects succeed where others fail.



Stakeholder Management



As you become more successful in your career, the actions you take and the projects you run will affect more and more people.





Stakeholder Management



The more people you affect, the more likely it is that your actions will impact people who have power and influence over your projects. These people could be strong supporters of your work – or they could block it.





Stakeholder Management



Benefits of a Stakeholder Management Approach

- You can use the opinions of the most powerful stakeholders to shape your projects at an early stage. Not only does this make it more likely that they will support you, their input can also improve the quality of your project



Stakeholder Management



Gaining support from powerful stakeholders can help you to win more resources – this makes it more likely that your projects will be successful.





Stakeholder Management



By communicating with stakeholders early and frequently, you can ensure that they fully understand what you are doing and understand the benefits of your project – this means they can support you actively when necessary.





Stakeholder Management



You can anticipate what people's reaction to your project may be, and build into your plan the actions that will win people's support.

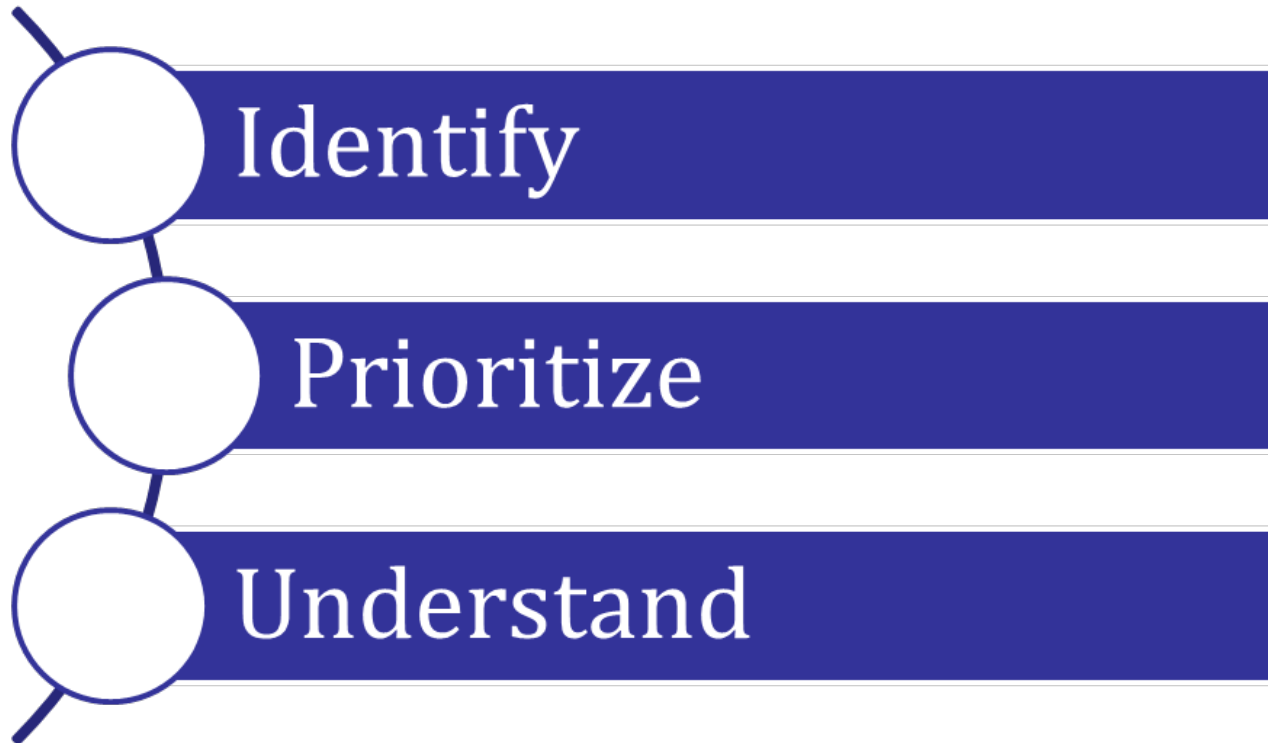




Stakeholder Management



Stakeholder Analysis





Stakeholder Management



1. Identify your stakeholders

The first step in your Stakeholder Analysis is to brainstorm who your stakeholders are.





Stakeholder Management



- All the people who are affected by your work, who have influence or power over it, or have an interest in its successful or unsuccessful conclusion.
- You must communicate with people.
- Make sure that you identify the correct individual stakeholders within a stakeholder organization.



Stakeholder Management



2. Prioritize your stakeholders

- You may now have a long list of people and organizations that are affected by your work.
- Some of these may have the power either to block or advance. Some may be interested in what you are doing, others may not care.



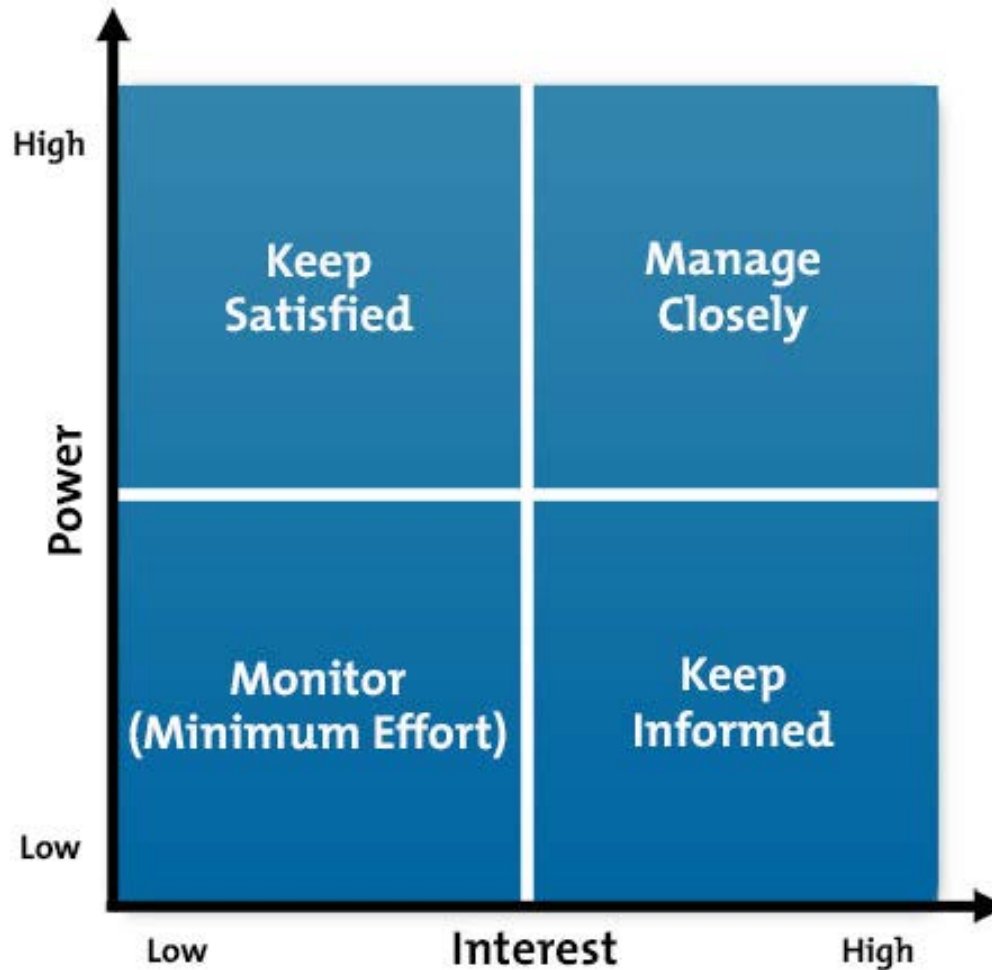
Stakeholder Management



A good technique to prioritize your stakeholders is to classify them by their **power** over your work and by their **interest** in your work.



Stakeholder Management





Stakeholder Management



3. Understand Your Key Stakeholders

- How they are likely to feel about and react to your project or your work.
- How best to engage them in your project and how best to communicate with them.



Key Questions



- What financial or emotional interest do they have in the outcome of your work? Is it positive or negative?
- What motivates them most of all?
- What information do they want from you?





Key Questions



- How do they want to receive information from you? What is the best way of communicating your message to them?
- What is their current opinion of your work? Is it based on good information?



Key Questions



- Who influences their opinions generally, and who influences their opinion of you? Do some of these influencers therefore become important stakeholders in their own right?
- If they are not likely to be positive, what will win them around to support your project or work?



Key Questions



- If you don't think you will be able to win them around, how will you manage their opposition?
- Who else might be influenced by their opinions? Do these people become stakeholders in their own right?





Stakeholder Management



Stakeholder Planning

Having conducted a Stakeholder Analysis, you will have the information you need to plan how to manage communication with your stakeholders.



Stakeholder Management



You will have identified the stakeholders in your job and in your projects, and will have marked out their positions on a stakeholder map.





Stakeholder Management



The next stage is to plan your communication so that you can win them around to support your projects.





Stakeholder Management



Stakeholder Communication Planning

You may wish to prepare a Stakeholder Communication Worksheet that addresses the following:

- Stakeholder Name
- Communications Approach
- Key Interests and Issues



Stakeholder Management



- Current Status – Advocate, supporter, neutral, critic, blocker
- Desired Support – High, medium or low
- Desired Project Role (if any)
- Actions Desired (if any)
- Messages Needed
- Actions and Communications



Stakeholder Management



Plan Your Approach

The amount of time you should allocate to Stakeholder Management depends on the size and difficulty of your projects and goals, the time you have available for communication, and the amount of help you need to achieve the results you want.



Stakeholder Management



Think through the help you need, the amount of time that will be taken to manage this, and the time you will need for communication.





Stakeholder Management



Help with the project or work could include sponsorship of the project, advice and expert input, reviews of material to increase quality, etc.





Stakeholder Management



Think Through What You Want

Work through your list of stakeholders, thinking through the levels of support you want from them and the roles you would like them to play (if any).





Stakeholder Management



Stakeholder Name	Communications Approach (from Power/Interest Grid) ¹	Key Interests and Issues	Current Status ²	Desired Support ³	Desired Project Role (if any)	Actions Desired (if any)	Messages Needed	Action and Communication

1. Manage closely/Keep satisfied/Keep informed/Monitor.
2. Advocate/Supporter/Neutral/Critic/Blocker.
3. High/Medium/Low.





Stakeholder Management



Identify the Messages You Need to Convey

Identify the messages that you need to convey to your stakeholders to persuade them to support you and engage with your projects or goals.



Stakeholder Management



Typical messages will show the benefits to the person or organization of what you are doing, and will focus on key performance drivers like increasing profitability or delivering real improvements.





Stakeholder Management



Identify Actions and Communications

Work out what you need to do to win and manage the support of these stakeholders.

With the time and resource you have available, identify how you will manage the communication to and the input from your stakeholders.



Stakeholder Management



Stakeholder Planning - Summary

- Focus on the high-power/high-interest stakeholders first and the low-interest/low-power stakeholders last.
- Devise a practical plan that communicates with people as effectively as possible and that communicates the right amount of information in a way that neither under nor over-communicates.





Stakeholder Management



- Think through what you need to do to keep your best supporters engaged and on-board.
- Work out how to win over or neutralize the opposition of skeptics.
- Where you need the active support of people who are not currently interested in what you are doing, think about how you can engage them and raise their level of interest.





Stakeholder Management



- Consider how what you are doing will affect your stakeholders.
- Where appropriate, let people know as early as possible of any difficult issues that may arise, and discuss with them how you can minimize or manage any impact.



Influencing Senior Leaders



One of your most important stakeholders is your immediate supervisor. Other members of the senior management team are also important to you since they can provide or withhold the resources you need to accomplish your job and meet your goals.





Influencing Senior Leaders



Approaches to Deal with Top Management

1. Align and share goals and objectives
2. Communicate frequently
3. Highlight successes
4. Provide data
5. Provide comprehensive plans





Influencing Senior Leaders



1. Align and share goals and objectives

- Obtain, understand, and embrace organization goals
- Develop your department's goals and objectives in support of the organization's goals and objectives.
- Submit your goals and objectives to your supervisor for review and approval.



Influencing Senior Leaders



2. Communicate frequently

- Provide regular written summaries of work accomplished, e.g. weekly, monthly, etc.
- Provide written summaries of goals and objectives achieved.
- Share information widely and frequently – help to make your boss smart!



Influencing Senior Leaders



3. Highlight successes

- Send written reports of successful activities.
- Give credit to your team and subordinates so your supervisors will appreciate a team effort.
- Don't be reluctant to explain challenges faced and how you overcame them.



Influencing Senior Leaders



4. Provide data

- Develop and implement systems to collect data on the effectiveness of security measures.
- Communicate the results of data collection systems to keep your supervisors apprised of what is working and what is not working.
- Data will help you justify recommended improvements.





Influencing Senior Leaders



5. Provide comprehensive plans

- When requesting resources (equipment, systems, personnel, or funds), provide detailed justification.
- Justification should explain the problem the request will resolve.
- Provide data whenever possible, e.g. implementation of your recommendation will reduce security incidents by 20%.





Influencing Senior Leaders



- Especially when requesting funding or submitting a budget:
 - ✓ It is critical to explain in detail how the funding will be spent.
 - ✓ It is critical to explain what you expect to achieve with the funding.
 - ✓ It is also helpful to predict what will happen if the requested funding is not provided.



Influencing Senior Leaders



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Port Security Committees



One way to manage your important stakeholders who can help you in the ensuring the security of your port and port facilities is to form a Port Security Committee.





Port Security Committees



At the port level, the development and implementation of security procedures and measures can be enhanced through the formation of a Port Security Committee (PSC).





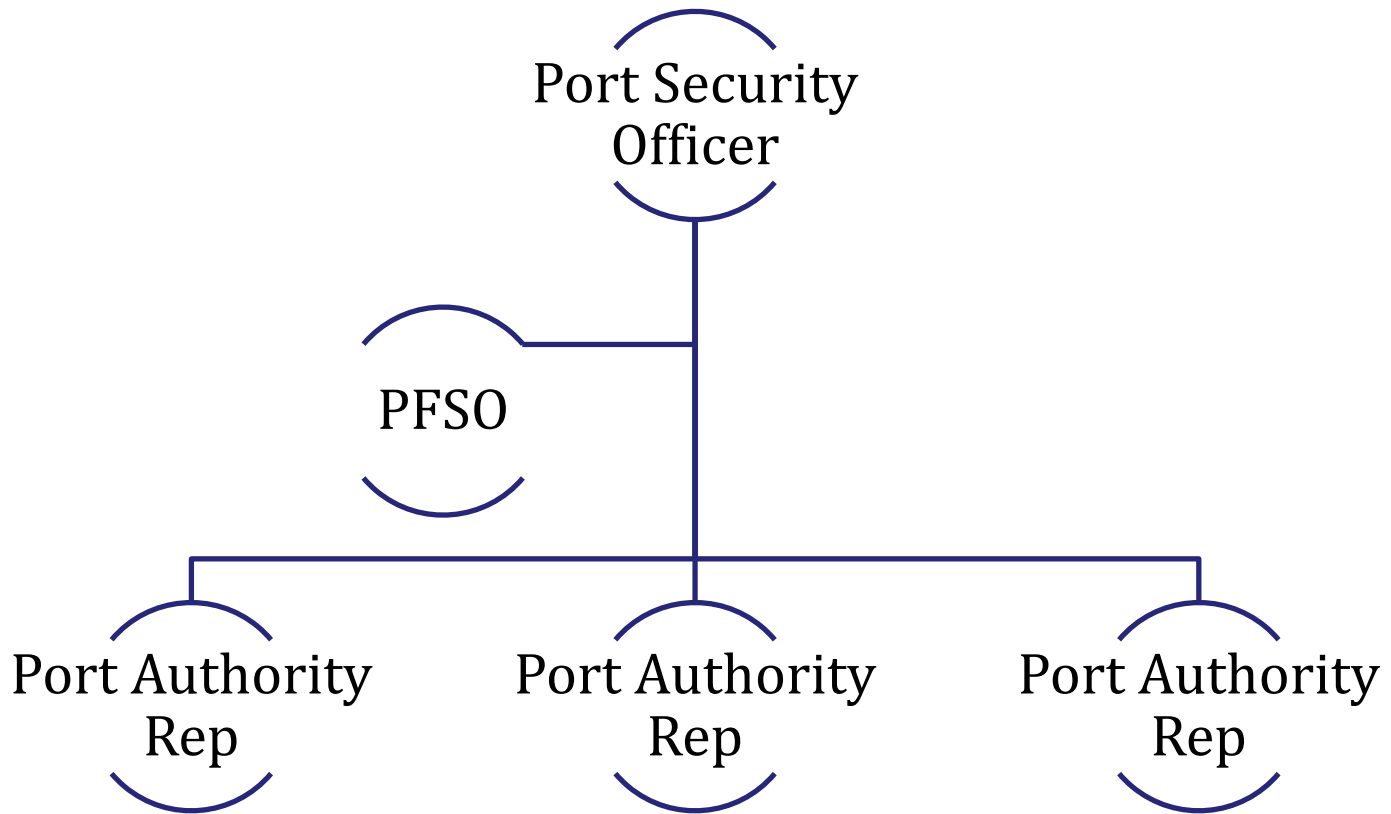
Port Security Committees



Many port operators have established PSCs to coordinate security procedures and measures across their port. Where established, these PSCs have yielded significant security benefits through better security activities across the port.

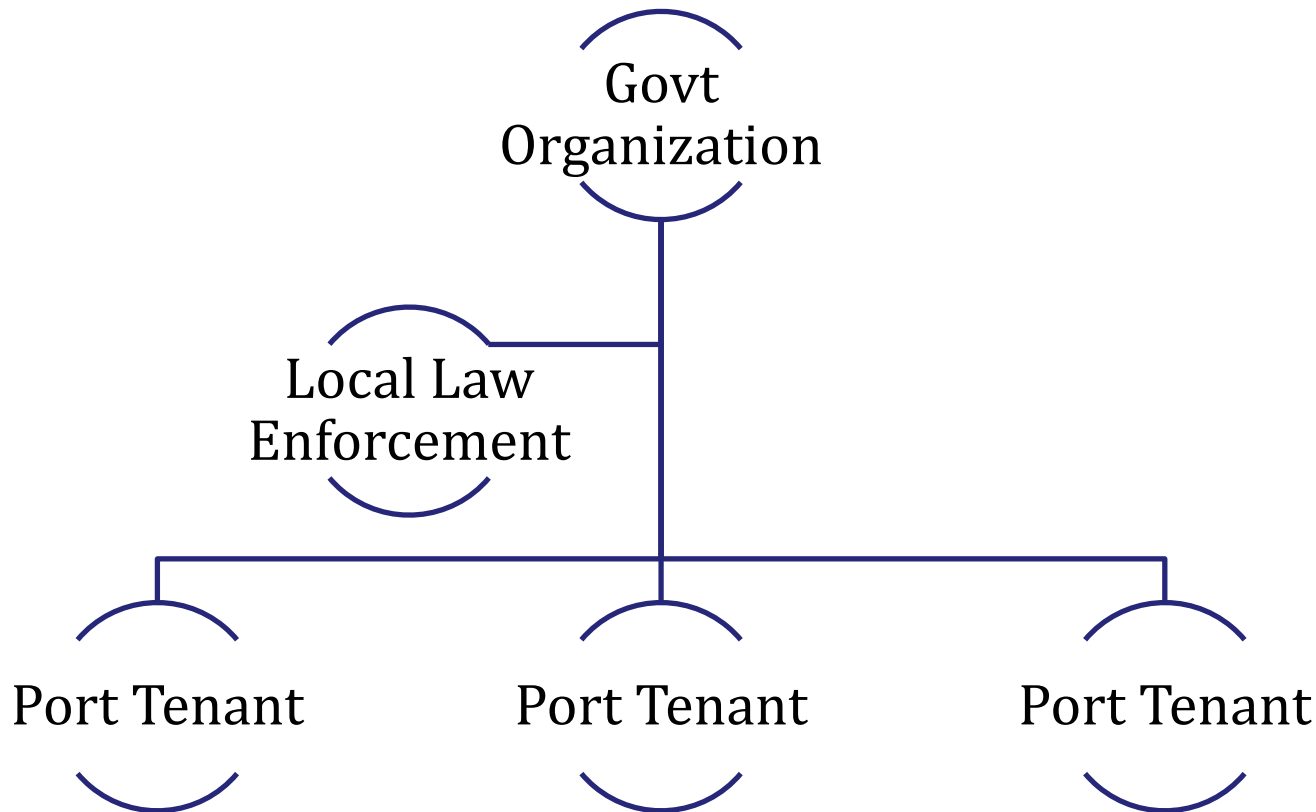


Port Security Committees





Port Security Committees





Port Security Committees



PSC Membership should be as broad as possible

- Management of the port and each port facility
- Customs and Immigration authorities
- Local law enforcement authorities
- Emergency response organizations
- Port worker associations



Port Security Committees



- Commercial activities, e.g. cargo handling
- Shipping companies operating in the port
- Shippers/cargo interests in the port
- Designated Authority
- Regional and municipal government representatives
- Community associations





Port Security Committees



Each PSC should have terms of reference to include:

- Identifying security threats
- Reporting and assessing recent security incidents in the port
- Assessing the possible implications of security incidents in the port



Port Security Committees



- Enhancing coordination in the application of security procedures and measures
- Planning and coordinating participation in and evaluation of security drills and exercises



Port Security Committees



More areas that all members should understand:

- Coordinating port facility security assessments with the port security assessment
- Coordinating, communicating, and facilitating the implementation of applicable security measures specified in the port security plan





Port Security Committees



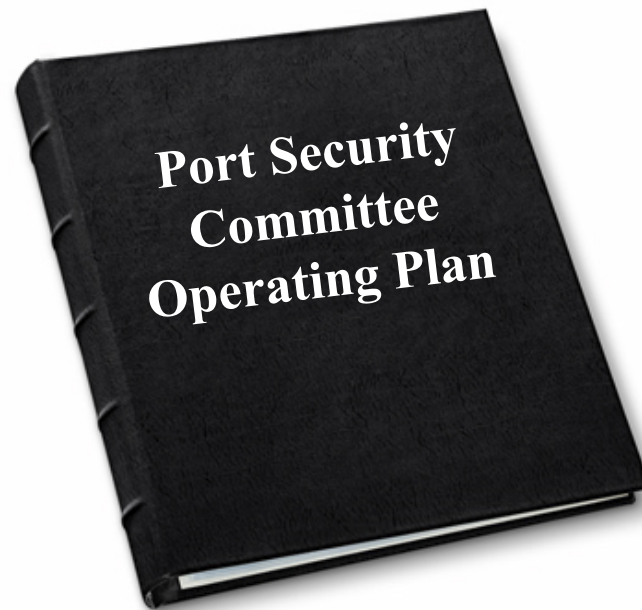
- Facilitating shore leave by seafarers
- Sharing best practices and experiences in implementing security plans
- Designing and evaluating security awareness programs



Port Security Committees



A charter or operating plan should be developed for the PSC, which addresses the following:





Port Security Committees



- Identification and responsibilities of the chairman and deputy chairman
- Identification and responsibilities of participating parties
- Purpose and objectives of the PSC
- Frequency of meetings
- Means and frequency of communication



Working with Committees



- Make sure that the committee has a real purpose for existence.
- Make sure that everyone on the committee knows their purpose, and agrees with it.
- Have only the right people: interested, capable, and willing to work.



Working with Committees



- Don't hold meetings without a clear reason.
- Give advance notice of meetings, complete with a distributed agenda and reading materials.
- Allocate time for discussion according to the importance of each issue.



Working with Committees



- Work with your committee to identify specific goals and strategies to meet them.
- Double-check for agreement on important issues. Seek opposing points of view.
- Don't discuss and then re-discuss items.
- Don't allow unrelated discussions during meetings.



Working with Committees



- Conclude each meeting with a summary of what is to be done by whom.
- Send members a summary of the meeting, keying on the decisions made and on the assignments given.
- Be very specific about tasks and deadlines.



Port Security Committees



Lesson 6 Activity

Forming a Port Security Committee





Summary



Stakeholder management is critical to the success of your work. It is an important discipline that successful people use to win support from others. It helps them ensure that their projects succeed where others fail.



Summary



Stakeholder Analysis

1. Identify your stakeholders
2. Prioritize your stakeholders
3. Understand your key stakeholders



Summary



Approaches to Deal with Top Management

1. Align and share goals and objectives
2. Communicate frequently
3. Highlight successes
4. Provide data
5. Provide comprehensive plans



Summary



Composition of a Port Security Committee

- Port Security Director/Port Security Officer
- Port Facility Security Officers (PFSOs)
- Representatives of the port/harbor authority
- Government organizations
- Local law enforcement agencies
- Commercial entities operating in the port