

## Chapter 3: Preliminary Logistics

### 1. Preparing for a Successful PAWSA Workshop

This chapter discusses initial preparations for planning a PAWSA workshop, with specific details regarding sponsor and facilitation team roles / responsibilities and the logistics of arranging for the workshop meeting facility. Chapter 4 discusses the details pertaining to selecting, inviting, and preparing workshop participants.

Depending on the anticipated size of the workshop and the workload imposed on the sponsor's staff, the sponsor may choose to use an outside contractor to provide the facilitation and/or logistical coordination for the workshop. If this is the case, use *Appendix A: Statement of Work*, when developing the contract for those services, as that appendix provides the recommended technical and formatting details.

The quality of the advance preparations may well decide the success of the waterway risk assessment. The participants are busy people; scheduling the workshop well in advance is critical to ensuring that the right people can attend. The following are general timeframes for some of the more critical steps in the planning process:

- Review the *Ports and Waterways Safety Assessment Workshop Guide* at least 90 days in advance of the workshop.
- Commence preliminary logistics (e.g., notice to local community, initial workshop participant considerations, locate facility, etc.) at least 60 days in advance.
- Set the workshop dates and location approximately 45 days in advance.
- Hold a pre-workshop meeting between the sponsor and lead facilitator approximately 30 days in advance of the workshop.
- Ensure invitees receive the sponsor's letter of invitation and read ahead material approximately 30 days in advance of the workshop.

*Appendix B: Logistics Schedule Checklist* provides a detailed step-by-step checklist for requirements involving preparation of the facilitation team and the facility. That appendix should be removed, photocopied, and used by the sponsor and facilitation team as a continual reminder for action item deadlines. Again, workshop success depends on advanced and well-coordinated planning!

### 2. Roles and Responsibilities

#### Sponsor

- Assign primary point of contact
  - The importance of, and workload imposed by, the PAWSA process often dictates that a senior member of the sponsor's staff be designated as the primary point of contact for overall coordination of activities before, during, and following the workshop. Selection of that point of contact is a critical step in fostering constructive participation by participants and conveying to them the importance with which the sponsor views the PAWSA process. The sponsor must ensure that the individual selected can meet the challenge of interfacing with the participants in a way that will benefit the risk assessment process, the local

maritime community, and the sponsor. While recognizing the difficulty of placing additional responsibilities on a senior member of the staff, it is critical that the prospective participants know and respect the designated individual. To place the responsibility at too low a level could doom the PAWSA to failure.

- Assign facilitation team members
  - In addition to the sponsor’s point of contact person, an appropriate facilitation team should be selected by the sponsor approximately two to three months in advance of the workshop. Completing this step well in advance ensures that all team members are adequately prepared to perform their duties. The team must be familiar with all process procedures, guidance, books, audiovisual equipment, and PAWSA software. Attaining the requisite familiarity can NOT be done at the last minute!
  - Although the workshop is only two days in length, the amount of time and effort required by the facilitation team is quite extensive and ideally requires four qualified individuals. The roles, however, are somewhat interchangeable and can be managed with a minimum of three persons, if necessary, provided all requirements and responsibilities are met. Each team member may play a part in all roles to an extent; however, the responsibilities typically delegated to each of the team members are listed on the following page.
- Set workshop dates
- Select participants (see guidance in Chapter 4)
- Encourage attendance
- Hold pre-workshop meeting with lead facilitator to discuss logistics progress
- Prepare opening remarks (see slide 2 of *Appendix C: PAWSA Day One Brief* in Chapter 6)
- Decide whether to be a participant or an observer
  - This decision must be made by the sponsor based on his/her level of comfort with, and knowledge of, the other participants.
- Review results (approve and disseminate *PAWSA Workshop Report*) (see Chapter 7)

#### Primary Point of Contact

- Assist with logistical issues such as workshop facilities and equipment concerns
- Assist in the participant selection and homogenous team assignments
- Disseminate invitations and read ahead material
- Manage the day-to-day contacts leading up to the workshop including invitations responses
- Arrange for a waterway familiarization tour for facilitation team members as necessary
  - In cases where the facilitation team, specifically the facilitator and the notetaker, are not familiar with the waterway (e.g., contractor personnel not from the local area), a waterway familiarization tour should be provided for those individuals. This can be accomplished in a number of ways, but the preferred method is by air (preferably by helicopter), which provides the best opportunity to observe the waterway’s major areas of concern in the shortest amount of time. The second preferred method, depending on the waterway, is by boat; and the third, and generally least effective, is by automobile. The key to an effective

tour, regardless of the method of travel, is to have a knowledgeable “tour guide” who can also point out particular concerns and issues in the waterway.

- Oversee preparation of presentations and visual aids (i.e., chart(s) of waterway) to support workshop discussions
- Assist in drafting and disseminating *PAWSA Workshop Report*
- Assist, as necessary, in the preparation of equipment and documentation materials for the risk assessment

#### Facilitator

- Must have a thorough understanding of the Waterway Risk Model and the PAWSA process
- Must have excellent public speaking skills, and be comfortable presenting technical information to a large group of waterway experts
- Must be properly briefed on the details regarding any controversial or politically sensitive issues specific to the waterway
- Presents workshop briefs, including the PAWSA Background brief, and explain the Waterway Risk Model, including the six main risk categories and twenty-four risk factors
- Facilitates all discussion sessions
- Oversees completion of the quantitative assessment books
- Assists in the preparation of equipment and documentation materials for the risk assessment
- Should attend a previous PAWSA workshop, if possible

#### Logistics Coordinator

- Arranges for and prepares the workshop facility
- Arranges for and prepares all associated equipment requirements
- Arranges for refreshments (if provided)
- Provides on-site logistical support during the workshop

#### Notetaker

- Must have good listening skills
- Must have good keyboarding skills
- Collects the qualitative input from participants during the waterway risk and mitigation discussions
- Assists in the preparation of equipment and documentation materials for the risk assessment
- Greets arriving attendees at the registration table on Day One

#### Data Entry Person

- Must have excellent data entry computer skills (both speed and accuracy!)
- Enters the quantitative data into the PAWSA Excel™ spreadsheet for each of the books

- Assists in the preparation of equipment and documentation materials for the risk assessment (e.g., create nametags / name tents for attendees, etc.)
- Prepares nametags and name tents resulting from last-minute participant and observer substitutions and/or changes on the morning of each workshop, as necessary

### **3. Selecting a Suitable Workshop Facility**

Select the facility well in advance to ensure adequate space and appropriate accommodations will be available. Generally, selecting a location 60 days in advance of the workshop allows enough time for the facility point of contact and the facilitation team to properly prepare for the workshop. However, in major metropolitan areas, or areas that may already have a scheduled event for the same timeframe, the location may need to be selected 90 days or more in advance of the workshop. The meeting facility should be convenient for the participants and the sponsor to get to, taking into account where people live and the commuting situation. More importantly, the meeting facility must be large enough to accommodate the expected number of participants, observers, and facilitation team needs.

To convey an image of serious intent, to minimize unintended distractions, and to focus the attention of participants, adequate facilities and amenities are required for the workshop. The use of a sponsor facility is not recommended for the workshop for two reasons: (1) most sponsor facilities cannot meet the space requirements, and (2) meeting at a facility other than the sponsor's venue helps to project the image of a local planning partnership facilitated, but not dominated, by the sponsor. Sometimes the local port authority (or other comparable entity) can provide a suitable workshop facility, and perhaps refreshments.

#### Workshop Room Criteria

The workshop room should be spacious, well lit and ventilated, with sufficient space for all participants to be comfortably seated at tables arranged in an open "U-shape". The meeting room must be large enough to accommodate participant and observer space, facilitation team requirements, visual displays, and refreshments (if served).

Assuming that 30 participants, 6 observers, and a 4-person facilitation team will be present (i.e., 40 people total), the workshop meeting the room should be, at a minimum, 36 feet (11 meters) wide by 48 feet (14.6 meters) long (approximately 1,700 square feet / 160 square meters). The room can be proportionally smaller if fewer participants are anticipated.

Ideally, the room should have two doors, one near the front for access of the facilitation team, and one near the rear to allow discrete exit and entrance of participants and observers, as required during the workshop.

The room should be in close proximity to adequate restrooms and public telephones to minimize break time.

The room should have adjustable lighting so that the participant tables can be illuminated moderately and images are not "washed out" by lights shining directly on the projection screen.

### Workshop Room Setup

*Appendix C: Workshop Floor Plan* provides a diagram, drawn to scale, of the recommended room setup for a full-sized workshop.

To accommodate 30 participants without crowding, twelve (12) 6-foot (2-meter) tables should be arranged in a U-shape, with each side of the “U” consisting of four (4) tables. Additionally, the facilitation team will need table space to accommodate their equipment; usually on a single 6-foot (2-meter) table placed in the back of the room for the data entry person and a single 6-foot (2-meter) table placed in the center of the U-shape for the notetaker and facilitator.

A row of seats should be placed at the back or to one side of the room to accommodate observers.

An 8-foot square (2.5-meter) or larger projection screen will be needed. The screen should be large enough that the displayed images are easily readable by the observers in the back of the room.

Two or three easels will be needed for displaying the waterway chart(s) used during the risk and mitigation discussions. A flipchart will be needed for capturing ideas during the *Book 4: Additional Interventions* discussion session. Those flipchart notes will be referenced by the participants as they complete *Book 4*. The easels / flipchart must be located at the front of the room where they can be seen by all participants without blocking their view of the projection screen.

### Refreshments

Due to the length of the workshop sessions, refreshments are recommended for both days. This minimizes the considerable disruption caused when participants have to leave the workshop venue to get coffee or lunch. Remember, a well fed participant is a happy participant!

Ideally, refreshments should be strategically located outside the workshop room, if possible, or adjacent to the rear door, away from the data entry table to minimize disruption during workshop discussions. If refreshments are to be served inside the workshop room, then additional space will be needed at the back of the workshop room to accommodate the additional tables required.

The following refreshments are recommended; however, details are generally dictated by the amount of workshop funding:

- Water should be provided at all times for all participants, observers, and the facilitation staff. If the workshop is held in a commercial facility (e.g., hotel), water is usually provided as part of the facility’s catering service. If this is not the case, ensure that water is provided at the refreshment table.
- Continental breakfast (e.g., beverages such as coffee, tea, and/or juice; muffins, danish, or bagels; fresh fruit).
- Mid-morning break (e.g., refreshed beverage service; light morning snack such as a fresh fruit tray, unless already included in the continental breakfast).
- Working lunch (e.g., light deli-style buffet with an assortment of meats, cheeses, rolls, and condiments; small variety of side dishes, soups, or salads; dessert; beverages such as sodas or iced tea).
- Mid-afternoon break (e.g., sodas; sustaining afternoon snack such as cookies or brownies).