



Stakeholder Engagement in the United States

***Thoughts and Lessons Learned About Advocating for
Compulsory Pilotage and Pilots***

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Why Engage with Government?

■ The U.S. does not have competitive pilotage:

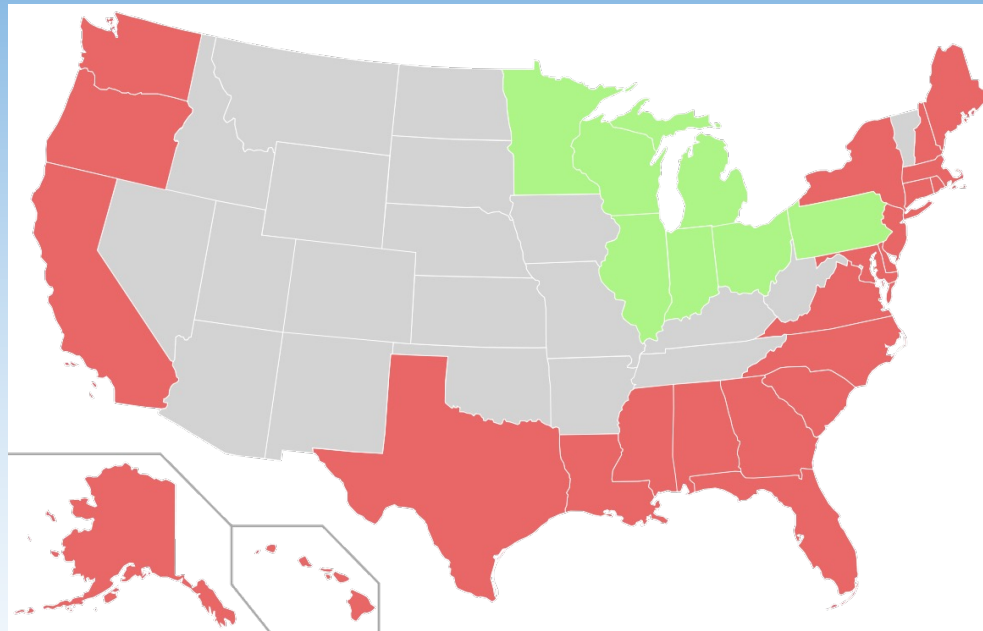
“Because safety is the primary objective in the regulation of piloting...and the fact that pilots are supplying services that are considered to be essential to the economy and the public welfare, it is determined that economic regulation, rather than competition in the marketplace, will better serve to protect the public health, safety, and welfare.”

■ U.S. pilotage is heavily regulated by government:

- Regulation in place of competition is a good thing for pilotage, but it does result in some loss of control**
- Pilots must engage with government to protect pilotage**



Government Oversight of Pilotage in the U.S.



- Pilotage oversight in the U.S. is primarily done by the **24 States**
- Limited role reserved for Federal government; including **Great Lakes**
- Dual oversight system requires engagement at both levels



Engaging with the Government in the U.S.: State Players

The State

█ Legislature:

- █ Lower Chamber
- █ Upper Chamber

█ Governor:

- █ Broad policy
- █ Appointments

█ Competent Pilotage Authority:

- █ Pilot Commission
- █ Agency in Executive Branch



Engaging with the Government in the U.S.: Federal Players

The Federal Government

█ Legislative Branch:

- █ House – 435 Representatives**
- █ Senate – 100 Senators**

█ Executive Branch:

- █ Coast Guard**
- █ Army Corps of Engineers**
- █ National Oceanic & Atmospheric Administration**



Issues for Engagement

Primary (State)

- ▣ Compulsory pilotage laws
- ▣ Pilotage rates
- ▣ Number of pilots
- ▣ Pilotage polices / guidelines

Secondary (Federal)

- ▣ Overarching national pilotage laws/regulations
- ▣ Navigation safety / Aids to Navigation
- ▣ Dredging / channel design
- ▣ Related laws / regulations (e.g., marine mammal protection)



Goals of Engagement

- Goal of engaging with both levels of government is to:
 - Provide timely, accurate, targeted, and up-to-date information to policy-makers and legislators
 - Ensure these officials *understand the value of pilotage*
 - *Help these officials make informed decisions* that will support the needs of pilotage

- Again, because pilotage is heavily regulated by government, there is too much at stake not to engage!



Message for Engagement

Themes about which officials may have interest:

■ Pilot Compensation:

- Inappropriate to discuss; private, non-government employees
- Well-compensated; responsibility / pinnacle of mariner profession

■ Pilotage Rates:

- Generate necessary revenues to fully support modern, safe, and efficient pilotage system
- Fraction of ship operating expenses

■ Safety, Environmental & Economic Benefits of Pilotage:

- Compulsory pilotage is the most effective navigation safety and environmental protection regulation; supports maritime commerce



Focus on the Best Message

Themes about which officials may have interest:

~~■ Pilot Compensation:~~

- ~~■ Inappropriate to discuss; private, non-government employees~~
- ~~■ Well-compensated; responsibility / pinnacle of mariner profession~~

~~■ Pilotage Rates:~~

- ~~■ Generate necessary revenues to fully support modern, safe, and efficient pilotage system~~
- ~~■ Fraction of ship operating expenses~~

■ Safety, Environmental & Economic Impacts of Pilotage:

- Compulsory pilotage is the most effective navigation safety and environmental protection regulation; supports maritime commerce



Value of Compulsory Pilotage

Why compulsory pilotage is so effective:

- Good to have laws instructing a ship to do/not do certain things in a country's waters, but much better to have laws that require a ship to be under the direction and control of an individual who is:
 - Licensed by the State under a strict regulation & oversight;
 - On the bridge of the ship;
 - A highly trained professional;
 - An expert shiphandler;
 - In possession of unmatched knowledge of local waterways;
 - Insulated from commercial pressures on the ship;
 - Empowered to make decisions based only on safety; and
 - Ultimately responsible for protecting the public interest



The Engagement

Basics for Government engagements:

- Must be continuous; not after a crisis or when you need something
- Build relationships – everyone is a “friend”, need “champions”!
- Important to follow government actions – planned actions – in order to build strategy to inform engagement
- Ensure officials get correct, accurate & timely information to help them make the “right” decision
- Offer to help officials on their issues and priorities
- Use engagement experts, but have pilots tell “the story”
- Take officials and staff on pilotage assignments – no substitute!



The Engagement

Personal “Lessons Learned” for Engagements:

- Study and know what you are talking about. Credibility is key!
- Be completely honest and consistent; officials and staffs have LONG memories
- Know your “ask” and make it. Don’t waste their time
- Make sure officials get the right information, on time to help you



The Engagement

(Continued)

Personal “Lessons Learned” for Engagements:

- Work to ensure pilotage issues are non-partisan
- Be hyper-attentive; make officials feel they get all your attention
- Don't believe the righteousness of your cause will win; it takes continual & targeted engagement; maybe campaign contributions; STILL may not be enough...
- ...So be a “good loser”; move on; there will always be more issues



Summary of Effective Engagement

Honesty & Consistency



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Continuous, timely, informed comms



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Strategy based on monitoring government



Summary of Effective Engagement

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Continuous, timely, informed comms

Strategy based on monitoring government

Building strong, trusting relationships

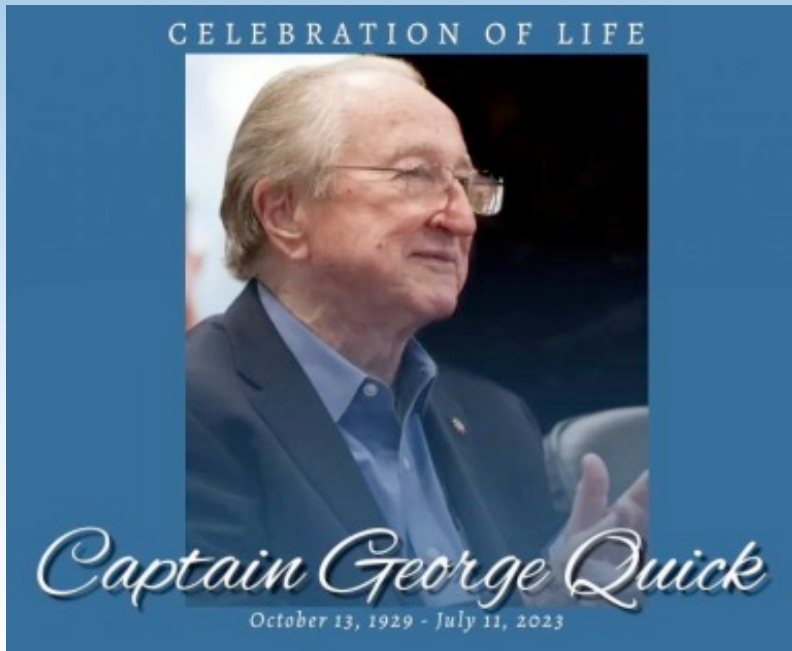


Public Relations

- **Relatively new for pilot associations in U.S.**
- **In today's 24/7 news cycle and social media, cannot give others free rein to tell the story.**
- **Particularly needed in high profile incident: one that might be reported in the general press (e.g., oil spill, death, cruise ship, significant disruption of port activities, etc.).**
- **Main types of Public Relations Firms in use in U.S.:**
 - **General**
 - **Strategic (Legislators)**
 - **Incident/Crisis Management**
 - **APA is also a resource for our members**



Celebration of Life – Captain George Quick





Thank you.

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