

March 2016

## RE: PRESIDENT/CEO'S TEAM PHILOSOPHY & EXPECTATIONS

**Our Mission:** The Alaska Maritime Prevention & Response Network [Network] serves to assist vessel owners and operators be in compliance with U.S. oil pollution prevention regulations and protect mariners and the Alaska marine environment.

*It takes more than logistics to carry out this mission - it takes an incredible team all pointed in the right direction. Over the last thirty years of marine service, I have developed a few effective principles – some original, some borrowed – that will provide you with insight into my leadership philosophy and expectations as we journey forward to accomplish our goal. Understanding my principles will assist you in making prudent decisions so that we can do our job right and admirably.*

### EXCELLENCE

Excellence is our guiding principle. We act with purpose in executing the Network's business, and with due diligence in our fiduciary responsibilities as a non-profit organization. We continually strive to build a risk mitigation and response system that is: effective, efficient, sustainable and instills confidence in the public. This is a formidable challenge. Our resources are finite and the operating environment of Alaska in which our participants sail is immense, harsh and lacks a robust oil pollution response infrastructure.

### PROFESSIONALISM

The Network is deeply committed to fostering the highest standards of professional and personal conduct. We are proud of what we do and stand ready to operate with style, skill, and grace in meeting our commitments. We establish an environment wherein we each willingly choose to perform in accord with our value system – respect, integrity, stewardship, and excellence. We promote lifelong learning and growth. We work together as a family, teaching each other, lending each other a helping hand, living the concept of "esprit de corps." We work together to get the job done as best we can, not because we have no choice, but because we care to do it right. We are committed to providing opportunities to think critically and to use our creativity and initiative to expand our capabilities. We bring solutions to our leaders. We accept responsibility and accountability for our direct reports and give them authority to do their job. We practice the highest standards of etiquette and decorum – always behaving professionally and respecting one another. We know the practical business of our profession. We deal swiftly with grievances and unprofessional behavior. We do not tolerate demeaning language or behavior that results in someone feeling he or she is not a valued member of the Network. We recognize the stellar performance of our folks. We believe in keeping things in perspective, having fun, making time for ourselves, maintaining our fitness, and spending time with our families and friends.

## COMMITMENT

The oceans on which our participants sail are unforgiving environments, intolerant of carelessness and complacency. We must never lose sight of these harsh conditions. An unrelenting and continuous focus on managing risk and building a preparedness system is essential to keep them and the environment safe.

## TEAMWORK

Achieving excellence is a collaborative effort. We work as a team, and with our many participants and with our key partners and stakeholders to accomplish our business. We work within confines of policies, regulations and limited resources. Changes to outmoded Federal and State policies and regulations can be cumbersome, lengthy and at times frustrating. Yet, we are tenacious in advancing progress and good ideas!

## TRUST

Successful organizations are based on trust – trust in their leadership, and trust in one another. Only through active, honest, open dialogue can we foster an atmosphere of mutual respect and trust. During such dialogue, it is important to understand both what is expected of you and why. If you are uncertain about what is expected of you, seek clarification. If you believe you have a better way of performing a task, bring it to the attention of your supervisor. Take pride in your work. Trust your own competence and intelligence.

## LEADERSHIP

Supervisors will be open-minded and seek value-added processes. Delegate responsibility and exercise authority at the lowest effective level. Give your team clear expectations, specify the boundaries within which they have autonomy, and give them the tools, training, confidence and resources to accomplish their jobs. Then let them do their job. Supervisors will help remove and not create barriers that impede success. Conversely, supervisors will provide their teams with proper and timely feedback on their performance. We earn mutual respect and goodwill by taking the time to know our people and their job.

***My team philosophy and expectations accounts for who we are and affirms our commitment to continually strive to be our best. Remember, the Network's core values epitomize our organization's character. Our reputation is underpinned by our commitment with which we serve our participants.***



Buddy Custard  
President & Chief Executive Officer  
Alaska Maritime Prevention & Response Network