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OPERATIONS · PORT OF SOHAR · INTERNAL

Inside the largest delay code

The biggest entry in our delay Pareto is not a cause — it is an address. This is what the tally actually wrote inside it.

1,442 reports	2024 – Jul 2026	13,722 h	72,021 h
PRODUCTIVITY REPORTS READ	PERIOD COVERED	DELAY HOURS, ALL VESSELS	SHIFT HOURS, ALL VESSELS

43.2% OF ALL DELAY HOURS SIT IN ONE CATCH-ALL CODE

2,033 WRITTEN REASONS FOUND AS CELL COMMENTS

1,039 h OF THAT CODE CARRIES A REASON IN WRITING

41.9% OF THOSE HOURS ARE SHOVEL WORK IN THE HOLD

1 WHERE THE DELAY HOURS SIT

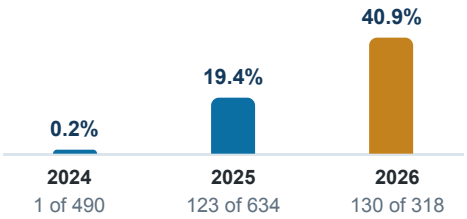
All delay hours booked across 1,442 productivity reports, 2024 – July 2026. Share and cumulative share are of 13,722.5 delay hours.

DELAY CODE	HOURS	SHARE	CUMULATIVE
Delay due to CSO	5,932.8	43.2%	43.2%
Open / close hatches & ramps	1,691.8	12.3%	55.6%
Late start / early finish	1,663.6	12.1%	67.7%
Shifting cargo on board	1,211.2	8.8%	76.5%
Crane shifting	843.8	6.1%	**82.7%**
		80% of all delay hours reached — five codes	
Idle time	812.0	5.9%	88.6%
Waiting for cargo (shipper)	671.9	4.9%	93.5%
Crane & equipment breakdown	328.9	2.4%	95.9%
Not attributed to any code	317.6	2.3%	98.2%
Lashing / unlashing	248.9	1.8%	100%

The top bar is highlighted because it is the subject of this sheet, not because it is the largest. “Delay due to CSO” names who carries the hours; it does not name what happened, so no improvement can be aimed at it as it stands.

2 WHY WE CAN LOOK INSIDE IT

Share of productivity reports in which at least one delay carries a written reason, entered as a cell comment by the tally.



Nobody was asked to do this. The reason field does not exist in the template — the tally writes it beside the hours on his own initiative, and by 2026 two in five reports carry one.

That gives us **2,033 written reasons** across the archive — the only place in the whole report where the *why* is recorded.

So the first question is not how to reduce these hours. It is what is in them. A code that names who carries the time cannot be improved, budgeted or explained to a customer until someone reads what was actually written beside it. That is what the next page does.

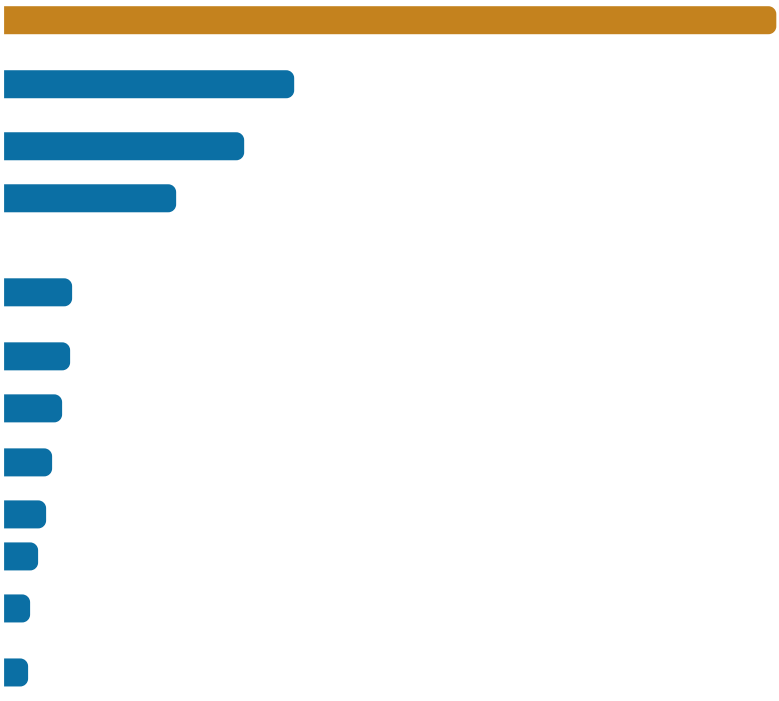
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3 WHAT IS ACTUALLY INSIDE THAT CODE

630 bookings carrying a written reason, 1,038.8 hours. Share and cumulative share are of those 1,038.8 hours — not of the full code. See the limitation note below.



WHAT THE TALLY WROTE	HOURS	SHARE	CUMULATIVE
Shovel or bobcat collecting / levelling cargo in the hold	434.8	41.9%	41.9%
Individual cases, no pattern	163.1	15.7%	57.6%
Changing or rigging lifting gear	135.8	13.1%	70.6%
Dunnage handling	97.6	9.4%	**80.0%**
80% reached — four reasons			
Waiting on trucks / internal transport	37.8	3.6%	83.7%
HSSE, gas test, toolbox talk	37.3	3.6%	87.3%
Waiting, reason not stated	32.8	3.2%	90.4%
Crane maintenance, mechanic, greasing	27.4	2.6%	93.0%
Moving the crane	24.0	2.3%	95.4%
Cleaning the hold	19.4	1.9%	97.2%
Break, shift change, gang change	14.7	1.4%	98.6%
Unlashing / removing lashing	14.1	1.4%	100%

The question this raises is a definition, not an operation. A shovel collecting cargo inside the hold is not a breakdown. On bulk cargo it is simply part of the work. It is booked as lost time because the standard rate does not allow for it — so the largest single item under our own account may not be a delay at all, but production that falls outside the measuring stick.

Before anything here is improved, that has to be settled: are these hours delay, or are they work? The answer changes the net utilisation figure we report to customers.

4 WHAT TO DO WITH IT

1. Settle the definition. Decide whether shovel work in the hold is delay or production, and apply that decision to the standard rate. Nothing else here can be read until this is fixed.

2. Split the code. Four reasons cover 80% of what was written. They become four codes of their own; the catch-all then keeps only what is genuinely unexpected.

3. Make the reason mandatory on that one code. No new system and no extra fields — two in five shifts already write it without being asked.

4. Re-measure after one quarter against this same Pareto, on this same base, so the comparison holds.

Limitation. The reasons in section 3 cover 1,038.8 of the 5,932.8 hours in that code — 17.5% — and are weighted towards 2026, where most written reasons sit. The split is indicative of what the code contains; it is not a measurement of the whole code, and it has not been projected onto it. 15.7% of the hours shown could not be grouped and are reported as such rather than distributed. Written reasons include the tally's own name; names are not reproduced here.

Sources: productivity reports per vessel, 2024 – July 2026, and the cell comments recorded within them. Hours are as booked. Figures are rounded to one decimal place and may not sum exactly.