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OPERATIONS · PORT OF SOHAR

First 90 days — Deputy Operations Manager

What to settle, in what order, and what to leave alone until it is settled.

Deputy Operations Manager	90 days	Operations · Planning · Tally	Personal preparation note
ROLE	HORIZON	SCOPE	STATUS

1 THE TWO RULES EVERYTHING ELSE RESTS ON

↦ **If it ends when the shift ends, the General Supervisor decides it. If it outlives the shift, it comes up.** That one line settles most of the day without a conversation.
Anyone bringing a problem brings a proposal with it. Asked every time, including when the answer is obvious. Solve one without a proposal and the habit resets.

2 DAYS 1 TO 7 — SAY WHERE THE LINES ARE, CHANGE NOTHING ELSE

WITH THE TEAM — week 1

- **One written message to all seven General Supervisors at once** — what I decide, what they decide, what comes to me. Not one by one, or a different version will be claimed
- **Half an hour with each,** including those who applied. Three questions: what do you decide today without asking, what slows you down, what do you want to own
- Listen. Fix nothing this week

UPWARD — week 1

- **Berth planning:** am I at the table with Commercial, or does the plan arrive finished?
- **Planning line:** does the berth planner report to this position?
- **Agent meetings:** who speaks for Operations, and what may be committed
- Spend limit and overtime authority, in a number

3 WEEKS 2 TO 4 — PUT IT ON PAPER AND CUT THE STATUS OUT

WRITTEN DOWN — weeks 2-4

- **Decision-rights sheet** issued, after checking what HR already holds
- **Shift handover on paper.** The cheapest control there is: it is where a shift's decisions travel
- A known rhythm of being on afternoon and night shift — the night has one General Supervisor and no second opinion

MEETINGS — weeks 2-4

- **Daily stand-up: 45 minutes to 15, standing, exceptions only.** Status belongs in the system, not in a room
- **Delivery plan published before the meeting;** the meeting handles conflicts only
- Keep the bi-weekly General Supervisor meeting untouched — that is where the layer gets built

4 MONTH 2 TO 3 — ONE REAL CASE, THEN MEASURE

MAKE IT BITE — month 2

- **Start and stop times across all three shifts.** One visible subject, already prepared — and the test case the new decision rights get proven on
- Move one reporting line from asking to live registration. One, not everything

CHECK IT HOLDS — month 3

- **Review the decision rights against what actually happened.** Adjust what did not work
- KPI pack: what is reported, to whom, how often — and who owns the target
- An honest read on whether the split of authority works. If it does not, say so now rather than at twelve months

5 WHAT I WILL NOT DO IN THE FIRST 90 DAYS

- **No reorganisation and no moving of people.** Nothing buys less goodwill for less result
- **Not take over the berth planner's work.** The question is where the plan is set, not who draws it
- **Not solve what a General Supervisor should solve** — however much faster it would be to do it myself
- **Not start ten things.** One visible subject carried through beats five announced