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OPERATIONS · PORT OF SOHAR · INTERNAL

Aluminium Calls — Manpower Utilisation

The same four calls, read as manpower instead of hours. Lost time on a gang is lost time for everyone standing in it.

4 vessels	123 shifts	34.9	Apr–Jul 2026
SCOPE	OBSERVED	CREW PER SHIFT	PERIOD

1 WHAT THE CALLS COST IN MANPOWER

30,082	5,299	1.2 h	17.6%
MAN-HOURS ASSIGNED	MAN-HOURS LOST	PER MAN, PER SHIFT	OF ALL MANPOWER

Read the third figure first. On average **every man on board stood idle for 1.2 hours of a 7-hour shift** — roughly a fifth of his working time. On MV Happy Founder it was nearly two hours per man, per shift.

Added together that is 5,299 man-hours, or what **757 full shifts** would cost. That total is an accounting unit, not an event: nobody stood idle for a whole shift. The loss is spread thinly across 123 shifts and some 4,300 shift assignments. It is the same loss the time review reports as 290 hours, counted in people rather than in gang time.

2 PER VESSEL

VESSEL	SHIFTS	CREW / SHIFT	MAN-HOURS	TIME LOST	MAN-HOURS LOST	PER MAN, PER SHIFT
MV Lady Sacha	27	38.5	7,284	11.1%	811	0.8 h
MV Walrus	30	34.4	7,223	13.1%	948	0.9 h
MV True Faith	33	34.4	7,952	19.8%	1,574	1.4 h
MV Happy Founder	33	33.0	7,623	25.8%	1,965	1.8 h
Total	**123**	**34.9**	**30,082**	**17.6%**	**5,299**	**1.2 h**



Bars show the split of man-hours worked against man-hours lost; the figure on the right is idle time per man, per shift. The pattern follows the time review: the call that lost the most hours also kept the most people waiting.

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3 HOW THIS IS CALCULATED

Three steps, each from a source both parties already hold.

	STEP	SOURCE
1	**Count the crew on the vessel** — every person listed against that vessel in the daily plan, excluding the separate “Store / Shifting” section, averaged over the call.	Daily planning sheets
2	**Multiply by 7 hours and by the shifts worked** — an 8-hour shift less one hour of break; three shifts cover the day.	Productivity reports
3	**Apply the share of time lost** for that vessel to those man-hours.	Productivity reports

4 WHAT THIS FIGURE IS, AND WHAT IT IS NOT

> **It is an upper bound, not a measurement.** The calculation assumes that when the gang stands still, the crew assigned to that vessel stands still with it. For the men on the hook — crane driver, signalman, hold dockers — that holds. A forklift on the quay may well carry on with something else. Read the figure as *up to* 5,299 man-hours — and read the per-man figure as an average across the whole crew, not as a queue of idle men.

- **Every shift is counted as 7 hours.** A fifth of the shifts ran 12 hours as overtime. Counting those at 7 hours as well keeps the arithmetic simple and understates the total by roughly 11%. The real figure is higher, not lower.
- **These are plans, not attendance.** The daily plan records who was rostered, not who turned up. Replacements and reassignments are not reflected.
- **Own and hired labour are counted the same.** Roughly a third of the crew comes from contractors. For a cost figure they would need separating; for a manpower figure they do not.

5 WHY NOT FTE

An FTE is a full-time position over a year. These four calls span three months, so expressing the loss as a fraction of an FTE invites the wrong conclusion — that two or three people are permanently idle. They are not. The loss is concentrated in specific shifts on specific calls.

757 shifts says the same thing without that risk, and it is a unit the operation already works in. Should an FTE figure be required for budgeting, it needs the annual hours Steinweg applies per position; that number is not assumed here.

6 WHERE THIS GOES NEXT

The weakness above — that we assume who stood still rather than observe it — is being closed. The gang time observation study now running records, every five minutes, whether each individual position is working or standing still. Once twenty shifts are in, this conversion can be replaced by a measured ratio: not *how many people were assigned*, but *how many were actually idle*. The daily plans remain the other half of that picture: they supply the denominator, which the observation study does not capture alone.

Sources: daily planning sheets and the productivity reports per vessel, 16 April – 13 July 2026. Companion document: *Aluminium Export — Time Utilisation Review* (OPS-RPT-ALU-01), which reports the same loss as gang hours.