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OPERATIONS · PORT OF SOHAR

General Supervisor — what you decide

Not a job description. A job description says what you do; this says what you settle without asking.

General Supervisor	All shifts	Draft — not issued	Management and HR
APPLIES TO	SCOPE	STATUS	TO BE AGREED WITH

1 THE LINE

If it ends when your shift ends, you decide it. If it outlives your shift, it comes to me. That covers nearly everything, and where it does not, the table below says so. You do not need permission to do your job. You need it to change what somebody else has been promised.

2 WHERE DECISIONS SIT

YOU DECIDE, NO ONE TO ASK	YOU DECIDE, AND YOU TELL ME	COMES TO ME FIRST
Deployment of men and equipment across the gangs during your shift	**Overtime within the agreed norm**	**Anything that changes the berth plan or the vessel sequence**
Order of work within the agreed plan — which hatch, which hold, which block first	Calling extra manpower from the pool	Any commitment to a customer or agent: a time, a rate, a completion
Breaks and rolling breaks, so the gang keeps being fed	Changing gang size for the rest of the shift	Stopping a vessel's operation for a reason other than safety
Swapping equipment for what is available	Re-sequencing the day's deliveries	Spend above the agreed limit
Starting and finishing on time, and recording any deviation with its reason	Holding a gang back because the cargo is not ready	A dispute with a third-party contractor that is not resolved inside the shift
Correcting a tally or documentation error made on your shift	Work carried over to the next shift	Anything that will still be a problem after your shift ends

3 TWO THINGS THAT ARE NOT DECISIONS

- **A Letter of Protest is a record, not an outcome.** Write it where it belongs — and keep working the problem alongside it. A protest filed and left is a shift that stopped twice: once on the quay and once here.
- **Bring a proposal, not a problem.** When something has to come up, bring what you would do about it. I will ask every time, including when the answer is obvious. You know the situation; I was not standing there.

4 THE HANDOVER

- What was decided on your shift that the next shift has to know, and **why** — the reason is the part that gets lost
- What was started and not finished, and what it is waiting on
- Deviations from start and stop, with their reason codes
- Anything promised to a customer, an agent or a contractor — by whom, and in what words

Safety sits outside all of it. If something is unsafe, work stops until it is put right. That decision is always yours, it is never questioned afterwards, and it is never held against you or against your shift.