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OPERATIONS · PORT OF SOHAR

General Supervisor — where you are, and how you reach people

The companion sheet. The first one says what you decide; this one says where the work is and which means to use.

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

1 THREE KINDS OF WORK, AND ONLY ONE NEEDS YOU STANDING THERE

Some work can only be done where the cargo is. Some belongs to you and can wait for the edges of the shift. And some is neither — it arrived here because nowhere else picked it up. This sheet separates the three, so that being on the quay does not mean the paperwork piles up, and doing the paperwork does not mean the gang is unattended.

2 WHERE YOU ARE EXPECTED — MOMENTS, NOT A SHARE OF THE DAY

MOMENT	WHY IT HAS TO BE YOU, THERE
At the gang before the first move of the shift	The first twenty minutes set the pace for the whole shift. Afterwards you are correcting, not setting
The start and the stop of the shift	The round. Deviations and their reason are recorded where they happen, not reconstructed later
The first hour on a new hold, a new cargo or a new crew	Where methods are decided. A habit formed in the first hour lasts the whole vessel
At the handover, face to face with the supervisor taking over	The reason behind a decision is the part that does not survive being written down alone
When cargo is difficult, non-standard, or going wrong	This is what your experience is for, and it is the one thing that cannot be delegated
When a third party starts work on your shift	What is agreed in the first ten minutes is what you will be held to for the rest of the operation

3 THE PAPERWORK: WHAT IS YOURS, AND WHAT IS NOT

YOURS — AT THE EDGES OF THE SHIFT

- The handover
- Deviations from start and stop, with the reason
- The shift report
- Confirming your shift's figures before you go home

NOT YOURS — AND WHERE IT GOES

- **Entering the same figures a second time** — it is registered once, where it happens
- **Answering a question the system can answer** — the answer is made visible instead
- **Chasing documents** — office
- **If work that is not yours keeps arriving, say so.** That is a fault in how we are set up, and it gets fixed there — not by staying in to absorb it

4 WHICH MEANS, FOR WHICH MESSAGE

IF…	THEN…
Someone has to act now	**Radio or call them.** Addressed to a person, and you hear whether it landed
It has to be findable afterwards	**The system or the handover.** A chat is scrolled away by tomorrow and is not a record
Everyone genuinely has to know, now	**The group.** That is a few messages a shift, which is what keeps the group worth reading
You can see the person	**Speak to them.** If the decision matters, it goes on the handover afterwards — that is what makes it count, not the message

A message to everybody is a message to nobody. None of this is about where anyone sits. It is about the gang not waiting while a question looks for the right person to answer it.