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OPERATIONS · PORT OF SOHAR · GANG TIME STUDY

Sampling quota card

One observed shift per tick. Two per shift type, per cargo. Tick it the moment the shift is closed in the app — not at the end of the week.

15 cargo types
84% OF ALL SHIFT HOURS

90 shifts
6 PER CARGO TYPE

3 per day
ONE PER SHIFT

Start _____
REVIEW ON DAY 21

CARGO TYPE	SHARE	MORNING		AFTERNOON		NIGHT		DONE
Project BB	11.7%	☐	☐	☐	☐	☐	☐	
Steel billets	11.6%	☐	☐	☐	☐	☐	☐	
Big bags	9.8%	☐	☐	☐	☐	☐	☐	
OCTG — oil country tubular goods	8.7%	☐	☐	☐	☐	☐	☐	
Steel coils	8.3%	☐	☐	☐	☐	☐	☐	
Aggregates	6.4%	☐	☐	☐	☐	☐	☐	
Passenger cars	5.0%	☐	☐	☐	☐	☐	☐	
Steel structures	4.5%	☐	☐	☐	☐	☐	☐	
Green petcoke — direct bulk	4.3%	☐	☐	☐	☐	☐	☐	
Aluminium	3.1%	☐	☐	☐	☐	☐	☐	
Alumina	2.9%	☐	☐	☐	☐	☐	☐	
Forest products	2.4%	☐	☐	☐	☐	☐	☐	
Calcined petcoke	2.4%	☐	☐	☐	☐	☐	☐	
Limestone	1.7%	☐	☐	☐	☐	☐	☐	
Green petcoke — big bags	1.5%	☐	☐	☐	☐	☐	☐	
Total — 90 observed shifts	**84.3%**	**30**		**30**		**30**		

Share = that cargo's part of all shift hours, 1,442 productivity reports, 2024–Jul 2026 **Done** = write the running count, 0–6

Two per shift type is the whole point. Aggregates discharge mostly at night. Six night observations of aggregates would tell you about the night shift, not about aggregates — and after a month of counting you could no longer separate the two. A column that fills up while its neighbours stay empty is a warning, not progress.

Anything outside these fifteen is still observed and still recorded in the app; it simply does not carry a quota. The remaining 77 cargo types together account for 15.7% of shift hours.

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How the sampling works

One tally, one gang, one full shift. Three a day, thirty days. This sheet says who picks the gang and what to do when the plan does not survive the quay.

The one rule that decides whether this study is worth anything

The gang is assigned the evening before, from the daily plan. The tally never picks his own gang on the quay.

Left to choose, anyone picks the gang that is running well. That is not dishonest — it is human, and it would mean we measured our best gang instead of our average one.

1 EVERY EVENING, BEFORE THE NEXT DAY

1. **Open tomorrow's daily plan** and look at which gangs run on which cargo.
2. **Open the quota card** and find the cargo types that still have empty boxes — in the shift type being planned.
3. **Assign one gang per shift.** Shift, gang number and cargo on the tally's assignment slip — three per day.
4. **Hand it over before the shift starts.** An assignment given during the shift is an assignment the tally has already influenced.

2 WHEN THE PLAN DOES NOT HOLD

WHAT HAPPENED	WHAT THE TALLY DOES
The assigned gang is not working	Observe the **lowest-numbered gang that is running** on a cargo with an open box in this shift type. No judgement call, no asking around.
No gang is working an open cargo	Observe the lowest-numbered running gang anyway. The shift still counts as data; it simply does not tick a box.
The gang switches cargo mid-shift	Keep observing the same gang. Write the change and the time in the block remark. Cargo is set once per shift, so the shift stays counted under the cargo it **started** on — tick that box, not both.
Nothing is working at all	Record the shift as observed with no cargo. A gang standing still all shift is a real measurement, not a failed one.

3 DAY 21 — CLOSE WHAT DID NOT ARRIVE

Alumina is 2.9% of the terminal's hours and can stay away for three weeks. On **day 21**, every cargo type still on zero or one gets its remaining quota closed, and those shifts go to the five largest types. Ten solid observations of billets beat four thin ones of a cargo that barely called — decide it on day 21, not on day 29 when it is a rescue.

Weekend shifts read wrong, and the app will not warn you

Weekend shifts run twelve hours; the app measures coverage against an eight-hour shift. A full weekend shift therefore shows **150%** coverage, and — worse — a tally who observes only half of one shows **75%** and passes the usable threshold.

Plan the observations on weekdays. If a weekend shift is observed anyway, write **12H** beside the tick so the coverage figure is read with that in mind.

4 THE FOUR TALLIES ROTATE

Three shifts a day, four tallies. **Rotate them**; do not fix one man to the night shift.

If one observer always takes the night and judges a little stricter than the rest, that difference lives in the night figures for good and cannot be told apart from the operation. Each tally ends on roughly 22 shifts.

5 WHO DOES WHAT

Planning	Assigns the gang, every evening
Tally	Observes, closes the shift in the app
One named person	**One person, one card.**
Operations	Reviews the card on day 21

Two people who each assume the other ticks the card is how you discover on day 18 that you have sixteen observations of billets and none of coils.