C. Steinweg Group

CSO / OPERATIONS / PMO

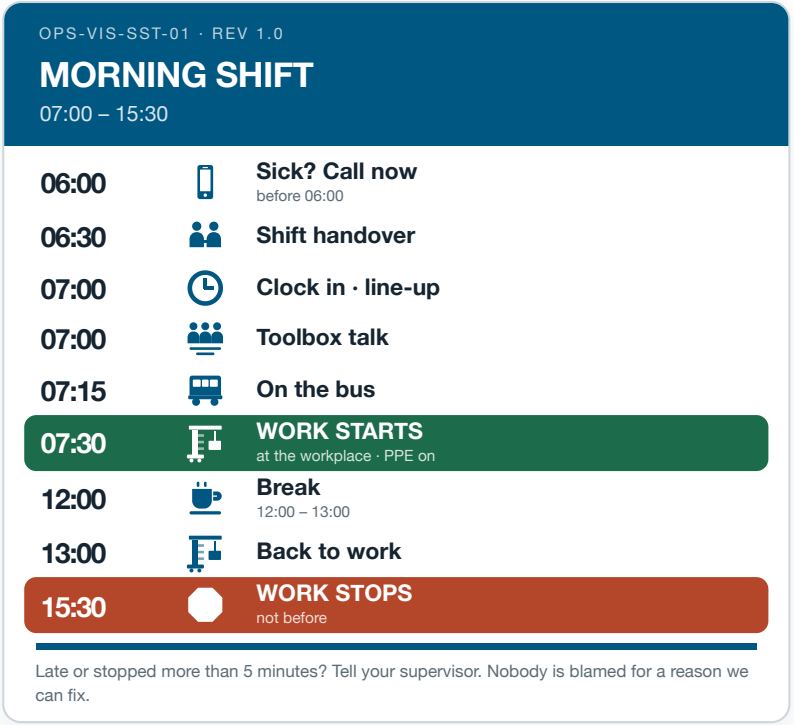
Start & Stop Times

Two moments in the shift: when the work begins, and when it ends.

THE WHOLE DOCUMENT

One sheet per shift

One A4 per shift. Three sheets in total.



BEFORE THE GANG ARRIVES

06:00 → 06:45

06:00	**Sick leave reported**	to the OPS number
06:00	**Outgoing GSV arranges cover**	until 06:30
06:15	**GSVs on the terminal**	
06:30	**SV2 and SV3 on the terminal**	earlier transport
06:45	**Shift plan final**	including the gaps

Two different allocations.

06:45 — the GSV allocates gangs to vessels.
07:00 — the supervisor allocates the men in the canteen.

FROM THE CLOCK TO THE WORKPLACE

07:00 → 07:30

07:00		**Clock in · line-up · toolbox**
07:15		**Canteen empty, buses leave** B7 · B9 · B25 · yard
07:30		**WORK STARTS** first move made
07:30		**GSV round begins** every vessel, every workplace

The round is walked outside.

AFTERNOON SHIFT · 15:00 – 23:30

The fifteen minutes

15:00		**Clock in · line-up · toolbox**
15:30		**15 minutes** prayer or short rest
15:45		**WORK STARTS** at the workplace · PPE on
19:00		**Break** 19:00 – 20:00
23:30		**WORK STOPS** not before

Planned, so everyone expects the same thing.

NIGHT SHIFT · 23:00 – 07:30

The break moved to 02:00

23:30		**WORK STARTS** at the workplace · PPE on
02:00		**Break** 02:00 – 03:00 · NEW
03:00		**Back to work**
05:00		**Pray in turns** the gang keeps working
07:30		**WORK STOPS** not before

Of the last two and a half hours, about one was worked.

THE STOP

15:30 · 23:30 · 07:30

until		**Productive work continues** preparing to leave does not start before the stop time
at stop		**Hand over at the workplace** to the incoming gang, at the vessel — not at the gate
after		**Stow the gear, leave the vessel, walk back to the clock** this happens after the stop time

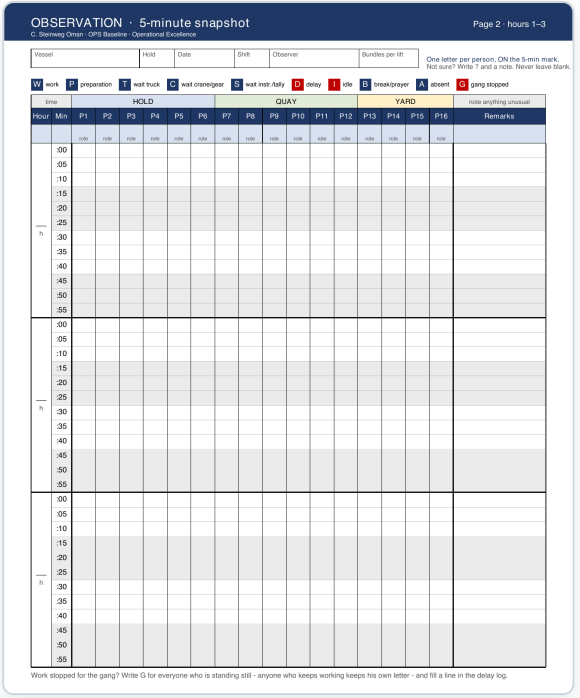
The GSV is responsible until the end of his shift.

HOW IT IS RECORDED

Every five minutes, written down

- One letter per position, on the five-minute mark. Up to sixteen positions in the gang — hold, quay and yard.
- Vessel, hold, berth, shift, date and observer on every page.
- Every stop longer than five minutes gets its own line: start, end, cause, and whether the gang stopped.

> **No names. We measure the process, not the person.**


OBSERVATION · 5-minute snapshot

C. Steinweg Oman · OPS Baseline · Operational Excellence

Page 2 · hours 1–3

Vessel | Hold | Date | Shift | Observer | Bundles per lift

One letter per person, ON the 5-min mark. Not sure? Write ? and a note. Never leave blank.

W work · P preparation · T wait truck · C wait crane/gear · S wait instr./tally · D delay · I idle · B break/prayer · A absent · G gang stopped

time		HOLD					QUAY						YARD				note anything unusual
Hour	Min	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	Remarks
		role	role	role	role	role	role	role	role	role	role	role	role	role	role	role	role	
h	:00 :05 :10 :15 :20 :25 :30 :35 :40 :45 :50 :55																	
h	:00 :05 :10 :15 :20 :25 :30 :35 :40 :45 :50 :55																	
h	:00 :05 :10 :15 :20 :25 :30 :35 :40 :45 :50 :55																	

Work stopped for the gang? Write G for everyone who is standing still - anyone who keeps working keeps his own letter - and fill a line in the delay log.

WHAT WE MEASURE

Five minutes, one reason

Threshold	More than 5 minutes from the operational start or stop. No further tolerance.
Recorded	The actual time and one reason code. No names, no blame.
Reported	On-time start %, on-time finish %, lost crane hours — controllable and not.
Reviewed	First data review with Operations after about one month.

Weeks 1 to 3 we settle in. From week 4 the procedure simply applies.