


PORT AUTHORITY OF GUAM
Jose D. Leon Guerrero Commercial Port
Piti, Guam

POLICY MEMORANDUM NO. 02-90

To: All Employees	Subject: Policy on Decision-Making During Vessel Operations
Effective Date: October 1989	Revision Date:
Approved by:  JOAQUIN P. CRUZ, Acting General Manager	

- I. **PURPOSE:** The purpose of the policy is two-fold:
- (1) to provide an organizational set-up for Operations and Maintenance personnel involved in the vessel operations; and
 - (2) to ensure operational concerns and changes are channeled to appropriate personnel for coordination.
- II. **SCOPE:** Employees who are involved in the vessel operations shall utilize the provisions of this policy.
- III. **FUNCTIONAL RESPONSIBILITIES:**
- A. **Preparation for Vessel Operations:**
1. **Pre-Operations Meeting**

It shall be the responsibility of the Operations Manager to conduct meetings prior to the arrival of the vessels to be worked on. All Operations, Maintenance, Compliance/Control division heads and representatives of the appropriate shipping agencies shall attend.

Such meetings are conducted every Monday and Friday of the week. However, if the holiday falls on these days, the meetings shall be held on Tuesday or Thursday.

Documents indicating the kinds of vessels expected, cargoes to be discharged/loaded (discharging and loading plans), number of moves or tonnage, estimated time of arrival and expected time of departure shall be discussed. Other special service requests should also be considered if necessary.
 2. **Harbor Master's Meeting**

A representative of the Harbor Master's Office shall conduct a meeting on a daily basis, excluding holidays and weekends, with the

shipping agent representatives. The Stevedoring Superintendent or his designee shall attend this meeting. Topics to be discussed would be:

- a. expected arrival/departure of vessel;
- b. berthing/docking space allocated;
- c. types of cargoes to be discharged/loaded;
- d. special handling of cargoes, if any; or
- e. shifting of vessels for bunkering, etc.

The shipping agent will provide, if any, to the Stevedoring Superintendent, the stowage plan of the vessel.

Upon receipt of the notice of arrival from the shipping agent, the Harbor Master personnel shall input into the automated computer system the vessel's name, voyage and date of arrival.

3. Master Work Schedule

The Operations Manager shall prepare a Master Work Schedule incorporating:

- a. name of vessel and voyage number;
- b. type of operations (cargo, fish, etc.);
- c. work hours;
- d. number of employees by division;
- e. type and number of cargo handling equipment;
- f. type of special service request (heavy lift, devanning, etc.)
- g. preventive maintenance schedule of cargo handling equipment, if any; and
- h. other work activities.

B. Responsibilities of Shift Supervisors and Safety Personnel During Vessel Operations

1. Shift Supervisor

Shift supervisors from the different operating divisions are required to report to work 30 minutes prior to the vessel operation for debriefing by the relief supervisor.

2. Designated Supervisor-in-charge

The designated supervisor-in-charge of the operations will be the Stevedore Supervisor II. In his absence, chain of command to assume the authority to supervise the operations will be as follows:

- a. Cargo Checker Supervisor
- b. Transportation Supervisor
- c. Stevedore Supervisor I

3. Safety Personnel

It is the responsibility of the Safety personnel assigned to the vessel operations to:

- a. Inspect all vessels prior to the working of cargo to ensure the boom, block, tackle, running and standing rigging and other items of cargo gear are in a safe condition.
- b. Inspect all vessels prior to the taking of bunker and loading or discharging liquid cargo to ensure that all pertinent safety rules are being observed.

The Safety personnel are vested with the authority to stop any operation or hazardous practice where there is impending danger of injury or death, or damage to equipment or material.

VI. TYPES OF OPERATIONS

A. Containerized Vessel Operations

1. Stevedoring Division

a. Stevedore Supervisor II

The Stevedore Supervisor II is delegated the responsibility of controlling and coordinating the functions and activities of assigned personnel from Stevedoring, Terminal, Transportation, Equipment Maintenance and Facility Maintenance divisions. All operational concerns and changes are to be channeled to this person for coordination. The Stevedore Supervisor II will consult with the shift supervisors on major changes to the operations.

The Supervisor will be present on the dockside on a periodic basis to monitor the operations.

b. Stevedore Supervisor I

The Stevedore Supervisor I is involved in the loading/discharging operations of the vessel. He supervises the Stevedoring personnel assigned to the operations and ensures the operations are in accordance with the plans

furnished to the Port by the Agent and/or Chief Mate of the vessel. The position reports directly to the Stevedore Supervisor II.

During the vessel operations, the Stevedore Supervisor I must be on board the vessel so direction can be provided to the Stevedoring personnel on which row is to be worked on; slots to lash/unlash; gears to be used, etc. He is to ensure that the Chief Mate checks and approves all lashing prior to moving to another row.

He will also be responsible for reporting all damaged cargoes on board to the appropriate personnel.

c. Stevedoring/Rigging Personnel

There will be 7 employees assigned to each gantry by the Stevedore Supervisor I. The work distribution shall be:

- (1) 4 employees on board the vessel to lash/unlash the containers, unwind, loosen or tighten the turnbuckles, secure/unsecure pontoon locking devices, clear and prepare all lashing gears, and assist in setting containers in their appropriate slots.
- (2) 2 employees will be on dock to guide containers properly, lock/unlock chassis locking gear, prepare and furnish gears needed for the operations; and
- (3) 1 Rigger will prepare and furnish tools and rigging gears needed for the operation. In addition, he shall be responsible for the required rigging work during the operations.

The Stevedore Supervisor I, Rigger and Crane Operator will ensure the work is in compliance with approved rigging standards. The Crane Operator will inspect and approve the rigging of cargoes prior to the lift. The Stevedoring personnel will assist the Rigger in the rigging work.

A winch operator will be designated as the signal person for the gantry operator. If a winch operator is not available, the alternate signal person will be the relief Crane Operator. During nightshift operations, the operation will be issued whistles and flashlights for signaling purposes.

2. Terminal Division

a. Cargo Checker Supervisor

The Cargo Checker Supervisor, assigned to the Control Tower, is designated as the Container Yard Supervisor. He coordinates the loading/unloading of containers for the vessel and yard operations. The Supervisor is responsible for the assignments of the Cargo Checkers and provides advice to the Transportation Supervisor on the assignments the Equipment and Crane Operators.

b. Terminal Planner

The Planner is responsible for the data entry activities of the computerized container tracking system. Prior to the vessel operations, the Planner will provide the Cargo Checker Supervisor with the necessary container reports. During the operations, he is to:

- (1) monitor the Van Control's performance on the system and ensures that all containers discharged and loaded are accountable prior to the vessel's departure;
- (2) advise the shipping agents of any discrepancies on their discharging/loading operations; and
- (3) advise the Van Control and Cargo Checker Supervisor of any changes.

After the completion of the operations, he prepares the necessary documents for billing purposes. The Planner is situated at the Tower Section.

c. Van Control Checker

The Van Control Checker is situated at the Tower Section and performs the following:

- (1) inputs into the computerized container tracking system all crane movements (e.g., shifting, uncovering, downtime, securing, etc.), and discharged/loaded container numbers;

- (2) advises the Dockside Checker where the containers are staged in the terminal yard and provides the necessary authorization to load containers;
- (3) verifies the container load lists and loading plan against the information in the computer system;
- (4) informs the Container Yard Supervisor of containers that are damaged, tampered and with no seal, equipment downtime, vessel productivity status and vessel changes;
- (5) prepares the dock receipt (Permit to Load) during loading operations.

He may be assigned to input container numbers and yard location for one or more vessels during his shift.

d. Container Yard Control Checker

The Container Yard Control Checker is located in the terminal yard and normally operates an official vehicle to perform the following duties:

- (1) ensures the container yard staging plan outlined in the computer system is complied with;
- (2) locates the container and chassis for the Dockside Checker and provides him with necessary documents/office supplies;
- (3) monitors the tractors who are staging the containers and ensures vessel traffic route is cleared from obstruction;
- (4) coordinates with the top lifter, side loader and straddle hoist operators on the loading/grounding of containers at the designated staging area;
- (5) appraises the Van Control of any changes to the staging of containers in the terminal yard;
- (6) advises the Container Yard Supervisor of cargo handling activity progress in the terminal yard or any problems that may hamper the vessel's productivity; and

- (7) relieves the yard and dockside personnel for breaks.

If the Container Yard Supervisor is unavailable, he will be designated in-charge of the terminal operations.

e. Dockside Checker

The Dockside Checker is situated on the dockside of the operations and relays to the Van Control Checker:

- (1) the discharged/loaded container numbers;
- (2) damaged, tampered or no seal containers; and
- (3) all crane movements.

Informs the tractor operators:

- (1) the type of chassis to dray discharged containers;
- (2) where to stage discharged containers in the yard; and
- (3) terminal yard location to dray containers for loading according to the stowage plan.

Informs the crane operators where to stow the containers on the vessel and records it on the stowage plan.

Obtains guidance from the Supervisor on the next assignment for the operators upon completion of the operations.

3. Transportation Division

a. Transportation Supervisor

The Transportation Supervisor shall coordinate the assignments of the operators with the Stevedoring and Terminal supervisors. He will advise the Stevedore Supervisor II of any personnel changes or cargo handling equipment status and the Crane Mechanic Supervisor of equipment malfunctions.

b. Mobile Equipment Dispatcher

The Dispatcher will prepare, log and issue trip tickets to the operators. He will be present during the inspections of the equipment conducted by the operators.

Upon receiving reports of equipment malfunctions, the Dispatcher will input the information in the computerized system under the Job Order Request Menu and advise the Transportation Supervisor.

He will provide the operator with alternate equipment to use during the operations. If there is no equipment available, he will notify the Transportation Supervisor of the equipment shortage for the operations.

c. Crane/Equipment Operator Leaders

The Crane and Equipment Operator Leaders shall be responsible for assuring that the work assignments of the operators are carried out and participate in the operation of equipment as assigned. The Leaders will transmit the operators' Labor Charge forms to the Supervisor upon completion of the shift.

Whenever the Transportation Supervisor is not available, the Crane Operator Leader will be designated as in-charge.

d. Crane Operator

The operator will conduct a frequent inspection on the equipment assigned prior to the operation. All discrepancies will be noted on the inspection form and acknowledged by the Crane Operator Leader and Supervisor. The form will be transmitted to the Dispatcher for input into the computer system.

He will service his equipment before and after the operations, i.e., clean the windshield, interior portion of the cab, etc.

The operator will be responsible for the start-up of the straddle hoist and stick cranes and will also spot the gantry cranes prior to the berthing of the vessel.

e. Equipment Operator

The operator prior to the operations will perform inspection of the equipment. Discrepancies noted on the trip ticket will be forwarded to the Dispatcher for disposition. After the inspection has been completed and the equipment is found to be in good working condition, the operator will report to the

assigned operation. The Container Yard Supervisor will provide directions on tasks during the operations.

The operator will service his equipment before and after the operations, i.e., cleaning the interior portion of the cab, windshield, etc.

He will note all work performance on the Charge Out form and transmit it to the Equipment Operator Leader.

When properly relieved, the operators will report back to the Transportation Supervisor for additional assignments, if any.

4. Maintenance Department

a. Designated Mechanic Leader

The Crane Mechanic Leader is designated as the person-in-charge for the mechanics and facility maintenance personnel during the night shift operations. If a Crane Mechanic Leader is not assigned, the Heavy Equipment Mechanic Leader is next in charge. The Leader is responsible for coordinating the assignments of the mechanics and Facility Maintenance personnel.

The leader will advise the Stevedore Supervisor II of any personnel changes or status of, if any, equipment malfunctions.

b. Mechanic

For nightshift operations, the mechanics will report to the Crane Mechanic Shop for assignments.

The Crane Mechanic assigned to the operations will be responsible for servicing the gantry cranes and straddle hoists prior to the operations. He will start-up the gantry cranes prior to the operations.

The Heavy Equipment Mechanic will be responsible for servicing and/or repairing the tractor, forklift or vehicles assigned to the operations.

c. Facility Maintenance Personnel

Such employees will be assigned to their designated work area, such as, reefer slot or dockside for water hose hook-up on hazardous cargoes.

B. Breakbulk Cargo Vessel Operations

1. Stevedoring Division

a. Stevedore Supervisor II

The Stevedore Supervisor II is delegated as supervisor-in-charge of the operations. The primary duty is to coordinate and control the functions and activities of assigned personnel from Stevedoring, Terminal, and Transportation divisions and Maintenance Department. All operational concerns and changes are channeled to this person for coordination. The Stevedore Supervisor II will consult with the shift supervisors on major changes to the operations.

The supervisor will be situated on the dockside to monitor and coordinate the operations.

b. Stevedore Supervisor I

The supervisor is involved in the discharging/loading operations of the vessel. He supervises the Stevedoring personnel assigned to the operations and ensures the operations are in accordance with the plans furnished by the agent and/or Chief Mate of the vessel. The employee reports to the Stevedore Supervisor II.

He provides guidance to the Transportation Supervisor on the assignments of the Equipment and Crane operators.

Prior to the operations, the Supervisor inspects the:

- (1) gears at each hatch,
- (2) piling of hatch covers and strong back,
- (3) building of load of cargoes,
- (4) breaking down of cargoes in the hold;
- (5) stowage of cargoes being loaded, etc.

The Supervisor will report all cargo damages to the appropriate personnel.

Prior to completion of the operations, the supervisor will consult with the Transportation Supervisor to determine if the operators are to be shifted to another vessel or other duties before releasing them.

d. Stevedoring/Rigging Personnel

Depending on the type of vessel, there are usually 14 personnel assigned to the operations—7 personnel per gear.

The Stevedore Leader is either in the hold (hatch), deck or on the dock. He will instruct the personnel on what duties they are to perform and participate in the loading/unloading of break bulk cargoes.

The work distribution is as follows:

- (1) 2 winch operators per ship gear—1 to act as a signal person. An inspection of the gear will be conducted prior to the operations. Defects should be reported to the Stevedore Supervisor I.
- (2) 2 or more employees on the dockside to land the loads properly, hook and unhook the pallet bridle/slides in use; and
- (3) the remaining personnel will be on board the vessel to:
 - (a) open the hatch covers,
 - (b) remove cargo from place of storage,
 - (c) build a pallet if cargo is not palletized; and
 - (d) operate a forklift inside the vessel hatch if cargo is palletized/unitized.
- (4) 1 Rigger will prepare and furnish tools and rigging gears needed for the operation. In addition, he will be responsible for the required rigging work during the operations.

2. Transportation Division

a. Transportation Supervisor

The Supervisor will coordinate the assignments of the operators with the Stevedore supervisors. He will advise the Stevedore Supervisor II of any personnel changes or cargo

handling equipment status. He would also advise the Crane Mechanic Supervisor or leader in charge of equipment malfunctions.

b. Mobile Equipment Dispatcher

The Dispatcher will prepare, log and issue trip tickets to the operators. He will be present during the inspections of the equipment conducted by the operators.

Upon receiving reports of equipment malfunctions, the Dispatcher will input the information in the computerized system under the Job Order Request Menu and advise the Transportation Supervisor.

He will provide the operator with alternate equipment to use during the operations. If there is no equipment available, he will notify the Transportation Supervisor of the equipment shortage for the operations.

c. Equipment Operator Leader

The leader will be responsible for assuring that the work assignments of the operators are carried out and participate in operating equipment as assigned.

Whenever the Transportation Supervisor is not available, the leader will be next in-charge.

d. Equipment Operator

Prior to the operations, the operators will inspect and service the equipment. Discrepancies noted on the trip ticket will be reported immediately to the Mobile Equipment Dispatcher. After inspections have been done and the equipment is in good condition, the operator will report to the assigned operations.

The Stevedore Supervisor I will provide directions to the operators on their tasks during the operations.

The duties of the operators are to operate forklifts inside the vessel hold, dray cargoes from shipside to warehouse, safety pallet, etc.

e. Crane Operator (Includes Leaders)

In situations whereby cargoes are unable to be loaded/discharged by the vessel's ship gear because of its weight capacity, the gantry or stick crane will be used. The Crane Operator will be assigned to perform this task.

The Crane Operator Leader will coordinate the cargo lift with the Transportation Supervisor.

The Crane Operator will inspect and determine the type of rigging materials to use for the cargo lift. He will also inspect the cargo to ensure that it properly rigged prior to the lift.

3. Terminal Division

a. Breakbulk Cargo Control Supervisor

The Cargo Checker Supervisor assigned to the Breakbulk Section is designated as the Breakbulk Cargo Control Supervisor. He will coordinate with the Stevedore Supervisor I the unloading/loading of breakbulk cargo for the operations. The supervisor will be responsible for the assignments of the Cargo Checkers assigned to the operations. The supervisor is located within the warehouse or on the dockside.

The supervisor's duties include:

- (1) supervising the preparation of warehouse cargo space layout for the movement of various types of commodities to be discharged;
- (2) designates the warehouse cargo space locations;
- (3) monitors the storage and accountability of incoming cargoes;
- (4) ensures cargoes to be loaded have been properly checked against the load lists;
- (5) prepares damaged reports, operational logs and related documents after completion of the operations.

b. Pre-Check/Hatch Checker

The Checker assigned to this function will be performed two duties:

(1) Pre-Check Checker

The Cargo Checker is situated at the door of the warehouse. His responsibility is to check and account for all incoming breakbulk cargoes and its conditions. He shall document the cargo's quantity, whether it's sorted, marked, designated vessel, and discharged and stowed. He may operate the forklift to store the cargoes.

(2) Hatch Checker

The Cargo Checker is on board the vessel to record the type of cargoes to be discharged, such as, palletized, unitized, loose or damaged, etc. and whether the cargoes were sorted, palletized, etc prior to the discharging of the cargoes.

c. Breakbulk Loading Checker

The Cargo Checker counterchecks all cargoes against the dock receipts prior to draying it to the shipside for loading. He may operate a forklift to line up the cargoes for loading.

Upon completion of the loading operations, the Checker shall complete the dock receipts loading side showing quantity loaded, hatch location, date loaded and his name. The dock receipts are submitted to the Follow-up Checker for posting.

d. Breakbulk Master Outturn Checker/Follow-up Checker

A Cargo Checker Leader performs this duty. He will assist the Loading Checker if any discrepancies arise between the dock receipts and the cargo on hand. He reviews all completed dock receipts before posting on the cargo load lists and reports any discrepancies found to the Supervisor.

Upon completion of the loading operations, the Leader will distribute copies of the loading dock receipts to the vessel's Chief Mate.

4. Maintenance Department

a. Designated Mechanic Leader

The Crane Mechanic Leader is designated as the person-in-charge for the mechanics and facility maintenance personnel during the night shift operations. If a Crane Mechanic

Leader is not assigned, the Heavy Equipment Mechanic Leader is next in charge. The Leader is responsible for coordinating the assignments of the mechanics and Facility Maintenance personnel.

The leader will advise the Stevedore Supervisor II of any personnel changes or status of, if any, equipment malfunctions.

b. Maintenance Personnel

For nightshift operations, the mechanics will report to the Crane Mechanic Shop for assignments.

The Crane Mechanic assigned to the operations will be responsible for servicing the gantry cranes and straddle hoists prior to the operations. He will start-up the gantry cranes prior to the operations.

The Heavy Equipment Mechanic will be responsible for servicing and/or repairing the tractor, forklift or vehicles assigned to the operations.

Facility maintenance employees will be assigned to their designated work area, such as, reefer slot or dockside for water hose hook-up on hazardous cargoes.

C. Roro Vessel Operations

1. Stevedoring Division

a. Stevedore Supervisor II

The Stevedore Supervisor II is delegated the responsibility of controlling and coordinating the functions and activities of assigned personnel from Stevedoring and Terminal divisions. All operational concerns and changes will be channeled to this person for coordination. The Supervisor will consult with the Stevedore Supervisor I and Terminal personnel in charge on major changes to the operations.

The Supervisor works on the dock to coordinate and monitor the operations.

b. Stevedore Supervisor I

The Stevedore Supervisor I will supervise the Stevedoring personnel assigned to the discharge of automobiles from the vessel. He will ensure that the operations are in accordance with the plans furnished to the Port by the Agent.

c. Stevedoring Personnel

The Stevedoring personnel will drive the vehicles off the vessel and park them at the designated areas for storage. The POV Master Outturn Supervisor will identify the designated storage areas.

2. Terminal Division

a. POV Master Outturn Supervisor

The Cargo Checker is designated as the POV Master Outturn Supervisor. He will coordinate with the Stevedore Supervisor III the discharging of automobiles.

The duties will include:

- (1) locates the staging area for the automobiles;
- (2) ensures the vehicles discharged are accounted for;
- (3) reports any irregularities; and
- (4) prepares the operational log after completion of the vessel operation.

b. Ramp Tally Checker

The Cargo Checker is situated on the vessel ramp and records the number of vehicles discharged from the vessel. Upon completion of this duty, the Checker will perform Auto Survey Checker functions.

c. Auto Survey Checker

The Cargo Checker is situated at the staging area. He will survey and note the condition of the vehicles received. Discrepancies shall be reported to the POV Master Outturn Supervisor.

D. Conventional Vessel Operations

For conventional vessel operations, the functional responsibilities of personnel assigned to the operations for the container and breakbulk cargo operations will remain the same with the exception of the following:

1. Transportation Division

a. Equipment Operators (Includes Leaders)

The operators assigned to this operation will operate the two different types of equipment-forklifts and tractors.

For the container operations, the Cargo Checker Supervisor shall provide guidance to the operators as to the tasks during the operation.

For breakbulk operations, the Stevedore Supervisor I will issue directions to the employees.