OPERATIONS_QUICK_REFERENCE_CARD

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SOUTHGATE TERMINAL

Operations Team Quick Reference Card

75-Minute Operational Continuity Guide

PURPOSE

This card guides Operations Team decisions during the port cybersecurity incident, focusing on maintaining safety, managing manual operations, and coordinating with technical teams without revealing specific scenario details.

PHASE 1 (0-15 Minutes) - Early Warning & Assessment

INITIAL OPERATIONAL INDICATORS

- **System Delays**: Packet routing affecting manifest systems
- **Visibility Issues**: Ships disappearing from tracking
- **Authentication Problems**: Service systems not responding
- **Performance Degradation**: Processing delays emerging

IMMEDIATE SAFETY ACTIONS

1. **Verify Safety**: Confirm all active operations are safe
2. **Alert Operators**: Brief all crane/equipment operators
3. **Check Visibility**: Verify CCTV and monitoring systems
4. **Document Status**: Log current operational state

ESSENTIAL DOCUMENTS

- `Container_Operations_Emergency_Procedures.pdf` - Emergency procedures
- `Manual Ops SOP.pdf` - Manual operation protocols
- `Safety_Risk_Assessment_Template.pdf` - Risk assessment
- `Multi_System_Failure_Coordination_Guide.pdf` - Coordination guide

OPERATIONAL ASSESSMENT CHECKLIST

- [ ] All crane operations currently safe?
- [ ] CCTV coverage adequate for operations?
- [ ] Communication with all operators established?
- [ ] Manual backup procedures ready?
- [ ] Safety spotters available if needed?

EARLY DECISION FRAMEWORK

Continue Normal Operations If: - All safety systems functional - Communication channels clear - Operators report normal conditions - Technical confirms isolated issues

Prepare for Degraded Mode If: - Multiple system alerts - Visibility concerns emerging - Authentication affecting operations - Technical investigating broadly

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PHASE 2 (15-35 Minutes) - System Degradation Response

ESCALATING OPERATIONAL CHALLENGES

- **Scheduler Issues**: Container routing irregularities
- **Multiple Berths**: Loss of visibility on several berths
- **System Reliability**: Automated systems becoming unreliable
- **External Pressure**: Questions about operational status

CRITICAL OPERATIONAL DECISIONS

1. **Manual Operations**: When to switch from automated?
2. **Capacity Reduction**: What throughput is safe?
3. **Berth Management**: Which berths to prioritise?
4. **Resource Allocation**: Where to deploy spotters?

KEY DOCUMENTS NEEDED

- `CCTV_Blackout_Response.pdf` - Camera failure procedures
- `Manual_Override_Authorisation.pdf` - Override protocols
- `Downtime Impact Estimator.pdf` - Capacity calculations
- `Workforce_Safety_Communication_Protocol.pdf` - Crew communication

MANUAL OPERATIONS TRANSITION

Preparation Phase: 1. Brief all supervisors on manual procedures 2. Deploy spotters to blind zones 3. Reduce equipment speed to 50% 4. Establish radio check-in protocols

Implementation Phase: 1. Disable affected automated systems 2. Implement manual authorisation chains 3. Document all manual overrides 4. Monitor crew stress levels

SAFETY DECISION MATRIX

```
 NO VISIBILITY + AUTOMATED SYSTEMS = HALT OPERATIONS
NO VISIBILITY + MANUAL POSSIBLE = DEPLOY SPOTTERS
PARTIAL VISIBILITY + SYSTEMS OK = CONTINUE CAUTIOUSLY
FULL VISIBILITY + MANUAL MODE = REDUCE CAPACITY
```

PHASE 3 (35-55 Minutes) - Crisis Operations Mode

OPERATIONAL CRISIS INDICATORS

- **Container Misrouting**: Specific containers going wrong places

- **Safety Concerns**: Crew expressing safety worries
- **System Failures**: Multiple critical systems affected
- **Regulatory Interest**: Authorities asking questions

CRITICAL SAFETY DECISIONS

1. **Operations Halt**: Should we stop specific berths?
2. **Crew Safety**: Are teams comfortable continuing?
3. **Manual Sustainability**: Can we maintain this pace?
4. **Recovery Planning**: How to restore normal ops?

CRITICAL DOCUMENTS

- `Multi_Berth_Emergency_Shutdown_Procedures.pdf` - Shutdown protocols
- `Emergency_Response_Procedures.pdf` - Emergency coordination
- `Resource_Prioritisation_and_Conflict_Resolution_Process.pdf` - Resource allocation
- `Container_Operations_Emergency_Procedures.pdf` - Container safety

MISROUTED CONTAINER PROTOCOL

1. **Immediate**: Stop further routing to affected areas
2. **Assess**: Determine current container locations
3. **Safety Check**: Ensure no hazardous cargo affected
4. **Redirect**: Manual routing to correct locations
5. **Document**: Full trail for investigation

WORKFORCE MANAGEMENT

Crew Confidence Indicators: - Questioning safety procedures - Requesting additional support - Reporting near-miss incidents - Expressing fatigue concerns

Response Actions: - Increase supervisor presence - Implement buddy systems - Rotate high-stress positions - Consider operational pause

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PHASE 4 (55-75 Minutes) - Sustained Emergency Operations

FINAL PHASE PRESSURES

- **Extended Duration**: Fatigue becoming factor
- **Night Shift**: Decisions about continuing
- **Media Attention**: Crews aware of external scrutiny
- **Safety Incidents**: Near-misses or system overrides

END-GAME OPERATIONAL DECISIONS

1. **Night Operations**: Continue, reduce, or halt?
2. **Crew Rotation**: Fresh teams or extend current?
3. **Recovery Mode**: When to attempt restoration?
4. **Communication**: What to tell workforce?

ESSENTIAL REFERENCES

- `Ops Closure Procedure (Part B).pdf` - Shutdown procedures
- `Ops After-Action Checklist.pdf` - Documentation requirements
- All previous phase documents remain critical

NIGHT SHIFT DECISION FRAMEWORK

HALT Night Operations If: - Crew fatigue at critical levels - Multiple systems remain compromised - Safety incidents have occurred - Visibility remains impaired

CONTINUE at Reduced Capacity If: - Fresh crews available - Safety systems partially restored - Enhanced manual procedures possible - Executive approves risk

SUSTAINED OPERATIONS CHECKLIST

- [ ] Crew fitness assessment completed
- [ ] All safety systems status verified
- [ ] Manual procedures sustainable?

- [ ] Resource availability confirmed
- [ ] Communication plan in place

SAFETY MANAGEMENT PROTOCOLS

IMMEDIATE SAFETY RESPONSES

When CCTV Fails: 1. Deploy spotters immediately 2. Reduce all movement speeds 3. Clear automated zones 4. Establish visual chains

When Systems Fail: 1. Stop current operations safely 2. Switch to manual procedures 3. Verify communication channels 4. Brief all operators

When Authentication Fails: 1. Implement manual authorisation 2. Document override decisions 3. Assign verification pairs 4. Track all movements

SPOTTER DEPLOYMENT GUIDE

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 Priority 1: Crane operations
Priority 2: Vehicle intersections
Priority 3: Berth approaches
Priority 4: General visibility
```

MANUAL OPERATION SPEEDS

- Cranes: Maximum 50% normal speed
- Vehicles: Maximum 20 km/h in terminal
- Conveyors: Manual control only
- Gates: Manual verification required

COMMUNICATION PROTOCOLS

INTERNAL COMMUNICATIONS

Operator Briefings Must Include: 1. Current system status 2. Manual procedures in effect 3. Safety requirements 4. Communication protocols 5. Emergency procedures

Radio Protocols: - Check-in every 15 minutes - Immediate report of issues - Clear, concise communications - Confirm all instructions

COORDINATION WITH OTHER TEAMS

Technical Team: - System status updates - Recovery timelines - Isolation warnings - Evidence requirements

Executive Team: - Operational capacity - Safety concerns - Resource needs - Business impact

Legal Team: - Regulatory requirements - Documentation needs - Incident evidence - Compliance status

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CAPACITY MANAGEMENT

THROUGHPUT CALCULATIONS

Normal Operations: 100% capacity **CCTV Degraded**: 70% maximum **Manual Mode**: 50% maximum **Safety Concerns**: 30% or halt

DECISION FACTORS

1. Available workforce
2. System functionality
3. Safety confidence
4. External pressures
5. Fatigue levels

OPERATIONAL METRICS TO TRACK

- Containers moved per hour
- Safety incidents/near misses
- System availability percentage
- Crew overtime hours
- Manual override count

EMERGENCY PROCEDURES

IMMEDIATE HALT TRIGGERS

1. Loss of communication with operators
2. Multiple safety system failures
3. Crew safety incident
4. Uncontrolled equipment movement
5. Complete visibility loss

EMERGENCY SHUTDOWN SEQUENCE

1. **STOP** - All movements immediately
2. **SECURE** - Lock out equipment
3. **VERIFY** - All areas clear
4. **COMMUNICATE** - All teams informed
5. **DOCUMENT** - Reasons and times

POST-HALT PROCEDURES

1. Assess safety status
2. Investigate trigger cause
3. Plan recovery approach
4. Brief all stakeholders

5. Implement restart carefully

DOCUMENTATION REQUIREMENTS

MUST DOCUMENT

- All manual overrides with reason
- Safety decisions and rationale
- System failure times
- Crew concerns raised
- Operational capacity changes

INCIDENT LOG FORMAT

```
Time: [HH:MM]
Event: [Description]
Action: [Response taken]
Authority: [Who approved]
Result: [Outcome]
```

EVIDENCE FOR INVESTIGATION

- Manual operation logs
- Safety incident reports
- Communication recordings
- Decision documentation
- System status snapshots

QUICK DECISION GUIDES

“Can we continue operating?”

1. Are safety systems adequate?
2. Are crews confident?
3. Is visibility sufficient?
4. Can we track all movements?
5. Is communication reliable?

If ANY answer is NO → Consider halt/reduction

“Should we go manual?”

1. Are automated systems unreliable?
2. Do we have manual procedures?
3. Are operators trained?
4. Can we maintain safety?
5. Is it sustainable?

If ALL answers are YES → Proceed with manual

“Is night shift safe?”

1. Are day shift issues resolved?
2. Are fresh crews available?
3. Are systems stable/improving?
4. Can we maintain manual ops?
5. Is leadership confident?

Need ALL YES → Proceed with night operations

Remember: Safety is paramount. No operational target is worth compromising crew safety or port security. When in doubt, choose the safer option and document your reasoning.

Reference: OPS-QRC-01 | **Version**: 1.0 | **Classification**: Operations Team Use