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SOUTHGATE TERMINAL

Port Operations Security Documentation

Crisis Decision Authority Matrix

Document Information

Document Type: Decision Authority Framework **Intended Users:** All Teams, Executive Leadership, Incident Coordinators **Usage Context:** During crisis situations requiring clear decision authority **Related Scenarios:** Multi-system failures, cyber incidents, safety emergencies

Purpose

This matrix establishes clear decision-making authority during crisis situations, preventing delays and conflicts when rapid decisions are required. It defines who can authorize specific actions and under what circumstances.

When to Use This Matrix

- Multiple teams need coordinated decision-making
 - Time-sensitive decisions with operational or safety implications
 - Resource allocation conflicts during crisis response
 - Executive approval requirements unclear
 - Escalation paths needed for critical decisions
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Decision Authority Levels

Level 1: Team Lead Authority

Scope: Normal operational decisions within team expertise **Timeline:** Immediate implementation
Approval: None required **Notification:** Incident Coordinator within 30 minutes

Level 2: Incident Coordinator Authority

Scope: Cross-team coordination and resource allocation **Timeline:** Implementation within 15 minutes
Approval: None required for designated scenarios **Notification:** Executive Team within 1 hour

Level 3: Executive Authority

Scope: Strategic decisions with significant organizational impact **Timeline:** Approval required before implementation **Approval:** CEO or designated executive **Notification:** Board/stakeholders as appropriate

Level 4: Board/External Authority

Scope: Decisions affecting organizational survival or legal status **Timeline:** Formal approval process required **Approval:** Board of Directors or external authorities **Notification:** Legal counsel and stakeholders

Technical and Operational Decisions

System Isolation and Shutdown

Decision	Authority Level	Approval Required	Notification
Single non-critical system isolation	Level 1 (Technical)	None	Incident Coordinator
Critical system isolation	Level 2 (Incident Coordinator)	Operations consultation	Executive (1 hour)
Multiple system shutdown	Level 3 (Executive)	CEO approval	Board (24 hours)
Complete terminal shutdown	Level 4 (Board)	Board resolution	All stakeholders

Manual Operations Authorization

Decision	Authority Level	Approval Required	Notification
Single crane manual operation	Level 1 (Operations)	Safety assessment	Incident Coordinator
Multiple crane manual operation	Level 2 (Incident Coordinator)	Safety verification	Executive (1 hour)

Decision	Authority Level	Approval Required	Notification
Terminal-wide manual operations	Level 3 (Executive)	CEO approval	Regulatory bodies
Operations suspension	Level 3 (Executive)	CEO approval	All stakeholders

Security and Investigation Decisions

Decision	Authority Level	Approval Required	Notification
Enhanced monitoring	Level 1 (Technical)	None	Incident Coordinator
System forensic imaging	Level 2 (Incident Coordinator)	Legal consultation	Executive (1 hour)
Law enforcement contact	Level 3 (Executive)	CEO approval	Legal counsel
Public disclosure of cyber incident	Level 4 (Board)	Board approval	All stakeholders

Safety and Emergency Decisions

Personnel Safety

Decision	Authority Level	Approval Required	Notification
Enhanced safety procedures	Level 1 (Operations)	Safety assessment	Incident Coordinator
Area evacuation	Level 1 (Operations)	None (immediate)	All teams immediately
Shift cancellation	Level 2 (Incident Coordinator)	Operations consultation	Executive (2 hours)
Terminal evacuation	Level 1 (Any team)	None (immediate)	Emergency services

External Emergency Services

Decision	Authority Level	Approval Required	Notification
Medical emergency response	Level 1 (Any team)	None	All teams
Fire department contact	Level 1 (Any team)	None	All teams
Police involvement	Level 2 (Incident Coordinator)	Executive consultation	Legal (immediate)
Maritime emergency declaration	Level 3 (Executive)	CEO approval	Maritime authorities

Legal and Regulatory Decisions

Regulatory Notifications

Decision	Authority Level	Approval Required	Notification
Standard regulatory reporting	Level 2 (Incident Coordinator)	Legal review	Executive (4 hours)
Breach disclosure notifications	Level 3 (Executive)	CEO approval	Legal immediate
Regulatory agency cooperation	Level 3 (Executive)	Legal counsel	Board (24 hours)
Legal proceedings response	Level 4 (Board)	Board approval	All stakeholders

Insurance and Financial

Decision	Authority Level	Approval Required	Notification
Insurance notification	Level 2 (Incident Coordinator)	Legal consultation	Executive (2 hours)
Claim filing	Level 3 (Executive)	CEO approval	CFO immediate
Vendor payment suspension	Level 3 (Executive)	Legal and CFO approval	Board (48 hours)
Emergency financial expenditure	Level 3 (Executive)	CFO approval	Board (24 hours)

Communications and Public Relations

Internal Communications

Decision	Authority Level	Approval Required	Notification
Team status updates	Level 1 (Team Leads)	None	Incident Coordinator
All-staff communications	Level 2 (Incident Coordinator)	None	Executive (1 hour)
Board communications	Level 3 (Executive)	CEO approval	Legal review
Stakeholder notifications	Level 3 (Executive)	CEO approval	Board (4 hours)

External Communications

Decision	Authority Level	Approval Required	Notification
Standard media response	Level 2 (Incident Coordinator)	Media team review	Executive (1 hour)
Executive interview	Level 3 (Executive)	CEO decision	Media team
Crisis press conference	Level 3 (Executive)	CEO approval	Board (immediate)
Public apology statement	Level 4 (Board)	Board approval	All stakeholders

Resource Allocation and Staffing

Personnel Resources

Decision	Authority Level	Approval Required	Notification
Overtime authorization	Level 2 (Incident Coordinator)	HR consultation	Executive (4 hours)
External contractor engagement	Level 3 (Executive)	CFO approval	Procurement
Emergency staffing	Level 2 (Incident Coordinator)	HR coordination	Executive (2 hours)
Mass staff recall	Level 3 (Executive)	CEO approval	HR immediate

Technical Resources

Decision	Authority Level	Approval Required	Notification
Equipment rental/purchase	Level 2 (Incident Coordinator)	Budget approval	Executive (4 hours)
External technical support	Level 3 (Executive)	CTO approval	Procurement
Emergency system replacement	Level 3 (Executive)	CEO approval	Board (24 hours)
Infrastructure emergency spending	Level 4 (Board)	Board approval	All stakeholders

Decision Delegation Framework

Incident Coordinator Delegation Authority

Can delegate to Team Leads: - Routine status reporting - Standard safety assessments - Normal technical troubleshooting - Vendor coordination within approved limits

Cannot delegate: - Cross-team resource allocation - Public communications - Regulatory notifications - Executive escalations

Executive Delegation Authority

Can delegate to Incident Coordinator: - Operational resource allocation up to \$[X] limit - Standard regulatory notifications - Routine external contractor engagement - Internal communications coordination

Cannot delegate: - Media interviews or public statements - Legal proceedings decisions - Board-level communications - Strategic direction changes

Rapid Decision Process for Time-Critical Situations

5-Minute Decision Protocol

For immediate safety threats or system failures:

1. Assessment (1 minute)

- Is immediate safety threatened?
- Is system failure expanding?
- Are operations at risk?

2. Authority Check (1 minute)

- What authority level is required?
- Is proper authority available?
- Can decision be delegated if authority unavailable?

3. Decision and Implementation (3 minutes)

- Make decision based on available authority
- Implement immediately if safety-critical
- Document decision and rationale

Post-Decision Requirements: - Notify next authority level within 15 minutes - Document decision rationale - Prepare for post-incident review

Emergency Override Protocol

When normal authority is unavailable and immediate action required:

Authority: Any team member can invoke for immediate safety threats **Process:** Take immediate action, document decision, notify all available authorities immediately **Scope:** Limited to immediate safety protection and system preservation **Review:** All emergency override decisions reviewed within 24 hours

Conflict Resolution

Authority Conflicts

When multiple authorities claim decision rights: 1. **Immediate Resolution:** Higher authority level takes precedence 2. **Consultation:** Brief consultation if time permits 3. **Documentation:** Record conflict and resolution for process improvement 4. **Escalation:** Escalate to next level if conflict cannot be resolved

Resource Conflicts

When multiple teams need same resources: 1. **Priority Matrix:** Safety > Operations > Administrative 2. **Incident Coordinator:** Arbitrates based on crisis priorities 3. **Executive Escalation:** If Incident Coordinator cannot resolve 4. **Time-sharing:** If resources can be shared effectively

Success Criteria

- Clear, unambiguous decision authority for all crisis scenarios
 - Rapid decision-making without authority conflicts
 - Appropriate escalation when decisions exceed authority levels
 - Effective resource allocation and coordination
 - Post-crisis documentation and process improvement
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Related Documents

- Safety Risk Assessment Template
- Multi-System Failure Coordination Guide
- Crisis Communications SOP
- Legal Risk Escalation Flowchart
- Executive Crisis Wrap Guide