# Phase 3 Facilitator Guide – Operations / Logistics Team

## Phase Overview: Full Crisis Realised (T+60 to T+90)

Operational disruption reaches its peak in Phase 3. Misrouted containers, system overrides, and crew morale concerns create a volatile environment. Operations must act quickly and decisively, liaising with Technical and Executive while maintaining safety and throughput.

This phase tests:

* Service impact escalation and mitigation
* Staff communication and morale response
* Physical operations under degraded conditions

## Injects Relevant to Operations

### P3-1 (T+60 to T+70)

**INJ010B:** Email from Transport Scheduler – client angry about misrouted containers

**Facilitator Notes (P3-1)**

* Expect Ops to initiate internal review and coordinate with Tech for root cause
* Prompt:
  + "What’s your operational workaround for container rerouting?"
  + "Have you logged this issue and informed Executive or Media?"

### P3-2 (T+70 to T+80)

**INJ011D:** Crane system fails to respond; logs show override attempts

**Facilitator Notes (P3-2)**

* Critical system degradation — urgent Ops/Tech coordination required
* Prompt:
  + "Have you escalated this to Technical?"
  + "What’s your plan to ensure staff safety and equipment control?"

### P3-3 (T+80 to T+90)

**INJ012D:** Dock Supervisor flags risk of night shift walkout due to morale

**Facilitator Notes (P3-3)**

* Expect Ops to raise this issue to Exec and potentially involve HR
* Prompt:
  + "What measures are in place to stabilise the workforce?"
  + "Has the risk of operational halt been communicated?"

## Operations Role Expectations

* Monitor and manage facility-level risk and disruption
* Coordinate with Tech on critical system faults
* Alert Executive to safety or service degradation

**Key Policy References:**

* Ops SOP – Container Routing Exceptions
* Crane Safety Protocol §3.2
* Workforce Stability Guide

## Operations Decision Point – Phase 3

**Decision: Suspend Night Operations Due to Safety and Morale Concerns?**

|  |  |  |  |
| --- | --- | --- | --- |
| **Option** | **Description** | **Implication** | **Score** |
| ✅ Suspend night ops and escalate to Exec | Safety-first | Prevents incident, prioritises staff welfare | +9 |
| ⚠️ Maintain ops under observation | Balanced | Risk managed but fragile | +2 |
| ❌ Push forward regardless | Negligent | High safety/reputational risk | -7 |

## End-of-Phase Checkpoint Prompt

At or near **T+90**, facilitator should ask:

"Operations team — what’s your response to the dock supervisor’s concerns? Are critical systems stabilised and has Executive been briefed?"

Ensure coordination with Tech and Executive is documented.

## Tip for Facilitator

If Ops is hesitant:

* Highlight INJ011D and INJ012D
* Ask whether staff welfare or safety measures have been enacted
* Confirm use of Safety Escalation Protocols

#### End of Phase 3 – Operations / Logistics Team Facilitator Guide