

## **Foreman Selection Process**

### **Critical Job Duties and Functions List**

**A qualified candidate for the Foreman position should be able to perform all the duties listed below (with, or without, reasonable accommodation of disability).**

#### **Problem-Solving Duties**

- Solve problems as they appear; anticipate problems and act before they occur, involving supervision, if necessary.
- Develop creative solutions to overcome problems with breakdowns of equipment.
- Prioritize work sequence in order of importance, need, or procedure.
- Determine alternative approaches to proper moving and transportation for items of unusual shape or weight.
- Determine necessary equipment for lifting/mounting break bulk material by calculating weights.
- Calculate weight distribution and distance from balance on crane.
- Use weight measurements for the safe movement of cargo or material.
- Determine center of gravity for the proper movement and storage of cargo.
- Determine lift heights required to clear obstacles during movement of cargo when appropriate.

#### **Communicating Effectively with Workers, Upper Management, and Others**

##### **Re: Work Activities**

- Communicate faulty/broken equipment issues with mechanics, superintendent, and make certain unsafe equipment is removed from service.
- Adjust management style to workers' personality differences to effectively address issues.
- Use praise to motivate workers.
- Communicate with Dispatch Hall by telephone to determine available workers when necessary.
- Contact office/superintendent when discrepancies/problems exist in the paperwork.
- Direct and communicate with crane operator to load and unload vessel using radio, hand signal, or other means.
- Coordinate with chief officer of the ship and superintendent regarding job-related activities such as lashing, reefers, and/or ballast.
- Verbally communicate with other foremen, face-to-face or otherwise (e.g., via radio), as needed.
- Communicate in person and/or via radio with superintendent concerning staffing for next day.

- Communicate with next shift to pass along information (for things such as problems/issues) using written notes or verbal communication.
- Communicate with other bosses to plan for workday.
- Contact mechanics for repairs, when necessary.
- Communicate and coordinate with other foremen on special issues related to hazardous material.
- Communicate with clerks/others regarding the storing of cargo on docks.
- Communicate with lift operators to determine/adjust size of lift loads.
- Communicate with hatch boss and/or ship boss to maintain coordination in handling cargo.
- Inform ship boss of location of cone racks on ships.
- Communicate with management about cargo that is over regular length, height, and/or width.
- Communicate potential conflicts about retrieval and placement of containers.
- Communicate with others (e.g., gearmen, security, supervisors, mechanics) when unusual circumstances or difficulties occur.
- Ensure proper communication equipment is available to workers, as necessary.
- Coordinate with other bosses for the use of back-up transportation equipment in the event of breakdowns/malfunctions.
- Determine authority figure representing ownership of cargo and communicate with same when appropriate.

### **Organization, Assignment, Coordination, and Supervision of Others**

- Assign hatch foremen to work locations.
- Meet workers, assign workers to locations/jobs.
- Assign jobs to match workers' abilities (i.e., strengths and weaknesses), when possible.
- Organize workers into groups or teams.
- Assign work groups to specific work areas; move work groups when appropriate.
- Assign workers to specific vehicles; create reports on assignment of workers to provide to appropriate parties.
- Schedule breaks to address workers' needs and to ensure work proceeds in a timely fashion.
- Relieve hatch bosses for breaks.
- Discharge workers when appropriate (e.g., intoxication, insubordination, failing to work as directed), coordinating with superintendent as appropriate.
- Discipline workers when necessary (e.g., verbally warn), coordinating with superintendent as appropriate.
- Select workers for "elevation" to temporary foreman positions.
- Ensure workers are prompt at beginning/end of shifts and breaks.
- Decide on comebacks when appropriate or necessary; communicate this information with the superintendent.

- Ensure adequate transportation is available to workers at end of shift to leave work areas.
- Determine need for additional workers; communicate with superintendent to request additional workers when necessary.
- Coordinate with workers for the correct placement of cone bins.
- Coordinate job to ensure that crane bumps do not occur.
- Distribute radios, assign frequencies.
- Collect and/or turn in radios at end of shift.
- Anticipate problems in workflow to proactively ensure that work pace and damage prevention is maintained; change work assignments as needed to maintain work pace and maintain safety; change cargo flow as necessary.
- Coordinate proper setups of equipment throughout ship/day depending on work requirements.
- Coordinate scheduling with ship boss to set bays up for lash-back.
- Coordinate all other work activity in conjunction with crane activity; change work activity to address crane activity.
- Supervise/direct the lifting of odd-sized break-bulk cargo with flexible equipment.
- Supervise the use of hoisting equipment under unusual conditions (e.g., wet, excessive heat).

### **Safety and Safety-Related Duties**

- Collect/review daily paperwork to identify the required distribution of workers.
- Conduct safety talks that include topics such as safe work behaviors, safe practices, advisements on the use of safety equipment, etc.
- Conduct safety check of workplace at beginning of shift.
- Continuously observe ALL workers for safety, damage, and/or productivity issues.
- Visually check workers' safety equipment.
- Observe workers for alcohol/chemical influence at beginning of and throughout shift.
- Supervise safe securing of equipment for the following shift.
- Supervise placement of cones to ensure it is completed safely.
- Observe placement and location of workers and others (such as vendors) at all times to maintain safety.
- Monitor traffic in work areas to ensure safe and efficient movement of traffic.
- Address issues directly with workers that may be safety related.
- Visually check all cones to make certain they are correctly locked or unlocked as required.
- Report leaks/spills of hazardous materials.
- Supervise specialized safety regulations specific for rail.
- Lead by example through the wearing of proper personal protective equipment and ensure workers comply with PPE, as required.

### **Administrative Duties**

- Maintain written log of activities that take place during the shift.
- Review paperwork for hazardous cargo or situations; identify hazard, take appropriate steps, initiate safety plan when necessary.
- Visually check workers' qualifications and/or certifications.
- Collect work tickets of workers at beginning of shift.
- Complete worker payroll forms.

### **Loading, Unloading, Lashing, and Movement of Cargo Duties**

- Visually re-check all locks/hatch covers to ensure properly unlocked/locked.
- Navigate safely onboard ship avoiding hazards (e.g. holes in deck, loose materials on deck).
- Oversee swingman to ensure container is properly unlocked from chassis.
- Make sure each work area is clear of workers at the end of shift, including ship, crane, others.
- Drive into yard to retrieve drivers when necessary.
- Assess cargo that is over regular length, height, and width; make decisions about moving or accepting such cargo; supervise moving of such cargo when it occurs.
- Ensure that access to and about rail tracks is clear.
- Identify previous damage to cargo and notify superintendent.
- Determine the containers to be removed.
- Maintain awareness of deck loads, observe and provide feedback constantly on work activities (concerning how load is to be loaded/unloaded, make changes concerning loading/unloading).
- Oversee correct methods used for unloading/loading cargo.
- Oversee covering of cargo or other materials because of foul weather or at the request of mate/captain to protect material.
- Inspect work area at beginning of shift; have workers move materials/equipment if necessary.
- Identify when it is necessary to change equipment.
- Check to ensure correct types of containers are being used/moved.
- Supervise unlocking of containers by going to top of containers.
- Supervise securing the crane(s) at end of shift.
- Oversee placement of cargo in specialized situations.
- Match ship and dock equipment to cargo.
- Oversee proper stowing of transportation/moving equipment for fueling.
- Oversee operation of conveyor belt.
- Plan unlash sequence.

- Supervise securing of lashing equipment; proper stowage of turnbuckles and bars to ensure safety (tie-down).
- Determine necessary lashing material for break-bulk material.
- Supervise sorting of cargo/ materials from previous jobs.
- Ensure accessibility of rail cars; supervise movement of rail cars when necessary.
- Coordinate exposure of rail tracks to ensure so that tracks are clear for car movement.
- Supervise operation of crane.
- Supervise rigging/lashing and transfer of materials from rail to transport vehicles.
- Monitor radio to assist in locating material or cargo.
- Supervise loading and movement of slabs using heavy lifts.
- Coordinate and determine proper match between material and mode of transportation on heavy lifts.
- Supervise movement of extra heavy pieces within strict tolerances.
- Supervise use of special equipment brought to yard or on ship to move extra-heavy materials.
- Supervise switch-out of rail cars.
- Determine pick-up points of cargo.

### **Training**

- Update and/or maintain knowledge and skills related to productivity and safety, as appropriate.

### **Use of Tools and Equipment Duties**

- Supervise use of hand and light power tools.
- Demonstrate tasks to workers such as: A) putting cones on, B) removing cones, C) watching your step, D) use of ladders, E) stepping on pipe/coils, F) use crowbar, G) cutter, H) how to drive lift, I) hookup coils, J) hookup various cargo, K) hand signals.
- Demonstrate/instruct workers on activities, such as: A) proper placement of cones, B) how to hook-up rigging of legs on crane, C) how to signal, D) how to properly park container.
- Demonstrate/instruct workers on correct lashing/unlashing techniques such as: A) turnbuckles, B) rods, C) locking poles, D) how to read plans, E) safe working procedures.
- Demonstrate/instruct workers in rail area activities such as: A) locking/unlocking containers, B) locking/unlocking rail switches.
- Supervise distribution of necessary tools.