

SPONSORED PROJECT TERMINATION/CLOSEOUT SHEET

Date 9/23/86

Project No. G-42-616 School/~~ENR~~ Psychology

Includes Subproject No.(s) A-4454

Project Director(s) C.M. York GTRC / ~~CIAT~~

Sponsor Georgia Ports Authority

Title A Study of Manpower Requirements at the Georgia Ports Authority

Effective Completion Date: 6/20/86 (Performance) _____ (Reports)

Grant/Contract Closeout Actions Remaining:

- None
- Final Invoice or Final Fiscal Report
- Closing Documents
- Final Report of Inventions
- Govt. Property Inventory & Related Certificate
- Classified Material Certificate
- Other _____

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G-42-616

A STUDY OF HOURLY ADMINISTRATIVE
MANPOWER REQUIREMENTS
AT THE GEORGIA PORTS AUTHORITY

by

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with the assistance of

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Cover had date June 20, 1986
GIT cover format

LIST OF EXHIBITS

<u>Exhibit</u>	<u>Pages</u>
1 Organizational Chart	28 - 33
2 Deployment Chart	34 - 41
3.1 - 3.31 Job Descriptions	42 - 85
4 Tonnage History	86 - 93
5 Business Projections	94 - 95
6 GPA Memo to Employees	96
7 Georgia Tech Memo to Employees	97
8.1 - 8.6 Staffing Level Chart	99 - 104
9 Railroad Activity	105
10 Summary of Operations Employees in Higher Job Classifications Who Devote Significant Amounts of Time to Basic Clerical Duties, and Estimates of the Percentages	106
11 Summary of Operations Overtime Between 9/85 - 4/86	107

1.0 INTRODUCTION AND BACKGROUND

In mid-1985 Mr. Ray Smiley, Personnel Manager at the Georgia Ports Authority (GPA) contacted Mr. Larry Edens who heads the Savannah office of Georgia Tech's Industrial Extension Division (IED), and requested technical assistance in the form of manpower study. Specifically, GPA wanted an assessment of hourly administrative manpower levels, and trends over the next five years.

Several factors pointed to the timeliness of the study. First, GPA is growing rapidly in the area of containerized cargo, which is much less labor intensive than breakbulk, which in turn has experienced a downward trend. This significant business trend, plus other changes in technology (e.g. computerized data management) have clouded the manpower picture in recent years. Second, GPA's business environment is a highly competitive one, and potential excess administrative overhead would negatively impact profitability. As a hedge against this potential, GPA instituted a hiring freeze in 1985.

Mr. Edens referred GPA to Dr. Michael York, and Mr. Dave Deviney of Tech's School of Psychology. Following an IED-sponsored visit to Savannah, Dr. York and Mr. Deviney proposed a scope of work to address the manpower question. Specifically, a research project was proposed that would assess current manpower levels, and projected needs five years into the future. The proposal called for a two phase research effort in Savannah. The first phase would involve a one-week preliminary information gathering visit, including

tours of the facility. After careful review of this information, a second, more intensive research effort would be planned.

During the first phase of the project, Dr. York and Mr. Deviney met with members of top management at GPA including most department and division managers. Discussions focused on trends in business and technology that influence GPA's administrative manpower staffing levels. Background information was requested and obtained, including an organization chart (Exhibit 1), a table showing configuration of manpower deployment (Exhibit 2), job descriptions (Exhibit 3), and several summaries of business trends and tonnages (Exhibits 4 and 5).

After careful review of the data gathered in the first phase, it was decided that in-depth individual and group interviews would provide the information necessary to assess current and projected manpower needs. Memos from GPA management, and the Georgia Tech research team (Exhibits 6 and 7) introduced GPA personnel to the nature and scope of the project, encouraged their participation, and assured them that their cooperation would have no adverse affect on their employment.

During the week of April 21, 1986, a research team began interviewing GPA personnel in Savannah. This team consisted of Mr. Deviney and Mr. Mike Hein of Georgia Tech in Atlanta, and Ms. Maureen Fellows of the IED office in Savannah. A total of 71 employees were interviewed concerning adequacy of current staffing levels, and business or technological changes that have or will likely influence hourly administrative staffing levels.

The array of information obtained in the interviews has been summarized according to division or department, and is presented in the following sections of this report. Recommendations based on these findings have been included.

2.0 OPERATIONS DIVISION

Exhibit 2.1 shows that the greatest concentration of hourly administrative employees at GPA is in Operations. The jobs targeted for study in Operations are (1) Operations Administrative Clerk, (2) Operations Administrative Coordinator and (3) Operations Administrative Supervisor. The job descriptions (Exhibits 3.1 - 3.15) may be briefly summarized as follows. Clerks perform general secretarial duties such as receiving and directing incoming phone calls, typing, and filing. Coordinators are information managers, who handle inquiries, maintain records, prepare reports, and coordinate between customers, Customs, etc. Supervisors plan and coordinate work activities, set and maintain standards, monitor and evaluate employee performance, and act as problem solvers.

There are 3 divisions within Operations: (1) Breakbulk, (2) Containerport, and (3) Operations Control. Administrative staffing levels and deployment of administrative employees within the divisions has been, and continues to be directly affected by business factors. The most significant of these is the growth of containerized business coupled with a modest decline of breakbulk tonnage. Implementation of computerized

information management systems has also been an important influence in the manpower picture.

Exhibits 8.1 - 8.6 show that overall staffing levels have remained stable from 1980 to 1985 despite changes in business and technology. Our research indicates that this overall stability is due to the offsetting effects of these factors. Decreased manpower needs in one area have been offset by increased needs in other areas. An informal but effective cross-training program has given Operations management the flexibility needed to meet manpower demands that occur within and between divisions.

2.1 CONTAINERPORT

GPA began handling containerized cargo in 1973, and has experienced steady growth in container business (Exhibit 4). Continued growth is expected, and Exhibit 5 shows that by 1991 GPA expects to handle 4,900,000 tons of containerized cargo as compared to 1985 levels of 2,939,500 tons.

The move toward computerization was expected to reduce administrative manpower requirements, and initially attrition was used to reduce manpower levels. However, dramatic growth in containerized business eventually required that manpower be increased. Exhibits 8.1 to 8.6 reflect this trend between 1980 and 1985. Despite the overall increase in administrative staffing levels, several business factors have developed within the past year that have sharply increased the administrative work load for hourly and salaried employees alike.

(1) While the majority of shipping companies and brokers now have CRT's and can provide for their own information needs, many do not. Containerport administrative staff provides information control services for these unequipped lines. The greatest impact is from the larger leased lines (U.S. and Zim). In the past year the number of leased accounts has grown from 3 to 11; approximately 65% of Containerport business is now leased, and further growth is expected.

The increased manpower demand from leased accounts is accentuated by other factors. First, GPA's computer system is currently capable of handling only about 40% of the information needed to manage cargo activity for leased accounts. That leaves approximately 60% of the information to be processed manually by Containerport administrative employees. A second factor is a new "incentive program" designed to attract additional business from leased accounts. Administrative employees must manually track the difference between the tariff rates and the current contract rates. Further, if the incentives are effective in generating more business from leased lines, the need for GPA administrative support should increase correspondingly. In summary, over the past year business from leased lines has created an increase in administrative workload that is the equivalent of 1-2 full time employees.

(2) Railroad shipping has increased significantly in the past year as can be seen in Exhibit 9. In July 1984, 1,070 railcars transported 2,044 containers; in March 1985, 3,577 railcars moved 8,217 containers. Continued growth is expected. The increase in rail activity has translated directly

into a need for additional administrative support. As a result, four administrative employees from Containerport-Office have been reassigned to support rail activity: three to the rail-desk in the field, a fourth to process rail interchanges. At Containerport-Field, continuous weekend overtime is needed to prevent severe backup of railcars at the first of the week.

(3) The overall increase in volume of business has resulted in the need to provide increased administrative support to U.S. Customs. Three Administrative Coordinators from Containerport-Office have been assigned to Customs within the past year.

The freeze on hiring, coupled with increasing demands for administrative support, has created a serious strain on the Containerport administrative staff. The effects of the workload can be observed in three interrelated problems: (1) clerical tasks critical to cargo movement must be performed by employees in higher paid job classifications, including managers and supervisors, (2) important, but less critical tasks and responsibilities cannot be attended to, and (3) overtime.

Before proceeding, we wish to be clear that our findings indicate that all functions and responsibilities essential to cargo movement are being met in all divisions of Operations. GPA personnel are committed to high quality performance that is on schedule. However, the demands of expedient cargo movement frequently cause managers, supervisors or employees in higher job classifications to perform tasks that should be handled by Clerks or Coordinators. This situation was found in all divisions of Operations. It is

reasonable to expect higher level employees to possess the skills, flexibility and commitment needed to meet short-term schedule demands. However, when basic clerical tasks come to represent a stable and significant part of these jobs, serious questions of efficiency and cost-effectiveness arise. Exhibit 10 summarizes the extent of this situation. These data come from members of management who identified positions for which this is a problem, and estimated the percentage of time these employees devote to basic clerical tasks.

In Containerport-Office supervisors spend a significant portion of time performing clerical tasks such as inputting ships' manifests, performing "in's and out's", performing line releases. A similar situation exists in Containerport-Field where managers and superintendents check ships for billing, code time cards, maintain training logs, and answer the telephone (a member of management must be in the office at all times just to answer the phone). There are several costs associated with this practice: (1) employees in higher pay grades are performing tasks that could be performed by entry level clerks, (2) skills and abilities of highly experienced employees are not used effectively, (3) as these employees devote time to clerical tasks, attendance to other responsibilities suffers. This is particularly true for managers and supervisors who report having little time for work scheduling and planning, researching problems for customers or brokers, or cross-training.

The effects of the workload can be directly linked to other problems that are not necessarily supervisory in nature:

- o batch not checked frequently enough, including empty container report, naked chassis report, import status report, export status report, open order list, open E041 list
- o overflow for leased lines not checked, resulting in lost revenue
- o inventory not checked regularly enough
- o rail interchanges not processed as efficiently as possible
- o inefficient clerking of "stacks"

The increased demand for administrative manpower has created a significant problem involving inventory and clerking of container stacks. This situation also demonstrates the interrelatedness of problems created by the workload. First, supervisors and other members of management are frequently required to physically locate containers, chassis, etc. -- an ineffective use of their time. Second, two Clerk-Operators must be assigned to work full-time in the stacks checking tickets to release trucks, a task which could be performed by clerks in much lower pay grades. With only two individuals assigned to this function for all stacks, there is not sufficient time for them to keep inventory of equipment. The result is an inefficient start-from-scratch process each time equipment must be located. Third, several Clerk-Operators rotate through the stack-clerk function and the lack of continuity compounds the confusion and inefficiency. Fourth, the

responsibilities of the Clerk-Operators cannot be neglected, and must be covered in overtime, up to 80 hours per week.

Exhibit 11 presents an important effect of the workload: overtime. Between September 1985 and April 1986 Containerport-Office has consistently logged 100+ overtime hours per month, with a high of 300 hours in March 1986. Interview data indicate that overtime is often needed to catch up on work that has fallen behind. Note: hourly administrative overtime records were not available for Containerport-Field; however, the stack-clerk situation described earlier should result in at least 300+ hours of overtime per month.

2.2 BREAKBULK: GARDEN CITY TERMINAL, OCEAN TERMINAL, BRUNSWICK

Several business factors have affected the hourly administrative staffing levels in Breakbulk, particularly at Garden City. First, tonnages have shown a modest downward trend since 1980. Second, the volume of key manpower-related commodities such as jute and burlap have shown significant decline during this same period. As a result many of the administrative offices and functions at Garden City have been consolidated, or eliminated. In 1980 there were 8 hourly administrative employees at Garden City spread across Container Freight Station, Cold Storage, Docks, and Warehouse. As a result of consolidation, only 2 1/2 administrative positions remain in the Dock and Rail Offices. These employees now cover the range of administrative responsibilities for Breakbulk at Garden City.

At Ocean Terminal two administrative employees have left the company within the past two years, reducing the hourly administrative staff from 5 to 3; these individuals have not been replaced. During this period levels of imports have been high, and the paperwork required to process imported cargo is significantly greater than that required for exports. More recently the volume of exports has risen while import levels have remained high; this trend is expected to continue. The result has been a significant increase in workload for the hourly administrative staff, and this should continue to parallel projected business trends.

As with Containerport, a recent problem in Breakbulk has been the use of higher job classifications to cover basic clerical functions. Exhibit 10 summarizes the situation for all of Breakbulk (except Brunswick). Three examples serve to highlight the situation:

At Garden City a salaried manager currently devotes 100% time to clerical functions. Further, this individual averages 12 hrs./day, and frequently works on weekends.

At Ocean Terminal an outside Checker/Foreman spends up to 90% time inside performing clerical tasks. This in turn has other effects: his work crew, instead of operating independently, must be added to that of another Checker/Foreman. The efficiency of two independent work crews is lost.

At Brunswick there is a single administrative employee. Managers are used extensively to provide the additional clerical support that is needed.

Exhibit 11 shows that there has been some overtime in Breakbulk (Ocean Terminal) between September 1985 and April 1986. Information gathered in the

interviews suggests that this is due to rush periods that occur at the end of the month. Apparently administrative overtime is not an ongoing problem.

2.3 Operations Control

Since Containerport went online with its information control, one of the primary responsibilities of the administrative staff in Operations Control (OC) has been the processing of cargo information for Breakbulk. Exhibit 8 shows that between 1980 and 1985 the hourly administrative staff has increased from 18 to 22, while Breakbulk tonnages have remained steady or shown a slight decline. This seeming contradiction is explained by several other factors. First, OC continues to handle manual billing for both Breakbulk and Containerport, and while Breakbulk business has been down, Container business has grown significantly. OC processes all orders for Breakbulk, and maintains files for all vessels entering the Port. Breakbulk cargo continues to be tracked manually in OC; without access to cargo information via computer, customers and brokers must contact OC to obtain this information. Manual paperwork systems result in individual tracking or search methods that make for poor continuity between employees working on the same problem or question. The manual systems also require a considerable degree of time consuming information transcription.

Very recently the administrative workload in OC has increased due to CFS breakbulk paperwork shifting to OC. In addition, there has been an increased demand for report information, increased railcar activity, customer requests for itemized invoices, manual tracking of volume

incentive accounts, and increased billing and mailing responsibilities. The net effect of these changes has been a significant increase in OC workload.

Beyond the strain reported by employees in OC, several problem situations have resulted from the workload. As in Containerport, the managers and supervisors in OC must devote a substantial portion of their time performing basic administrative tasks (see Exhibit 10). As a result they have little time to adequately cross-train or develop employees. Other situations that have developed as a result of the workload are:

- o employees must be borrowed from other divisions to cover short-term manpower shortages, and these employees tend to be less efficient
- o the incidence of mis-shipments has increased; this trend is attributed to stress-related fatigue.

2.4 SUMMARY AND RECOMMENDATIONS

Since 1980 Breakbulk has experienced a steady reduction in hourly administrative manpower. Also during this period staffing levels in Containerport and Operations Control have increased. The staffing changes have been the result of business trends and technological change in the form of computerization. More recently, several business factors coupled with a hiring freeze have significantly increased the administrative workload in all divisions of Operations. A number of problems have been cited that serve to document this situation. Our finding is that Operations is currently in serious need of clerical support at the lower job classifications. Therefore, our first recommendation addresses the immediate, short-term

needs of Operations. We recommend that GPA immediately hire 10.5 to 14.5 temporary, full-time clerks. (We base this estimate on our research findings which include management estimates of manpower needs). Operations management can best determine the most effective use of this manpower, however, we see more than adequate justification for the following allocations:

Containerport-Field stack clerks (3)

Containerport-Office (3 - 4)

Garden City CFS/Docks (1 - 1.5)

Ocean Terminal (1 - 2)

Operations Control (2 - 3)

Brunswick (.5 - 1)

We respect GPA's effort and commitment to holding down overhead, but we believe that these entry-level clerks hired at the lowest pay grades would be cost effective for several reasons:

- o the cost of clerical work will decrease as individuals in lower pay grades perform this work
- o employees in higher job grades will be freed up to use knowledge, skills and abilities more effectively
- o managers and supervisors will have time to plan and monitor work
- o important functions and responsibilities will receive proper attention
- o there will be better continuity and efficiency in performing many

job functions, and less wasted time

- o overtime will be reduced

We also recognize GPA's cautiousness at hiring personnel that might eventually be laid off. However, if business projections are accurate, the need for this manpower will continue, and under current personnel policy, these temporary employees will become permanent. More specifically, while we recommend that these employees be hired on a temporary basis, we do not see the current manpower demand abating.

This last point introduces our recommendations for the future. Our research indicates that over the next five years manpower needs will be strongly influenced by the same two factors that affect current needs: (1) computerization and (2) business trends.

Further computerization will significantly affect the deployment of administrative manpower in Operations. These changes include:

- o U.S. lines going on-line
- o other leased lines going on-line
- o Breakbulk going on-line
- o on-line tracking of inventory and incentive programs
- o creation of a data base for reports, etc.
- o a system that will link all divisions, including Brunswick

We strongly recommend that these data-management systems be given high priority in GPA planning. The efficiency of Operations will be greatly

enhanced once these systems are in place. Research has shown that the impact of automation on staffing levels can be quite complicated. Some studies have shown reduction in employment levels as a result of automation, others have shown increases. Typically, the impact of any change is masked by other factors associated with the automation. These fall into two categories: (1) those tending to increase employment, and (2) those tending to decrease employment. At GPA factors resulting from computerization that might reduce future manpower needs include:

- o increased efficiency or productivity
- o consolidation of facilities
- o more efficient information systems
- o elimination of manual systems

Factors which might increase manpower needs include:

- o increased business volume
- o expanded information services
- o more complicated information services
- o increased need of services to support new systems

Recent GPA history shows that efficiency gained via computerization has been offset by other factors, either additional manpower needs to support the changes or increased business. Clearly GPA regards its improving efficiency as a selling point to shipping lines; recent acquisition of new accounts plus overall growth in business validate this point. This

introduces a second major influence on future manpower needs, business trends and factors.

As noted earlier, projections call for continued significant growth in containerized tonnage, and an upswing in breakbulk tonnage, particularly exports. We believe that the trend toward increased business volume and expanded services will serve to increase the demand for administrative manpower, despite efficiency gained from computerization. Recent developments in Containerport provide a clear example of this trend. It is difficult to estimate what the increased annual demand will be, or which divisions will experience the greatest need. The business and technological changes outlined above will have to be carefully monitored, as well as the status of manpower-related problems cited previously. We think a conservative estimate would be an additional 1-2 entry-level clerical employees per year.

Our short- and long-term recommendations are for additional staffing in lower clerical job classifications. Two additional recommendations are related to these. First, computerization suggests that in the future successful employees will be able to deal with abstract concepts, and grasp "the big picture". GPA selection systems should take this into account. Job analysis will identify the kinds of knowledges, skills and abilities needed for successful performance. The results can be used to guide interviewing, development of skills surveys, or testing. Beyond selection, we recommend that Training and Operations explore the development of a formal training sequence that would help new employees acquire essential knowledges and

skills rapidly, and in the most meaningful way. A variety of methods could be used: classroom, on the job training, printed materials, etc.

3.0 ADMINISTRATION

There are four departments in the Administration Division which support the activities of the Port: (1) Communications and reproduction, (2) Purchasing, (3) Personnel, and (4) Port police. Within these departments, ten administrative employees serve as clerks and two as switchboard operators. Specific duties vary among the clerks (e.g. Personnel Clerk, Clerk-Printer), yet their responsibilities, education and training requirements, and knowledge and ability requirements are all similar. The clerks perform a variety of routine administrative and clerical tasks related to their specific departments. Exhibits 3.16 - 3.22 are job descriptions for these positions.

By assessing current resources and utilization of personnel, an estimate of current and future manpower requirements can be made. The following sub-sections provide a brief examination of each department, and recommendations concerning hourly administrative manpower requirements.

3.1 COMMUNICATIONS AND REPRODUCTION DEPARTMENT

In the Communications and Reproduction Department, two Clerk-Printers are responsible for office supplies, telephone service calls, creating and duplicating forms, printing, and minor mail duties. Two Receptionist/Switchboard Operators greet visitors and operate the

telephone switchboard, emergency direct telephone lines, and radio paging system.

Over the past five years several personnel changes have occurred in this department. One receptionist was hired, and one switchboard operator retired, but was not replaced. Presently, the two Receptionist/Switchboard Operators are cross-trained. The work load for these employees is steady.

As of July 1, 1986, the inventory system will change from McBee cards to an on-line system. Rather than reduce the need for manpower, this change should eventually allow more time for clerks to devote to printing and streamlining copying procedures for the entire division. The only seasonal work increase occurs in late September when the tariff catalog is printed; however, this has been handled effectively in the past.

3.2 PURCHASING DEPARTMENT

One Clerk-Typist and two half-time VOT clerks perform a variety of purchasing functions including clerical tasks, operating the CRT, maintaining the "bidders list", etc. One of the VOT clerks works in the storeroom performing clerical tasks under the supervision of the storeroom foreman.

The growth of the Port has had a direct, and significant impact on the workload of these employees. As the need for additional equipment has increased, the volume of paperwork associated with bids, quotes, etc., has increased correspondingly.

The Purchasing Department has recently acquired a personal computer and memory typewriter which have increased the efficiency of the present staff, without creating surplus manpower. Future automation including automatic check cutting and electronic purchasing may eventually eliminate certain clerical responsibilities. Within the next year, Information Services expects to have completed a program that will handle both accounts payable, and purchasing and receiving. While these changes should increase efficiency, experience has shown that growth of the Port will likely create other responsibilities for the hourly administrative staff. Also, there are current responsibilities which could be given greater attention. Overall, it is doubtful that automation will reduce manpower needs.

3.3 PERSONNEL DEPARTMENT

Presently there are three personnel clerks in the Personnel department who are cross-trained on a variety of tasks including processing of paperwork associated with insurance, retirement, and personnel administration.

A major factor which contributes to the increased workload in Personnel has been an increase in insurance claims; these are up 30 - 50% since 1979. Monthly internal manpower reports and annual retirement reports also contribute to increased Personnel activity. Wordprocessing capability has increased the efficiency of the department.

3.4 PORT POLICE

The Port Police have two Clerk-Typists in the hourly administrative category. These clerks perform a range of clerical tasks such as typing, screening telephone calls, and filing. No significant factors contributing to a change in manpower were identified. Overtime which is common for the police officers is nonexistent among the administrative employees.

3.5 SUMMARY AND RECOMMENDATIONS

Despite significant growth in Port activity over the past five years, hourly administrative manpower levels in the Administration Division have increased only slightly (See Exhibits 8.1 - 8.6). While little overtime is logged in any of the departments, a situation exists that suggests slight understaffing. As in Operations, supervisors in Administration currently perform a significant amount of clerical work. With a modest increase in clerical support, supervisors could better concentrate on planning, problem solving, and other supervisory responsibilities. We think that there is a need for a cross-trained part-time employee who could float between departments to cover basic clerical responsibilities. The greatest needs should be predictable, i.e. vacations, peak work periods, etc. Specific needs would have to be monitored, and additional manpower allocated on an "as needed" basis. Beyond this, current staffing levels appear to be adequate to demand.

Continued automation should have the effect of modifying rather than eliminating positions. For example, electronic purchasing will not

eliminate the need for a clerk to initiate non-standard orders. As noted previously, there are tasks in each department that could be performed more effectively if current work loads were reduced moderately.

4.0 ENGINEERING SERVICES DIVISION

Activity in the Engineering Division is directly influenced by growth of the Port. The Division supports Operations, Maintenance, Trade Development, Purchasing, and other Divisions through construction of new facilities, contracting with engineering consulting firms, supervising equipment and material handling, coordinating dredging activities, reviewing technical and financial paperwork, standardizing specifications, and chairing capital budget committees.

Currently, one permanent Engineering Technical Clerk (Exhibit 3.23) is employed in the Engineering Services Division. In addition, several temporary full-time clerks have been rotated through Engineering. These clerks are responsible for receiving, posting and filing drawings, clerical work, minor cost accounting and maintenance invoices regarding the ongoing bond program. The workload has steadily increased to the degree that supervisors are performing clerical work.

4.1 SUMMARY AND RECOMMENDATIONS

Historically, the Engineering Division has had very few clerical employees. Recently, however, the need for clerical support has increased with Port growth. For the time being, we believe that two clerks can

adequately handle current demands. The finding that supervisors perform clerical tasks suggests slight understaffing, and Engineering might profit from some additional part-time help, particularly during peak activity periods. We do recommend that the temporary position be made stable, permanent if necessary. Continuous turnover of temporaries results in costly training expenses. By leaving one individual in this position, greater continuity and efficiency can be achieved, in addition to training time saved.

5.0 FINANCE DIVISION

The Finance Division employs three Accounting Clerks and two VOT Clerks (Exhibits 3.24 - 3.25). These clerks perform routine clerical functions related to the maintenance of the accounting system, including payables, receivables, payroll, and credit union.

Since June of 1985, hourly administrative manpower has been reduced from 6 to 3 employees via retirement and personal illness. These employees have not been replaced, and the reduction in manpower has had several effects:

- o there has been an increased use of temporaries
- o there has been an increase in overtime
- o supervisors now devote a significant amount of time to
clerical tasks

There are several other factors which affect administrative manpower needs in Finance. For example, outside auditors are in residence at GPA from

February through August, and temporary help is hired during that period. Vacation time also puts a strain on manpower. The absence of cross training creates difficulties when employees are absent, on vacation, or during peak activity periods. Personal computers have been added over the past three years with increased efficiency as a result. Nevertheless, increased GPA business has raised the volume of work in Finance.

5.1 SUMMARY AND RECOMMENDATIONS

Our findings indicate justification for one additional full-time accounting clerk, fully cross-trained in all areas of Finance. The greatest need, however, appears to be in the area of collections, where supervisors spend considerable time performing clerical tasks.

6.0 MAINTENANCE DIVISION

There are three functional groups within the Maintenance Division: (1) Maintenance Office, (2) Motor Pool, Garden City Terminal (3) Motor Pool, Ocean Terminal.

6.1 MAINTENANCE OFFICE

Two Clerk-Typists (Exhibit 3.30) are employed in the Maintenance Office, and are responsible for payroll, maintaining personnel files, closing out paperwork on work orders, and other administrative duties associated with equipment inventory. As the volume of equipment operated by the Port has increased, so too has the need for support from Maintenance.

This in turn has raised the level of clerical paperwork associated with equipment maintenance. In sum, the work load for the Clerk-Typists has increased over the past several years.

6.2 MOTOR POOL MAINTENANCE: GARDEN CITY AND OCEAN TERMINALS

Currently two Dispatchers (Exhibit 3.31) and one Clerk-Typist are responsible for dispatching motorized equipment, and handling the supporting paperwork for service calls, repair orders, work cards, etc. These employees rotate through three positions: two at Garden City Terminal (day and evening shifts) and one at Ocean Terminal (day shift). Responsibilities for the evening shift at Ocean Terminal are covered jointly by a foreman and a store-room clerk.

Until recently, there was some question concerning the need for the Dispatcher position. Equipment operators (Operations Division) were not checking out equipment through the dispatchers. Management in Operations and Maintenance agreed that tighter control was needed, so that more than 90% of equipment is now checked out.

6.3 SUMMARY AND RECOMMENDATIONS

Current staffing levels in Maintenance (Office and Motor pool) appear to be adequate. However, a question remains concerning the job title needed to cover the responsibilities. According to Maintenance management, the Dispatcher positions are completely dedicated to dispatch-related duties. Nevertheless, two Dispatchers and a Clerk-Typist rotate through these

positions. If these three employees have identical responsibilities, they should have the same job classification and pay scale, whether it is Dispatcher, or Clerk-Typist. Therefore, we recommend a brief study of these jobs for classification, and wage and salary purposes. Likewise, the store-room clerk's position (Ocean Terminal, evenings) should be examined.

Two factors may affect staffing levels over the next several years. First, if the level of business grows as predicted, Operations will need increased support from Maintenance. Second, Garden City and Ocean Terminals may add third shifts, creating a need for increased support from Maintenance. These factors may create the need for an additional 1 - 3 clerks/dispatchers over the next five years.

7.0 INFORMATION SERVICES DIVISION

Three administrative hourly employees work in Information Services: a Controlling-Scheduling Clerk, a Word Processing Coordinator, and a Data Entry Operator (Exhibits 3.27 - 3.29). There has been a steady reduction in keypunch activity over the past seven years; currently, most of the data entry work needed for cargo movement is performed outside of Information Services This trend is likely to continue.

The workload for the administrative employees is directly related to shipping activity, which continues to increase steadily. While cross-training permits these employees to substitute for each other during absences and vacations, there are periods during the year when temporaries must be hired (e.g. at the end of the fiscal year). Further, the regular

administrative staff recorded approximately 800 hours of overtime last year.

7.1 SUMMARY AND RECOMMENDATIONS

It appears that current staffing levels are adequate, except in peak activity periods. The current strategy of hiring temporary employees appears to be effective. The level of overtime, while not severe, does indicate the need for an additional half-time person. However, as the division becomes more efficient, this need may diminish.

8.0 TRADE DEVELOPMENT

There is only one recently-hired Clerk-Typist in Trade Development. During peak work periods additional clerical support is provided by other administrative employees so that administrative manpower appears to be adequate in this Division. Within the next two years management anticipates the need for an employee to operate a personal computer, but otherwise current manpower levels should remain stable over the next five years.

9.0 A FINAL RECOMMENDATION

A major objective of this study was to identify "the" business factor that would best permit estimates of manpower requirements five years into the future. However, our findings indicate that long-range forecasts cannot be based on a single factor. Just as in the past, needs of the various Divisions will rise and fall as the result of a complex interplay of factors.

Over the next five years, GPA will experience numerous changes in business trends, office procedures, business systems, and information needs. Change in any one of these factors can alter the manpower requirements for several Divisions or Departments. With multiple changes occurring contemporaneously, a very complicated manpower picture emerges. Careful monitoring of manpower requirements should be an ongoing activity. Therefore, we recommend that GPA establish a Manpower Planning Committee to anticipate, and coordinate changes in manpower requirements within and among the Divisions. A representative from Personnel would be a likely choice for chairman. Members from the various Divisions could be involved as needs arise in their areas. Beyond this, we recommend that manpower planning be included as part of GPA's business plan; expansion plans of the Port should address manpower-related issues that are associated with continued growth.

Exhibit 1. Organizational Chart.

2/18/86

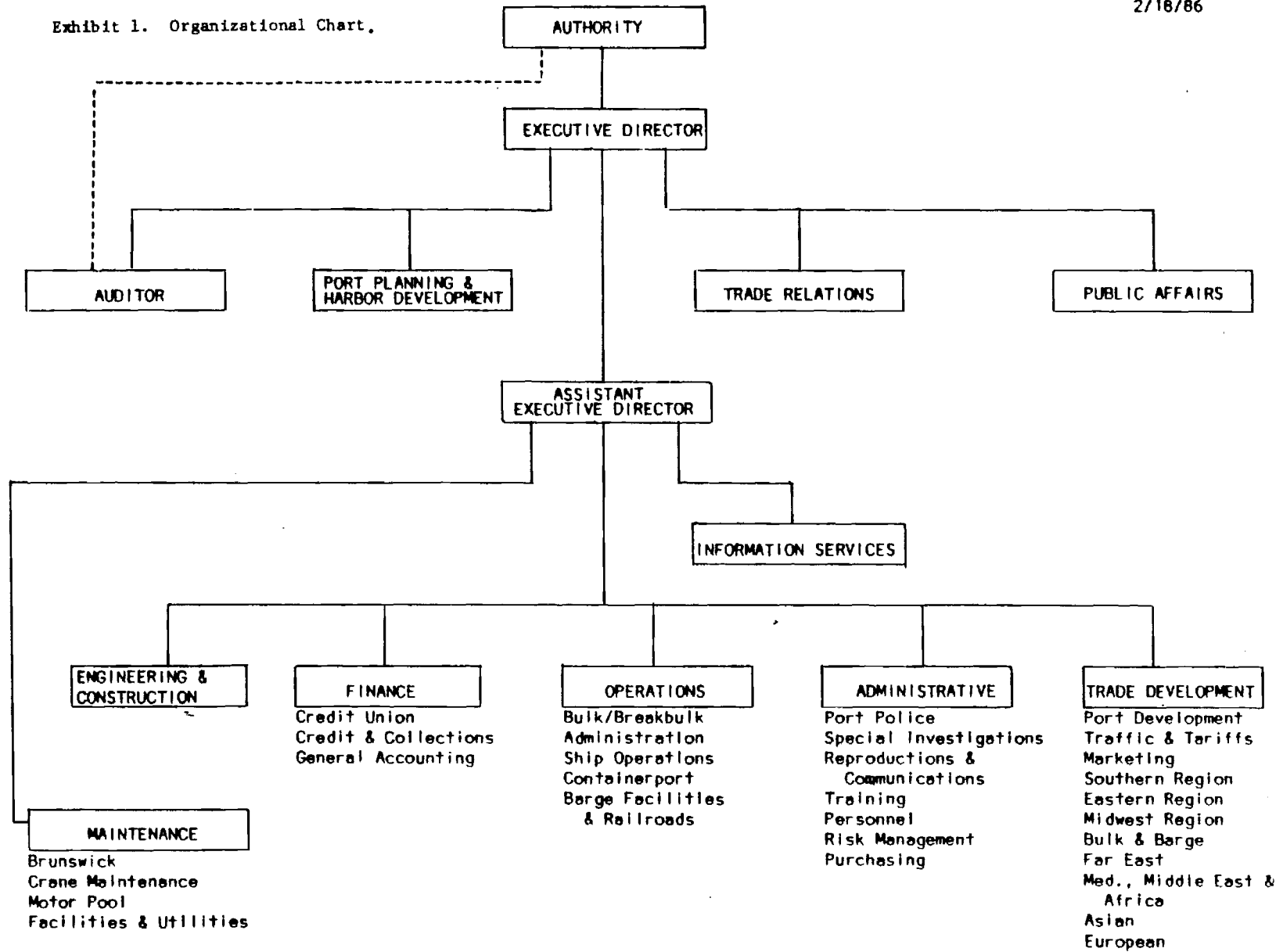


Exhibit 1. Continued.

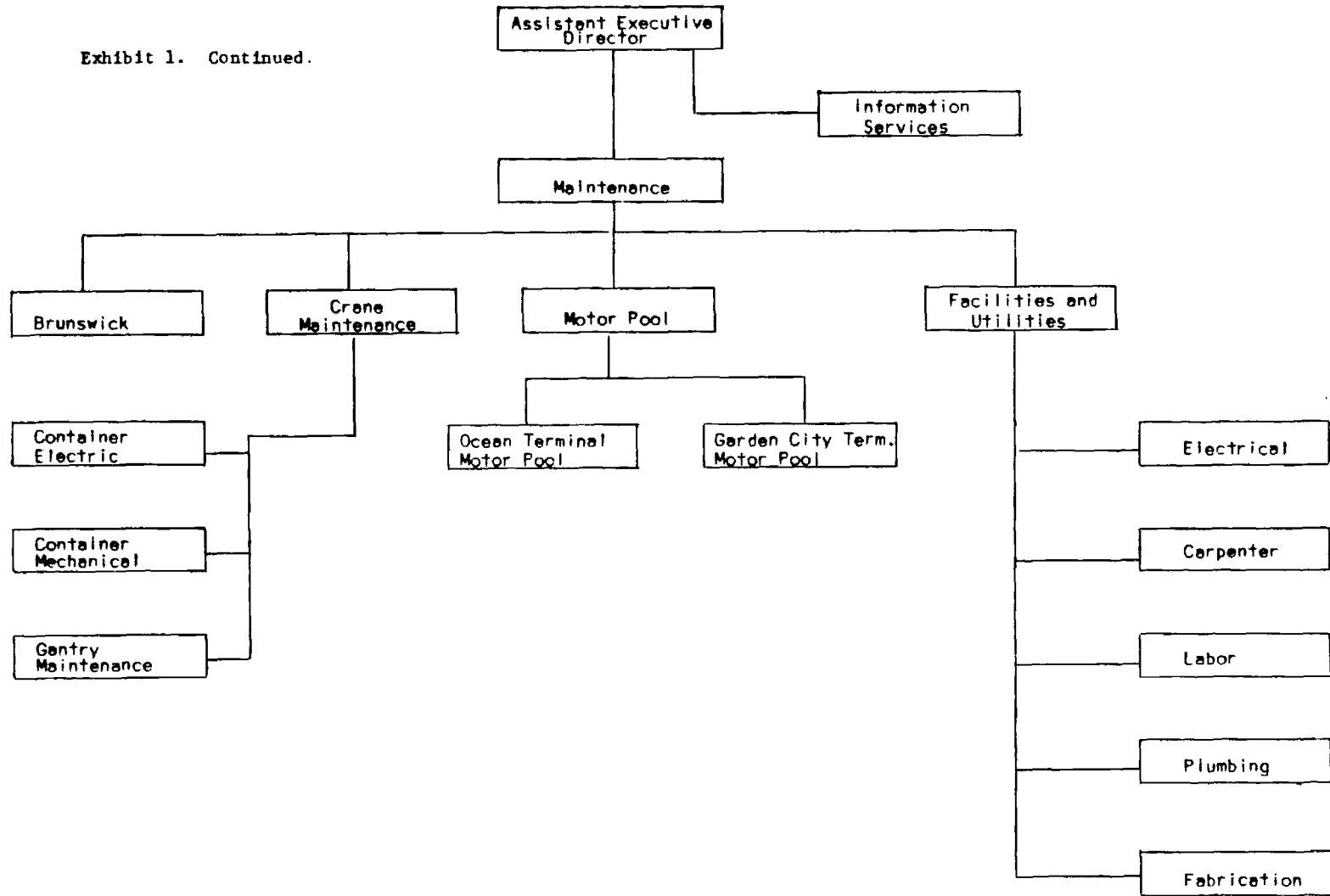


Exhibit 1. Continued.

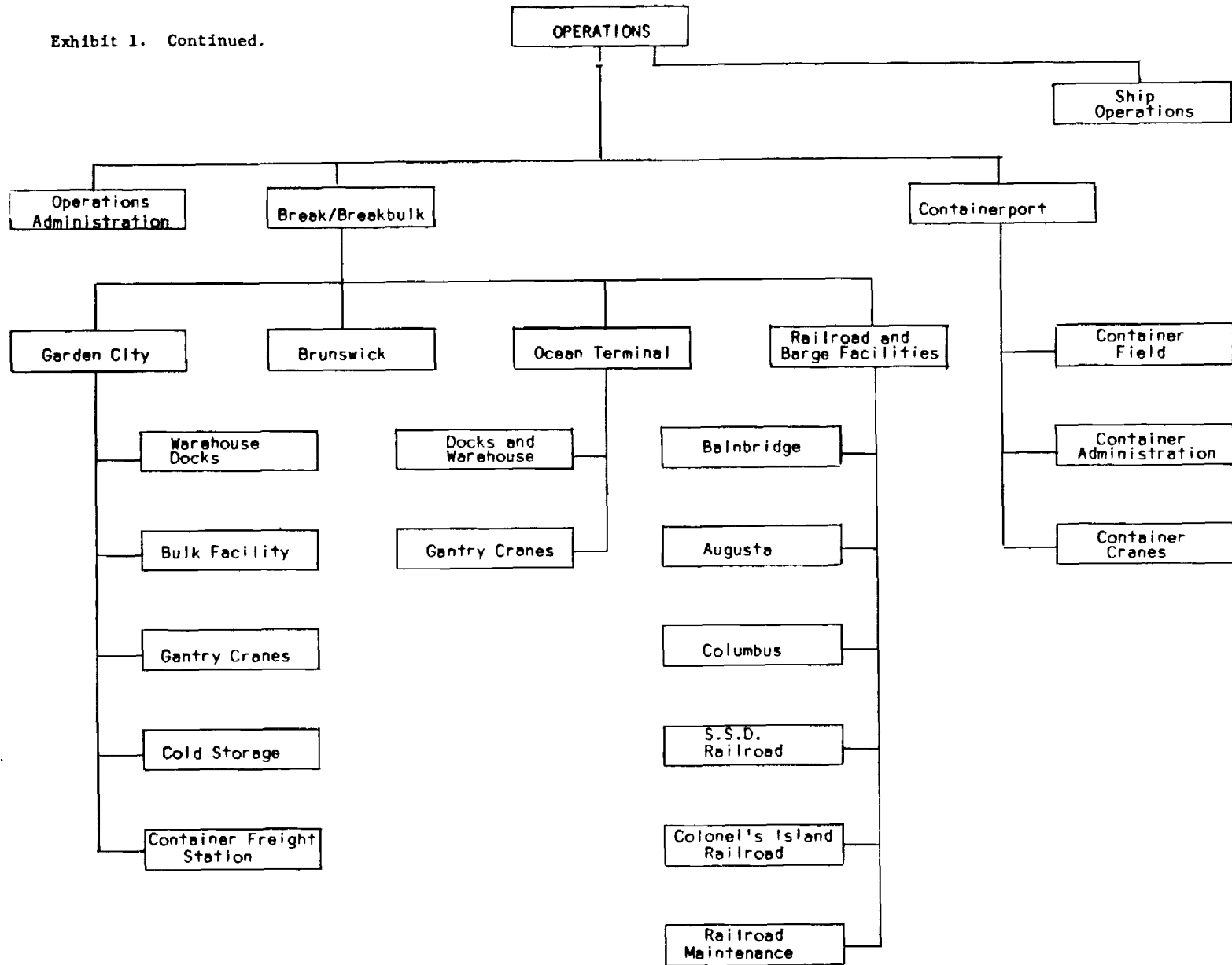
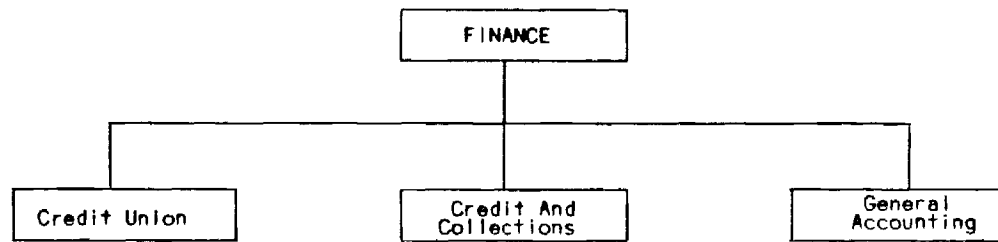
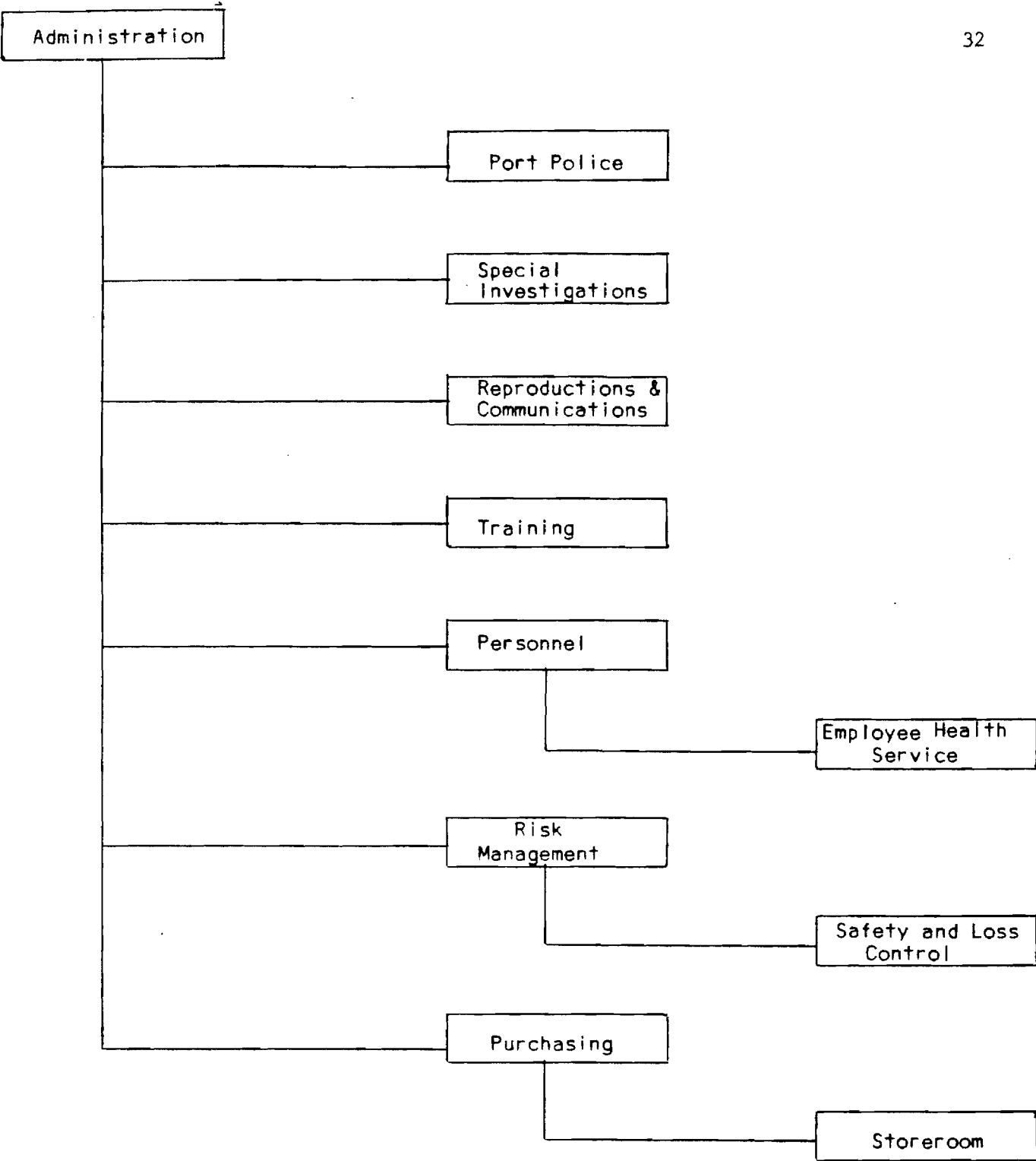
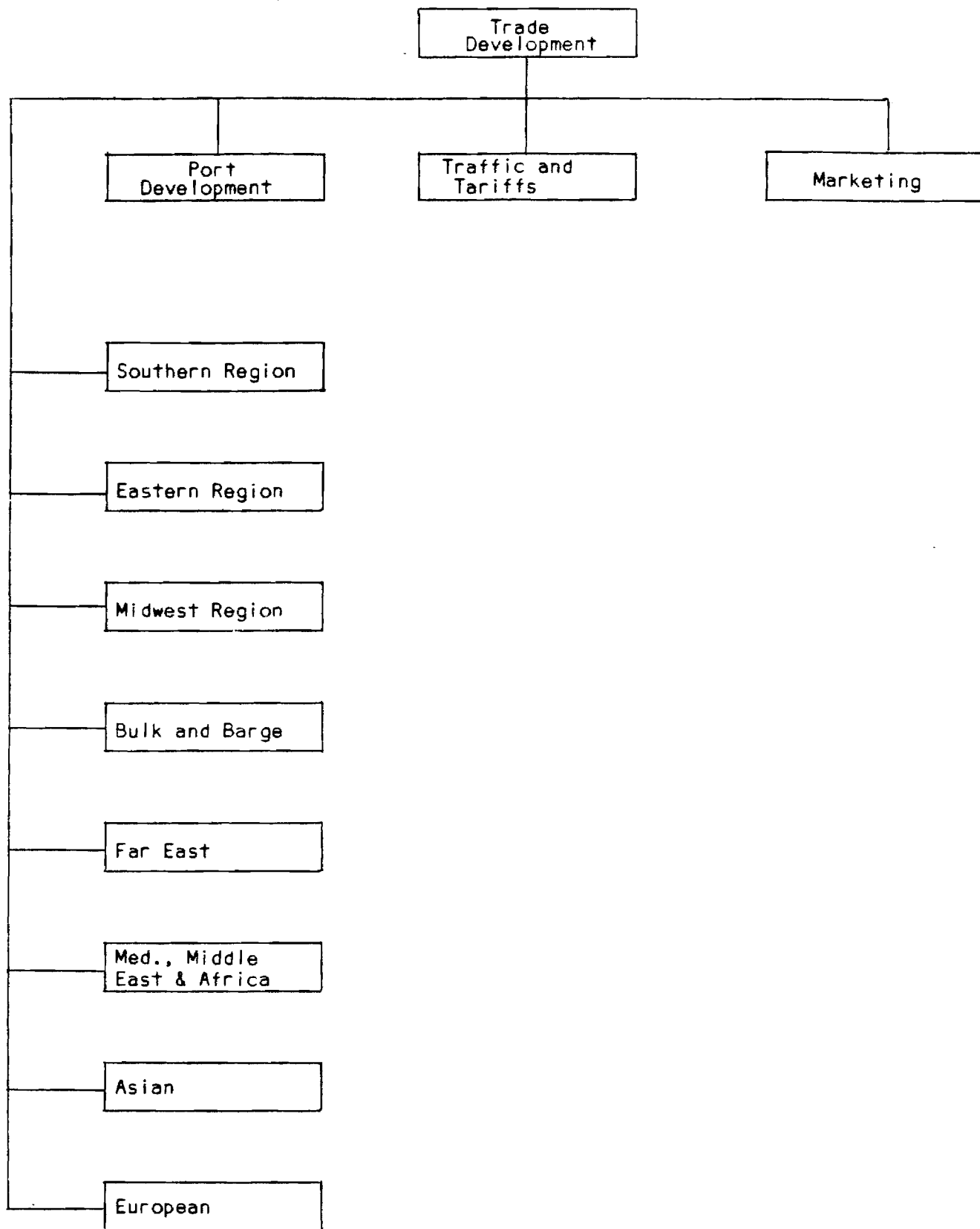


Exhibit 1. Continued.







Directors Office (5050)

Operations Administrative Coordinator (1)

1. Betty J. Long

Operations Administrative Clerk (1)

1. Christine L. Guenther

Clerk Typist (1)

1. Mary Wilkinson

Ship Operations (5052)

Operations Administrative Coordinator (1)

1. Steve Black

BULK/BREAK BULK

Ocean Terminal (6001)

Operations Administrative Supervisor (1)

1. Dianne N. Futch

Operations Administrative Coordinator (1)

1. Margaret G. Mixon

C.F.S. (5017)

Operations Administrative Coordinator (2)

1. Bruce W. Gifford

2. Collins T. Vance

Operations Administrative Clerk (Part-time) (1)

1. Lacey P. Nelson

CONTAINERPORT

Containerport (5007)

Operations Administrative Coordinator (2)

1. Jeff Earl Hagan

2. Wilbert Hurst, Jr.

Container Office (5057)

Operations Administrative Supervisor (4)

1. Raymond W. Daniel

3. Sally D. Stanfield

2. Kelvin L. Myers

4. Patricia Ann Stinson

Operations Administrative Coordinator (10)

1. Mary E. Banks

6. George F. Patton, Jr.

2. Daina S. Boswell

7. Lisa Purvis

3. Cynthia M. Brown

8. Chris M. Sheffield

4. Russell S. Busbee, Jr.

9. Robin Ruth Stewart

5. Patricia W. Hagan

10. Amelia W. Williams

Operations Administrative Clerk (6)

- | | |
|--------------------------|--------------------|
| 1. M. Carolyn Collins | 4. Carol M. Hogan |
| 2. Herbert V. Fitzgerald | 5. Myra H. Lanier |
| 3. Shelma J. Hanna | 6. Wanda L. Porter |

Part-time Clerk (2)

1. Felecia F. Cook
2. Michael W. Saucier

Operations Control (5051)

Operations Administrative Supervisor (4)

1. Ann M. Daniel
2. Estermae Diane Amerson
3. Drustilla W. Patrick
4. Rosa Marie Simmons

Operations Administrative Coordinator (16)

- | | |
|-------------------------|-------------------------|
| 1. Francis J. Anderson | 9. James M. Rushing |
| 2. Lori A. Chance | 10. Sue M. Ryle |
| 3. Jennifer G. Gerald | 11. Kathy K. Smith |
| 4. Mae Jo Gordy | 12. Cynthia A. Townsend |
| 5. Ann M. Gray | 13. Susan W. Waldhour |
| 6. Brandy Marie Helmken | 14. Ricky A. Weissman |
| 7. Nell L. Johnson | 15. Sandra C. White |
| 8. Mary A. Mason | 16. Gail R. Winskie |

Operations Administrative Clerk (2)

1. Ruth A. Lynah
2. Debra S. Walker

ADMINISTRATIVE

ADMINISTRATIVE SERVICES

Communications & Reproductions (5060)

Clerk Printer (2)

1. Mary Frances Black
2. Jo Ann Nease

Switchboard Operator (2)

1. Doris B. Folker
2. Ann U. Wells

Receptionist (1)

1. Joyce P. Sapp

Purchasing (5060)

Clerk Typist (1)

1. Linda G. Lewis

VOT Clerk (2)

1. Melissa A. Freyermuth
2. Lisa M. Goldwire

Personnel (5061)

Personnel Clerk (3)

1. June R. Sanders
2. Diane L. Strickland
3. Virginia A. Adkinson

Port Police (5062)

Clerk Typist (2)

1. Suzanne T. Faust
2. Lois S. Stell

ENGINEERING

ECM (5029)

Technical Clerk (2)

1. Ann L. Grant
2. Lenora Jane Jordan

INFORMATION SERVICES

Data Processing (5072)

Control/Scheduling Clerk (1)

1. Debra Ann Crapse

Word Processing Coordinator (1)

1. Karyl S. Moss

Keypunch Operator (1)

1. M. Kathy West

FINANCE

Finance (5070)

Accounting Clerk (2)

1. Betty M. Hansen
2. Robin Briggs

VOT Clerk (2)

1. Natalie Thompson
2. Tonya Gatlin

MAINTENANCE

Maintenance Office (5021)

Clerk Typist (2)

1. Dale Evans Brown
2. Betty J. Reed

Motor Pool Maintenance (5022)

Maintenance Clerk (1)

1. Jennifer N. Jenkins

Dispatcher (1)

1. Patricia F. Hamilton

Motor Pool Maintenance (OT) (6022)

Dispatcher (1)

1. Betty J. Mastin

TRADE DEVELOPMENT

Trade Development Administration (5080)

Clerk Typist (1)

1. Judy B. Brooks

OPERATIONS ADMINISTRATIVE COORDINATOR

Definition:

Under the direct supervision of the General Manager of Containerport, performs a variety of administrative and secretarial duties.

Example of Duties:

1. Maintains all statistical records and reports on all data at Containerport.
2. Types correspondence for all departments, handles routine correspondence and responds to routine inquiries.
3. Handles all incoming telephone calls and refers each to the proper supervisor of the department involved.
4. Handles inquiries from steamship lines, brokers, and customers.
5. Operates CRT to secure information on containers for customers, forwarders, brokers, and steamship lines.
6. Coordinates with U. S. Customs, U. S. Customs Contraband Enforcement Team, and Ocean Terminal for Customs 100% inspections. Follows progress of containers. Bills for inspections.
7. Follows progress of tobacco containers for fumigation. Coordinates movement with Container Field. Does billing for fumigations.
8. Handles all purchase requisitions for all departments. Follows up on delivery of purchases.
9. Maintains files for each area of Containerport.
10. Prepares monthly Crane Pick Report and TEU reports. Prepares various special reports for management.
11. Maintains continuous statistical records of all container activities, including Atlanta Train, Unit Train, 100% and C.E.T. inspections, ect.
12. Opens and distributes all mail. Maintains meeting schedules and appointments for all managers and field superintendents.
13. Reviews, verifies, and handles discrepancies on Manpower Reports, Payroll Printouts, Open Order Requisitions, and A/P Vendor List for all departments.
14. Maintains cross-training records for all departments.
15. Assists Executive Director's office with lease information and plats.

16. Assists with training of Operations Administrative Coordinator in Container Field. Assists with training of Operations Administrative Supervisor in coordinating inspections at Ocean Terminal and billing for inspections. Also trained Field Coordinator in proper procedures for handling tea sampling.
17. Performs other duties as assigned.

Education and Training: High school diploma or equivalent desired. Minimum of two years office experience desired. Good mathematical background and knowledge of import/export billing procedures.

Knowledge and Abilities: Knowledge of general office procedures. Excellent typing skills desired. Ability to communicate with GPA employees, shipping industry personnel, and customers.

Fac/Div: 5050
Date: 3/5/86
Approved by: 44

OPERATIONS ADMINISTRATIVE CLERK

Definition:

Under the direct supervision of Operations Administrative Supervisor, performs a variety of clerical duties related to the processing of import/export cargo handled through the GPA facilities and all secretarial requirements of the General Manager and Terminal Manager.

Examples of Duties:

1. Handles all incoming calls and directs them to the appropriate party.
2. Performs secretarial duties for General Manager and Terminal Manager such as typing and filing correspondence.
3. Inputs USDA holds and releases into computer.
4. Processes work orders to Maintenance.
5. Processes requisitions (ordering all supplies needed).
6. Processes any paperwork needed on employees for Personnel (vacation, pay increases, evaluations, etc.)
7. Sorts all incoming mail and distributes to the appropriate person or department.
8. Serves as truck dispatcher as needed.
9. Performs other duties as assigned.

Education and Training: High school diploma or equivalent desired. Some training in general office procedures. CRT experience desired.

Knowledge and Abilities: Ability to handle fast pace/stress daily. Ability to quickly analyze problems and take initiative. Knowledge of shipping or marketing and computer entry/programs. Able to work shifts. Must be able to move from one job to another smoothly and quickly. Typing ability required.

Fac/Div: 5050
Date: 2/14/86 45
Approved by: _____

CLERK TYPIST

Definition:

Under the direct supervision of the Director of Operations, performs a variety of secretarial and administrative duties.

Examples of Duties:

1. Opens mail, verifies all incoming paperwork, reports, information received by the director's office.
2. Updates daily the weekly Vessel Recap.
3. Responsible for maintaining files for the director's office. Makes necessary copies for daily distributions and copies any other material as assigned. Properly disposes of any confidential material.
4. Scans magazines, periodicals and journals for articles. After reviewed by the director's office, these publications are routed to various operations managers.
5. Maintains daily log of incoming damage, personal injury, and incident reports and compiles a quarterly recap reflecting trends for review.
6. Compiles recap reflecting GPA profit/loss on two (2) working agreements.
7. Breaks down and distributes weekly personnel printouts. Also breaks down and distributes weekly overtime printouts and follows up on excessive overtime with the superintendent.
8. Distributes Complement vs. Actual printout to appropriate managers for review.
9. Assists in preparing recap showing monthly tonnage comparisons. Assists in preparing for Staff and Board Meetings.
10. Assists in preparation of Operations Meetings, reports, studies, minutes, etc.
11. Maintains suspense file on P.A. forms confirming changes with Personnel Printout.
12. Operates TWX and Telex machines.
13. Types correspondence, P.A. forms, expense reports for Ship Operations and other miscellaneous texts. Occasionally types correspondence for Operations Administrative Manager.

14. Answers overflow of director's office, takes calls for the Manager of Railroad and Barge Facilities while out.
15. Orders office supplies for director's office and Operations Control. This includes maintaining inventory and ordering all GPA forms used by Operations Division.
16. Maintains record on office equipment repairs for director's office and Operations Control.
17. Maintains coffee supplies for director's office.
18. Performs other duties as assigned.

Education and Training: High school level courses or equivalent experience in typing, and other business practices.

Knowledge and Abilities: Knowledge of standard office procedures. Must type and with high degree of speed and accuracy. Requires proficiency in dealing with variety of executives and other personnel at GPA. Must deal judgmentally with short deadlines and shifting priorities. Must be mature, intelligent, and able to use own initiative to respond to any difficulties in a timely and appropriate manner.

Fac/Div: 6001
Date: 3/5/86
Approved by: 47

OPERATIONS ADMINISTRATIVE SUPERVISOR
(Ocean Terminal)

Definition:

Under the general supervision of Terminal Manager, assists Administrative Coordinators and Clerks in performance of duties, including truck and rail import and export dispatching, processing lumber orders, container transactions, customs inspections, export and import ships, processing all reports required by Operations Control, and secretarial requirements of General Manager and terminal Manager.

Examples of Duties:

1. Supervises and coordinates the work and workload.
2. Evaluates and counsels employees.
3. Sets and maintains work/job procedures and standards for all personnel.
4. Establishes and maintains a comprehensive cross-training program for all employees and job functions.
5. Ensures that all employees have the material(s) as well as the information necessary to perform their function(s).
6. Coordinates personnel requirements with other supervisors to cover for vacation, sick time, doctor appointments, etc.
7. Ensures that all work is handled properly as well as expeditiously. Sets priorities in order to accomplish all work in the best possible manner.
8. Handles or assists with any administrative problems which may arise.
9. Ensures that all documentation is filed properly as well as timely.
10. When the computer system is down, ensures that orders are processed manually and that cargo moves expeditiously.
11. Acts as liaison between GPA and customers.
12. Performs other duties as assigned.

Education and Training: High school diploma or equivalent desired. Good mathematical background and knowledge of import and export procedures of the shipping industry. Some computer knowledge.

Knowledge and Abilities: Knowledge of general office procedures. Ability to resolve problems quickly and efficiently. Ability to communicate well with a variety of GPA employees and members of the shipping industry.

Fac/Div: 6001
Date: 2/14/86
Approved by: _____ 49

OPERATIONS ADMINISTRATIVE COORDINATOR (OT)

Definition:

Under the direct supervision of the Operations Administrative Supervisor performs various duties relating to receipt/shipment/inventory of breakbulk and containerized cargo and to employee benefits and payments.

Examples of Duties:

1. Works with Operations Control, steamship lines, brokers, forwarders, customers, railroad and truck lines to ensure rapid receipt/shipment of cargo.
2. Performs a variety of clerical duties such as filing, mail distribution, copying, answering the telephone, and typing.
3. Verifies shipments, receipts, OS & D's, and truck tickets for accuracy against temporary's/mate's receipts for forwarding to Operations Control.
4. Inputs container transactions into computer. Reseraches container inquiries.
5. Keeps time cards for hourly paid personnel; keeps familiar with company policy relating to shift work, overtime, benefits, etc.
6. Compiles cargo left on dock reports and personnel reports monthly.
7. Performs other duties as required.

Education and Training: High school diploma or equivalent desired.

Knowledge and Abilities: Knowledge of general office procedures and operation of office equipment required. Familiarity with operations of shipping industry necessary. Ability to work shifts required. Typing ability required.

OPERATIONS ADMINISTRATIVE COORDINATOR

(GCT-DOCKS-WHSE-CFS)

Definition:

Under the direct supervision of Operations Administrative Supervisor, performs a variety of clerical duties related to the movement, inventory, and billing of import/export cargo.

Examples of Duties:

1. Separates batch reports and distributes information. Distributes incoming documents and orders (i.e., discharge/loading orders to the respective field Operations Divisions; orders from brokers to the appropriate shipping desks; time cards; monthly recap reports.)
2. Sets up data for faster input into computer system. Highlights data for input on manifests. Inputs data from manifest into computer.
3. Separates computer generated invoices and matches these to a computer print out for mailing and proper distribution.
4. Performs a variety of clerical duties, such as copying, answering telephones, typing, inventory and receptionist/counter work as required.
5. Distributes mail received at front counter. This includes U. S. Mail and documents received from other various divisions.
6. Operates the TELEX and TWX machines. This involves the logging (Date/time) of each message and its proper distribution as well as the sending of both continental and intercontinental messages.
7. Maintains daily filing of the following by division:

<u>Garden City</u>	<u>Ocean Terminal</u>	<u>Cold Storage</u>
Warehouse Receipts	Warehouse Receipts	Warehouse Receipts
Warehouse Shipments	Warehouse Shipments	Warehouse Shipments
Billing & Inventory	Billing & Inventory	Billing & Inventory
CFS Shipments	Dead Cards	Dead Cards
Dead Cards		

8. Sorts master file from writers copies of all invoices printed daily.
 - Maintains master file invoices by account and invoice number.
 - Files writers copies in respective files (i.e., import, export, billing & inventory.

9. Compiles a final outturn report for all import vessels. It is a comparison of count and exceptions listed on the temporary receipt versus those recorded on a completed shipping tally and/or warehouse receipt.
10. Puts together vessel files for GCT, OT, Brunswick and Containerport (Import-Export) after billing has been completed.
11. Maintains all transmittal and receipt records. Properly disposes of all confidential records.
12. Cross train on administrative functions at Containerport, Ocean and Garden City administrative offices.
13. Works with operations field offices, steamship lines, brokers, forwarders, railroad and truck lines to ensure rapid shipment/receipt of cargo.
14. Makes a physical verification of all instructions before submitting to appropriate field offices to initiate proper shipment/receipt of cargo.
15. Prepares invoices and verifies charges for import, export, warehouse, railroad and container vessel billing.
16. Writes credit memos.
17. Notifies customers of the daily movement of cargo.
18. Compiles and prepares revenue report, commodity report, daily revenue report and monthly burlap report.
19. Receives all custom and steamship line releases for movement of cargo.
20. Bills all cover sheets, special services and equipment billing that is not processed in the computer system for Containerport.
21. Sets up for monthly inventory by customer account. Verifies open orders with Field Operations Offices.
22. Assists in research of customer inquiries.
23. Performs detailed research and assists in testing new computer procedures and screens.
24. Receives and verifies all shipping tallies and orders requiring truck scheduling.
25. Arranges pick-ups with designated truck line.
26. Dispatches trucks making export deliveries to proper area for unloading.

- 27. Maintains daily dispatch log for Docks-Whse-Cold Storage and C.F.S.
- 28. Performs other duties as assigned.

Education and Training: High school diploma or equivalent desired. Computer experience helpful.

Knowledge and Abilities: Knowledge of general office procedures and the operation of office equipment required. Ability to communicate with GPA employees, members of the shipping industry and customers. Must be able to work shifts. Typing ability required.

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Fac/Div: 5007
Date: 3/5/86
Approved by: _____
53

OPERATIONS ADMINISTRATIVE COORDINATOR
(Containerport Field)

Definition:

Under the direct supervision of Operations Administrative Supervisor, performs a variety of clerical duties related to the movement, inventory, and billing of import/export cargo.

Examples of Duties:

1. Separates batch reports and distributes information. Distributes incoming documents and orders (i.e., discharge/loading orders to the respective field Operations Divisions; orders from brokers to the appropriate shipping desks; time cards; monthly recap reports.)
2. Performs a variety of clerical duties, such as copying, answering telephones, typing, inventory and receptionist/counter work as required.
3. Distributes mail received at front counter. This includes U. S. Mail and documents received from other various divisions.
4. Compiles a final outturn report for all import vessels.
5. Puts together vessel files for Containerport (Import-Export) after billing has been completed.
6. Cross trains on administrative functions at Containerport.
7. Works with operations field offices, steamship lines, brokers, forwarders, railroad and truck lines to ensure rapid shipment/receipt of cargo.
8. Makes a physical verification of all instructions before submitting to appropriate field offices to initiate proper shipment/receipt of cargo.
9. Receives all custom and steamship line releases for movement of cargo.
10. Bills all cover sheets, special services and equipment billing that is not processed in the computer system for Containerport.
11. Assists in research of customer inquiries.
12. Performs other duties as assigned.

Education and Training: High school diploma or equivalent desired.
Computer experience helpful.

Knowledge and Abilities: Knowledge of general office procedures
and the operation of office equipment required. Ability to communicate
with GPA employees, members of the shipping industry and customers.
Must be able to work shifts. Typing ability required.

OPERATIONS ADMINISTRATIVE SUPERVISOR
(CONTAINERPORT)

Definition:

Under general supervision of Containerport Administrative Manager, assists Operations Administrative Coordinators and Clerks in performance of duties, including orders, customs' clearances, invoices, and billings as related to the processing of import/export cargo handled through the Containerport facility.

Examples of Duties:

1. Supervises and coordinates the work and workload in their area. Coordinates and cooperates with other supervisors.
2. Evaluates and counsels employees.
3. Sets and maintains work/job procedures and standards for all personnel.
4. Establishes and maintains a comprehensive cross-training program for all employees and job functions.
5. Ensures that all employees have the material(s) as well as the information necessary to perform their function(s).
6. Establishes a schedule every two weeks and post prior to commencement of each schedule.
7. Coordinates personnel with other supervisors to cover for vacation, sick time, doctor appointments, etc.
8. Ensures that all work is handled properly as well as expeditiously. Set priorities in order to accomplish all work in the best possible manner.
9. Handles or assist with any problems which may arise. When problems arise concerning other departments or divisions, contact the proper person(s) and resolve.
10. Ensures that all documentation is filed properly as well as timely.
11. Ensures that orders are processed manually and that containers move expeditiously when the computer is down.
12. Acts as liaison between GPA and customers.
13. Performs other duties as assigned.

- 2 -

Education and Training: High school diploma or equivalent desired. Good mathematical background and knowledge of import/export billing procedures of the shipping industry. Background and training in computer processing.

Knowledge and Abilities: Knowledge of general office procedures. Ability to resolve problems quickly and efficiently. Typing skills desired. Ability to communicate well with a variety of GPA employees and members of the shipping industry. Indepth knowledge of the computer system.

Fac/Div: 5057
Date: 3/5/86
Approved by: 57

OPERATIONS ADMINISTRATIVE COORDINATOR
(CONTAINERPORT)

Definition:

Under the direct supervision of Operations Administrative Supervisor, performs a variety of clerical duties related to the movement, accountability, and billing of container cargo.

Examples of Duties:

1. Handles scales clerical work. Records container and chassis numbers and related information on form documents.
2. Handles dispatch functions - Calls trucks to notify them of containers available for pick up. Time and date stamps documents and logs transaction as dispatched. Obtains pick-up slips from gatehouse. Handles truck tickets and number verifications.
3. Separates batch reports and distributes information. Distributes incoming orders and other documentation (i.e., time cards/monthly recap reports).
4. Sets up data for faster input into computer system. Hi-lights data for input on manifests. Inputs data from manifest into computer. Provides appropriate data from manifest for field operator to initiate loading and unloading of vessel to and from Containerport Field. Also verifies and corrects input.
5. Performs a variety of clerical duties, such as filing, inventory, copying, answering telephone inquiries, light typing, and receptionist/counter work as required. Performs all manual job functions. Process reports that reflect tonnage, special services totals, and T.E.U. reports.
6. Enters orders into computer system from manual and TWX orders. Verifies orders complete with information necessary for field work before entry.
7. Prepares special orders for Container Freight Station, on-port services, and lease line orders.
8. Processes interchange receipt transactions from steamship lines' orders to reflect in and out handling of containers.
9. Makes physical verification upon receipt and delivery changes and adjusts computer entry accordingly.
10. Adjusts computer inventory to reflect on-port changes such as physical transfers, transfer of ownership, etc. Reports discrepancies between physical inventory and computer inventory.

11. Inventories lease lines overflow.
12. Maintains all transmittal and receipt records.
13. Assigns locations for inbound cargo as well as verify outbound documentation handled thru the pneumatic tubes.
14. Processes all Customs entries and releases for leased lines and non-leased lines per Customs instructions. Coordinates drays to ramp for Customs inspection as well as USDA with Containerport Field.
15. Prepares cover billing sheet for lease line special services and for special equipment billing that is not processed in the computer system.
16. Handles errors, manual and computerized, covering Ins and Outs (error tray), Special Services, Line Releases, Tubes, Counter, Dispatching, Etc.
17. Researches and resolves problems on the 'Open Order' list.
18. Cross-trains and covers administrative field functions such as dispatch, CRT completions, and rail desk.
19. Closes office when necessary and performs all functions without supervision.
20. Performs detailed research and assist in testing new computer procedures and screens. Process detailed adjustments.
21. Performs other duties as assigned.

Education and Training: High school diploma or equivalent. Some training in general office procedures. CRT experience desired.

Knowledge and Abilities: Ability to handle fast pace/stress daily. Ability to quickly analyze problems and take initiative. Knowledge of shipping or marketing and computer entry/programs. Able to work shifts. Must be able to move from one job to another smoothly and quickly.

Fac/Div: _____ 5057
Date: _____ 3/5/86
Approved by: _____ 59

OPERATIONS ADMINISTRATIVE CLERK
(CONTAINERPERT)

Definition:

Under the direct supervision of Operations Administrative Supervisor, performs a variety of clerical duties related to the processing of import/export cargo handled through the Containerport facility.

Examples of Duties:

1. Handles scales clerical work. Records container and chassis numbers and related information on form documents.
2. Handles dispatch functions - Calls trucks to notify them of containers available for pick up. Time and date stamps documents and logs transaction as dispatched. Obtains pick-up slips from gatehouse. Handles truck tickets and number verifications.
3. Separates batch reports and distributes information. Distributes incoming orders and other documentation (i.e., time cards/monthly recap reports).
4. Sets up data for faster input into computer system. Hi-lights data for input on manifests. Inputs data from manifest into computer. Provides appropriate data from manifest for field operator to initiate loading and unloading of vessel to and from Containerport Field. Also verifies and corrects input.
5. Performs a variety of clerical duties, such as filing, inventory, copying, answering telephone inquiries, light typing, and receptionist/counter work as required. Performs all manual job functions. Processes reports that reflect tonnage, special services totals, and T.E.U. reports.
6. Enters orders into computer system from manual and TWX orders. Verifies orders complete with information necessary for field work before entry.
7. Prepares special orders for Container Freight Station, on-port services, and lease line orders.
8. Processes interchange receipt transactions from steamship lines' orders to reflect in and out handling of containers.
9. Makes physical verification upon receipt and delivery changes and adjusts computer entry accordingly.
10. Adjusts computer inventory to reflect on-port changes such as physical transfers, transfer of ownership, etc. Reports discrepancies between physical inventory and computer inventory.

11. Inventories lease lines overflow.
12. Maintains all transmittal and receipt records.
13. Assigns locations for inbound cargo as well as verify outbound documentation handled thru the pneumatic tubes.
14. Assists coordinators and supervisors with all manual and computer functions.
15. Cross-trains on administrative field work such as dispatching, CRT completions, and rail desk.
16. Performs other duties as assigned.

Education and Training: High school diploma or equivalent desired. Some training in general office procedures.

Knowledge and Abilities: Ability to handle a variety of clerical functions. Ability to work shifts. Typing ability desired.

Fac/Div: 5057
Date: 2/25/86
Approved by: _____ 61

PART-TIME CLERK

Definition:

Under direct supervision of Containerport Administrative Manager, performs routine administrative duties.

Examples of Duties:

1. Handles scales clerical work. Record container and chassis numbers and related information on form documents.
2. Breaks down batch reports.
3. Performs a variety of clerical duties, such as filing, inventory, copying, light typing (there are exceptions), and counter work. Performs all manual job functions.
4. Processes interchanges (ins and outs) into the computer system.
5. Assigns locations for inbound cargo as well as verify outbound documentation handled thru the pneumatic tubes.
6. Performs other miscellaneous duties as assigned.

Education and Training: High school diploma or equivalent desired. Some training in general office procedures desired.

Knowledge and Abilities: Ability to work shifts. Ability to handle a variety of clerical functions. Typing ability desired.

Fac/Div: 5051
Date: 2/26/86
Approved by: _____ 62

OPERATIONS ADMINISTRATIVE SUPERVISOR
(OPERATIONS)

Definition:

Under general supervision of Operations Administrative Manager, assists Administrative Coordinators and Clerks in performance of duties, including orders, customs clearance, invoices, and billings as related to the processing of import/export cargo handled through OT, GCT, Brunswick and Bainbridge.

Examples of Duties:

1. Supervises and coordinates the work and workload in their area.
2. Evaluates and counsels employees time.
3. Sets and maintains work/job procedures and standards for all personnel.
4. Establishes and maintains a comprehensive cross-training program for all employees and job functions.
5. Ensures that all employees have the material(s) as well as the information necessary to perform their function(s).
6. Coordinates personnel with other supervisors to cover for vacation, sick time, doctor appointments, etc.
7. Ensures that all work is handled properly as well as expeditiously. Set priorities in order to accomplish all work in the best possible manner.
8. Handles or assists with any problems which may arise.
9. Ensures that all documentation is filed properly as well as timely.
10. When the computer system is down ensure that orders are processed manually and that cargo moves expeditiously.
11. Acts as liaison between GPA and customers.
12. Performs other duties as assigned.

Education and Training: High school diploma or equivalent desired. Good mathematical background and knowledge of import/export billing procedures of the shipping industry. Background and training in computer processing.

Knowledge and Abilities: Knowledge of general office procedures. Ability to resolve problems quickly and efficiently. Ability to communicate well with a variety of GPA employees and members of the shipping industry.

OPERATIONS ADMINISTRATIVE COORDINATOR

Definition:

Under the direct supervision of Operations Administrative Supervisor, performs a variety of clerical duties related to the movement, inventory of, and billing of import/export cargo.

Examples of Duties:

1. Breaks down batch reports and distributes information. Distributes incoming documents and orders (i.e., discharge/loading orders to the respective field Operations Divisions; orders from brokers to the appropriate shipping desks; time cards; monthly recap reports.)
2. Sets up data for faster input into computer system. Highlights data for input on manifests. Inputs data from manifest into computer.
3. Breaks down computer generated invoices and matches these to a computer print out for mailing and proper distribution.
4. Performs a variety of clerical duties, such as copying, answering telephones, typing, inventory and receptionist/counter work as required.
5. Distributes mail received at front counter. This includes U. S. Mail and documents received from other various divisions.
6. Operates the TELEX and TWX machines. This involves the logging (Date/time) of each message and its proper distribution as well as the sending of both continental and intercontinental messages.
7. Maintains daily filing of the following by division:

<u>Garden City</u>	<u>Ocean Terminal</u>	<u>Cold Storage</u>
Warehouse Receipts	Warehouse Receipts	Warehouse Receipts
Warehouse Shipments	Warehouse Shipments	Warehouse Shipments
Billing & Inventory	Billing & Inventory	Billing & Inventory
CFS Shipments	Dead Cards	Dead Cards
Dead Cards		

8. Sorts master file from writers copies of all invoices printed daily.
 - Maintains master file invoices by account and invoice number.
 - Files writers copies in respective files (i.e., import, export, billing & inventory).
9. Compiles a final outturn report for all import vessels. It is a comparison of count and exceptions listed on the temporary receipt versus those recorded on a completed shipping tally and/or warehouse receipt.

10. Puts together vessel files for GCT, OT, Brunswick and Containerport (Import-Export) after billing has been completed.
11. Maintains all transmittal and receipt records. Properly disposes of all confidential records.
12. Cross train on administrative functions at Containerport, Ocean and Garden City administrative offices.
13. Performs other miscellaneous duties as assigned.
14. Works with operations field offices, steamship lines, brokers, forwarders, railroad and truck lines to ensure rapid shipment/receipt of cargo.
15. Makes a physical verifications of all instructions before submitting to appropriate field offices to initiate proper shipment/receipt of cargo.
16. Prepares invoices and verifies charges for import, export, warehouse, railroad and container vessel billing.
17. Writes credit memos.
18. Notifies customers of the daily movement of cargo.
19. Compiles and prepares revenue report, commodity report, daily revenue report and monthly burlap report.
20. Receives all custom and steamship line releases for movement of cargo.
21. Bills all cover sheets, special services and equipment billing that is not processed in the computer system for Containerport.
22. Sets up for monthly inventory by customer account. Verifies open orders with Field Operations Offices.
23. Assists in research of customer inquiries.
24. Performs detailed research and assists in testing new computer procedures and screens.
25. Performs other duties as assigned.

Education and Training: High school diploma or equivalent desired. Computer experience helpful.

Knowledge and Abilities: Knowledge of general office procedures and the operation of office equipment required. Ability to communicate with GPA employees, members of the shipping industry and customers. Must be able to work shifts. Typing ability required.

OPERATIONS ADMINISTRATIVE CLERK

Definition:

Under the direct supervision of Operations Administrative Supervisor, performs a variety of clerical duties related to the processing of import/export cargo handled through the GPA facilities.

Examples of Duties:

1. Breaks down batch reports and distributes information.
2. Distributes incoming documents and orders (i.e., discharge/loading orders to the respective field operations division; orders from brokers to the appropriate shipping desks, time cards, monthly recap reports.
3. Sets up data for faster input into computer system. Highlights data for input on manifests. Inputs data from manifest into computer.
4. Breaks down computer generated invoices and matches these to a computer print out for mailing and proper distribution.
5. Performs a variety of clerical duties, such as copying answering telephones, typing, inventory, and receptionist/counter work as required.
6. Distributes mail received at front counter. This includes U.S. mail and documents received from other various divisions.
7. Operates the TELEX and TWX machines. This involves the logging (date/time) of each message and its proper distribution as well as the sending of both continental and Intercontinental messages.

8. Maintains daily filing of the following by division:

Garden City

- a) Warehouse receipts
- b) Warehouse shipments
- c) Billing & Inventory
- d) CFS shipments
- e) Dead Cards

Ocean Terminal

- a) Warehouse receipts
- b) Warehouse shipments
- c) Billing & Inventory
- d) Dead Cards

Cold Storage

- a) Warehouse receipts
- b) Warehouse shipments
- c) Billing & Inventory
- d) Dead Cards

9. Sorts, maintains by account, and files Master File from Writers copies of all invoices printed daily.

10. Compiles a final outturn report for all Import vessels. It is a comparison of count and exceptions listed on the temporary receipt versus those recorded on a completed shipping tally and/or warehouse receipt.
11. Consolidates vessel files for GCT-OT-Brunswick, and Containerport (Import-Export) after billing has been completed.
12. Maintains all transmittal and receipt records. Properly disposes of all confidential records.
13. Performs other duties as assigned.

Education and Training: High school diploma or equivalent desired. Some training in general office procedures. Typing ability required.

Knowledge and Abilities: Ability to handle a variety of clerical functions. Ability to work shifts.

CLERK TYPIST

Definition:

Under direct supervision of Manager of INLAND PORTS and Harbor Development, performs a variety of secretarial and administrative duties.

Examples of Duties:

1. Updates on the CRT of St. Mary's Trident Facility bidders' List, Brunswick Mailing List, Grain, Cement, Clay, Stone Aggregate, Lumber and Mineral Companies. With this means, mail-outs for specific commodities/companies can be accomplished without duplication.
2. Researches trade magazines for leads to attract customers to our facilities.
3. Operates of PC and Communications Network to interface foreign trade data of GPA and outside sources to assist Marketing.
4. Serves as initial working contact per customer seeking information for department's function.
5. Types correspondence and other documents.
6. Maintains files.
7. Distributes Mail.
8. Answers telephone.
9. Develops and updates reports charges, etc.
10. Makes travel arrangements.
11. Sends telexes.
12. Performs other duties as assigned.

Education and Training: High school diploma or equivalent desired. Experience in typing, shorthand, and other such business practices.

Knowledge and Abilities: Knowledge of standard office procedures. Must type and take shorthand with high degree of speed and accuracy. Requires proficiency in dealing with variety of executives and other personnel at GPA. Must deal judgmentally with short deadlines and shifting priorities. Must be mature, intelligent, and able to use own initiative to respond to any difficulties in a timely and appropriate manner.

Fac/Div: 5060
Date: 2/26/86 68
Approved by: _____

CLERK PRINTER

Definition:

Under direct supervision of Communications and Reproductions Manager, performs a variety of routine tasks related to duplicating and printing of forms; processing invoices and mail; maintaining central supply stock.

Examples of Duties:

1. Operates and maintains duplicating equipment.
2. Duplicates required number of invoices on reproduction machine. Sorts, files, verifies, enters, logs, routes and mails invoices.
3. Maintains the Central Office Supply system.
4. Monitors perpetual inventories, orders necessary stock.
5. Pulls orders from individual departments and takes them to reproduction machine for issuing.
6. Produces routine forms, either in loose sheet or pad form, from work order instructions or samples.
7. Stocks shelves, collates documents, punches holes and performs other miscellaneous duties related to the reproduction functions.
8. Performs miscellaneous duties in other areas of communications and reproduction, such as switchboard relief.
9. May monitor and report radio and telephone problems and deal with communications and Reproduction Manager.
10. Performs other duties as assigned.

Education and Training: High school diploma or equivalent desired. Familiarity with basic printing procedures. Specific experience in operation and maintenance of appropriate off-set printing machines and related equipment. Training or experience in inventory and procurement procedures.

Knowledge and Abilities: Knowledge of basic office procedures. Ability to deal with people and piece work requests from various sources. Ability to deal with routine but exacting work; to produce high quality accurate work in a timely fashion with minimum supervision. Ability to operate switchboard. Ability to verify, sort and distribute a variety of forms and paperwork.

RECEPTIONIST/SWITCHBOARD OPERATOR

Definition:

Under direct supervision of Communications and Reproductions Manager, operates telephone switchboard, emergency direct phone lines and radio paging system, and greets guests/visitors.

Examples of Duties:

1. Answers incoming and outgoing telephone lines.
2. Dials for restricted phones. Researches numbers and dials long distance calls as requested.
3. Reports phone maintenance problems.
4. Maintains current records of telephone extensions.
5. Makes radio calls to paging units.
6. Pages fire and rescue units off the port. Receives and passes on automatic fire alarm signals and activates fire sirens.
7. Performs a variety of other duties such as handling outgoing mail, receiving visitors and other duties as required.
8. Greets guests, sales personnel, visitors, and applicants. Announces and/or directs them to their proper department.

Education and Training: High school diploma or equivalent desired. Experience with appropriate telephone exchange equipment desired.

Knowledge and Abilities: Ability to deal with people and handle a broad range of requests for assistance. Knowledge of basic switchboard equipment and telephone operator procedure. Ability to handle large volume of communications traffic in order of importance. Exhibits good grooming, poise and bearing.

Fac/Div: 5060
Date: 2/14/86 70
Approved by: _____

CLERK TYPIST - PURCHASING

Definition:

Under direct supervision of Purchasing Manager, performs a variety of correspondence and administrative duties.

Examples of Duties:

1. Types correspondence and reports. Composes routine and/or repetitive correspondence.
2. Responds to routine inquiries both orally and in writing. Screens visitors and incoming calls as requested. Minimizes supervisor's interruptions by handling personally or referring to proper authority.
3. Assists in preparing bid invitations and legal advertising. Assists in maintaining bidder's list, vendor book and shipper's log.
4. Assists in maintaining cost control data and checks requisitions for accuracy. Operates CRT in matters pursuant to routine purchasing functions.
5. Maintains files and purchasing library. Establishes new files as required. Prepares special reports.
6. Opens and distributes incoming and interoffice mail. Handles other routine office functions.
7. Performs other duties as assigned.

Education and Training: High school education or equivalent desired. Training in typing and business practices desired. One year experience in purchasing/financial fundamentals desired.

Knowledge and Abilities: Knowledge of standard office procedures, ability to type, good telephone skills and ability to exercise independent judgment in handling or referring inquiries. Skill in tactfully dealing with a variety of business contacts.

VOT CLERK (PURCHASING)

Definition:

Under direct supervision of Purchasing Manager, performs routine administrative duties.

Example of Duties:

1. Organizes and distributes daily mail.
2. Helps separate daily purchase orders.
3. Makes files for bids.
4. Makes copies for office staff.
5. Addresses envelopes for out-going mail.
6. Cleans out old files to make room for new ones.
7. Keeps requisition books in order according to date.
8. Keeps all files in order.
9. Replaces old weekly vendor files with new ones.
10. Helps answer telephones and takes messages.
11. Addresses envelopes for bids and quotations.
12. Prepares yearly files for storage.
13. Keeps buyers furnished with purchase order sheets.
14. Mails daily purchase orders.
15. Mails all bids and quotations.
16. Types all shippers.
17. Types quotations.
18. Types bids.
19. Files supplements of purchase orders.
20. Files all requisitions.
21. Files all copies of purchase orders.
22. Files accumulated memos received and names written.
23. Files accumulated letters received and letters written.
24. Performs other duties as assigned.

Education and Training: Enrolled in local high school or vocation school.

Knowledge and Abilities: General knowledge of office procedures with good typing ability desired.

Fac/Div: 5060
Date: 2/14/86
Approved by: 72

VOT CLERK (STOREROOM)

Definition:

Under direct supervision of Storeroom Foreman, performs routine administrative duties.

Examples of Duties:

1. Inputs on CRT data that relates to inventory.
2. Typing (labels, letters, any clerical work)
3. Checks receiving reports.
4. Answers telephone and taking messages.
5. Checks inventory recap.
6. Performs other duties as assigned.

Education and Training: Enrolled in local high school or vocational school.

Knowledge and Abilities: General knowledge of office procedures with good typing abilities desired.

PERSONNEL CLERK

Definition:

Under direct supervision of the Personnel Manager, performs a variety of clerical and administrative tasks in the areas of employment, compensation administration, employee relations, benefits administration and personnel reports, records and research.

Examples of Duties:

1. Maintains personnel records on employees to include current information such as salary, job title, class date, state and federal withholding, disciplinary warnings, evaluations, benefit hours, etc.
2. Processes employee group medical, life, and retirement benefits as outlined by G.P.A. policy. Maintains current employee information such as coverage for dependents and names of beneficiaries.
3. Handles recruitment advertising for job openings. Processes applicants. Schedules and administers tests. Supervises completion of forms. Produces correspondence and maintains necessary files.
4. Handles inquiries from employees, applicants, and outside agencies in a prompt and courteous manner. Provides any allowable information and directs any further inquiries to the appropriate manager.
5. Prepares a variety of federal and state reports on scheduled basis and maintains related files.
6. Completes necessary information forms for GPA security access system.
7. Handles any other general correspondence, memos, employment verifications, requisitions, check requests, job absence reports, typing and other job duties as assigned.
8. Assists the Personnel Manager as directed with surveys, reports and variety of personnel projects.
9. Performs other duties as required.

Education and Training: High school diploma or equivalent desired. Good math, spelling and grammar skills essential. Previous experience in personnel or related office experience desired.

Knowledge and Abilities: Knowledge of personnel policies and procedures necessary. Ability to deal with a wide variety of employee and public contacts in an efficient, courteous and helpful manner, high degree of flexibility, and ability to handle confidential information in an appropriate fashion essential. Good typing skills desired.

Fac/Div: 5062
Date: 2/14/86 74
Approved by: _____

CLERK TYPIST

Definition:

Under direct supervision of the Chief of Port Police, performs variety of correspondence and administrative duties.

Examples of Duties:

1. Types correspondence, composes routine or repetitive correspondence, and responds to routine inquiries, both orally and in writing. Transcribes dictation from shorthand and/or dictaphone.
2. Maintains filing system and establishes new files as required; prepares special reports.
3. Screens all incoming telephone calls and visitors; minimizes supervisor's interruptions by handling calls personally or referring to less authority; arranges appointments and schedules meetings; makes travel arrangements.
4. Opens and distributes mail; distributes inter-office mail.
5. Performs other duties as required.

Education and Training: High school diploma or equivalent desired. Two years office experience desired.

Knowledge and Abilities: Thorough knowledge of standard office procedures, ability to type, good telephone skills and ability to exercise independent judgment in handling or referring the inquiries and skill in tactfully dealing with a variety of business contacts necessary.

Fac/Div: 5020
Date: 2/14/86 75
Approved by: _____

ENGINEERING TECHNICAL CLERK

Definition:

Under direct supervision of the Manager of Engineering Services, assists the Manager through the performance of routine office administrative duties, construction of engineering service contract administration, maintenance of cost control information, engineering department files, drawings, specifications, etc., and performs duties as assigned for the Assistant Manager and Engineering Technicians.

Example of Duties:

1. Types correspondence, composes routine or repetitive correspondence, responds to routine inquiries, both orally and in writing; transcribes dictation from shorthand and/or dictaphone.
2. Reviews and maintains cost control data for Capital Budget and Bond Program including preliminary and construction/purchase estimates, actual contract costs, and monthly status reports. Provides code of accounts on all contracts and issues job numbers for G.P.A. construction support.
3. Operates mini-computer to manipulate construction data schedules, operational activities, projections, etc.
4. Performs special assignments such as research of engineering consultant cost, construction services testing cost, and construction cash flow projections.
5. Screens all incoming calls and visitors; minimizes supervisor's interruptions by handling personally or referring to lesser authority; arranges appointments and schedules meetings; makes travel arrangements.
6. Reviews and verifies all payment requests and change order costs, including control close-out costs.
7. Maintains engineering library and drawing files.
8. Maintains filing system and establishes new files as required; prepares special reports.
9. Maintains engineering work request file.
10. Provides drafting and graphic services as necessary.
11. Opens and distributes mail; distributes inter-office mail.
12. Orders and maintains engineering supplies and forms; operates blueprint machine.
13. Performs other duties as required.

Engineering Technical Clerk (Continued)

Education and Training: High school diploma or equivalent desired. Training in typing and business practices desired. Knowledge and experience in engineering/financial fundamentals desired.

Knowledge and Abilities: General knowledge of Engineering contract administration procedure pertaining to cost control necessary; ability to operate business machine and mini-computer of various types and complexities required; ability to deal effectively with a variety of contacts ranging from Department Heads to Field Contractor Representatives essential. Thorough knowledge of standard office procedures including file organization necessary; ability to type and transcribe dictation from shorthand and/or dictaphone with a high degree of speed and accuracy, quickly analyze problems, phone calls and requests for information, and exercise independent judgment in handling or referring the inquiries necessary.

Fac/Div: 5070
Date: 2/26/86
Approved by: 77

ACCOUNTING CLERK

Definition:

Under direct supervision of Accounting Assistant and Accounting Manager, performs a variety of routine clerical functions related to the maintenance of the accounting system, including payables, receivables, payroll, and Credit Union.

Examples of Duties:

1. Enters variety of information into appropriate ledgers (i.e., cash receipts, disbursements, deductions, allotments, remittances paid and due, etc.), both manually and on computer. Compares computer recap of input information to manual records to ensure accuracy. Investigates and reconciles differences.
2. Prepares variety of special/regular reports. Extracts and types portions of monthly financial statements.
3. Reviews incoming documentation for accuracy (i.e., receipts, vouchers, time cards, and distribution sheets).
4. Performs various general office duties including typing, filing, and other necessary clerical duties.
5. Assists in areas of Finance Department such as Credit Union and Payroll.
6. Performs other duties as assigned.

Education and Training: High school diploma or equivalent desired. Training in general office procedures necessary. Formal training in general accounting and bookkeeping procedures desired.

Knowledge and Abilities: Ability to deal with large volume of numerical data essential. Ability to rapidly and accurately enter, transcribe, and verify numerical data and ability to use typewriter and calculator required.

Fac/Div: 5070
Date: 2/14/86
Approved by: 78

VOT CLERK (FINANCE)

Definition:

Under direct supervision of the Administrative Assistant of Finance, performs routine administrative duties.

Examples of Duties:

1. Pulls and files A/P vouchers; files invoices and Purchase Orders; Blocks A/O vouchers.
2. Pulls and files A/R invoices; A/R customer filing.
3. Makes most collection runs and also makes daily deposits.
4. Makes daily afternoon distribution.
5. Makes most outside deliveries and collections.
6. Helps with monthly Financial Statement; copying, punching, assembly, and distribution.
7. Codes A/R check stubs and is back-up for verification.
8. Works in the Accounts Receivable Department; pulling, copying, and filing invoices; keeping customer files in order.
9. Works in all areas of Finance Division where clerical help and errands are necessary.
10. Performs other duties as assigned.

Education and Training: Enrolled in local high school or vocational school.

Knowledge and Abilities: General knowledge of office procedures with good typing abilities desired.

Fac/Div: 5072
Date: 2/14/86
Approved by: _____ 79

CONTROL/SCHEDULING CLERK

Definition:

Under direct supervision of Information Services Operations Manager, controls and schedules jobs into the production jobstream to achieve best results.

Examples of Duties:

1. Prepares jobs for daily processing by computer operators.
2. Creates and adjusts the processing schedule, especially for aborted runs, special runs, systems failures, and peak periods.
3. Check output and keypunch for accuracy. Controls output distribution.
4. Maintains status reports, scheduling logs, report distribution lists, and current tape logs.
5. Ensures completeness of job set-up documentation, and JCL supporting processing tasks.
6. Stores input/output materials such as tapes, diskettes, and JCL. Schedules same for processing.
7. Controls use of tape reels and diskettes on rotational basis.
8. Performs clerical duties, including light typing, filing, and copying.
9. Supports keypunch as a back-up and during peak times as required.
10. Performs other duties as assigned.

Education and Training: High school diploma or equivalent desired. Four years experience in performing key-input operator functions necessary.

Knowledge and Abilities: Ability to communicate effectively and ability to use CRT, 3742 (keypunch), typewriter, and copy machine required.

Fac/Div: 5072
Date: 2/14/86
Approved by: _____
80

WORD PROCESSING COORDINATOR

Definition:

Under direct supervision of Information Services Administrator, determines, coordinates and handles word processing needs for all departments.

Examples of Duties:

1. Determines word processing needs for each department through consultation with secretaries and/or departmental supervisors. Recommends specific applications and aspects of word processing as needed.
2. Designs projects as efficiently as possible by determining in advance, with project originator, the future needs regarding each project. Redesigns current procedures as necessary.
3. Makes revisions or updates in a timely manner. Keeps due dates of projects under control. Keeps on-going projects at current status, while taking on minor miscellaneous projects with very little, if any advance notice.
4. Develops the word processing center in a manner such that through organization and proper documentation of projects, another individual could function with very little adjustment.
5. Coordinates and prioritizes projects to suit each department's needs when project deadlines coincide.
6. Designs and programs to automatically calculate and generate statistical tables and reports.
7. Assists in determining overall direction of word processing at GPA by being aware of new developments in word processing field and by being aware of future expansion needs regarding both personnel and equipment.
8. Performs other duties as required.

Education and Training: General office background with extensive, varied typing experience and prior word processing experience necessary. Mathematical "logic-oriented" background essential.

Knowledge and Abilities: General business knowledge, including a very thorough knowledge of all aspects of typing (i.e., tables, statistics, etc.) required. Ability to type at least 60 cwpm, ability to work with a variety of GPA employees, including department heads and their secretaries and ability to work under pressure essential.

Fac/Div: 5072
Date: 2/14/86 81
Approved by: _____

DATA ENTRY OPERATOR

Definition:

Under direct supervision of Information Services Operations Manager, logs in, keypunches, verifies, and relays input provided to the computer operator.

Examples of Duties:

1. Prepares computer input media using alphabetic and numeric information.
2. Keys and verifies alphabetic/numeric information in prescribed format.
3. Detects errors and repunches corrected information.
4. Rejects source documents that do not contain sufficient information to meet program requirements.
5. Performs control clerk duties as needed.
6. Notifies supervisor of equipment and program malfunctions.
7. Performs other duties as assigned.

Education and Training: High school diploma or equivalent desired. Key punch skills or key entry school necessary.

Knowledge and Abilities: Ability to communicate effectively with information services personnel and others necessary.

CLERK TYPIST - MAINTENANCE INFORMATION CENTER

Definition:

Under the direct supervision of the Maintenance Manager, performs a variety of correspondence and administrative duties.

Examples of Duties:

1. Types necessary administrative forms such as: P/A forms, P/R forms, as well as all routine correspondence for MIC.
2. Maintains personnel records and employee folders. Prepares monthly absence report.
3. Receives and distributes time cards and hourly-paid employee paychecks to appropriate supervisors.
4. Coordinates hourly-paid employee evaluations.
5. Requests tool allowance checks and issues hot work permits to employees and outside contractors.
6. Operates CRT equipment.
7. Records utility bills.
8. Updates as necessary the Department Recall list.
9. Receives and files DP Batch Reports on personnel information.
10. Performs other duties as assigned by Maintenance Manager.

Education and Training: High school diploma or equivalent desired.

Knowledge and Abilities: Knowledge of standard office procedures, ability to type, good telephone skills and ability to exercise independent judgement in handling or referring inquiries; skill in tactfully dealing with a variety of business contacts. CRT experience is desirable.

CLERK TYPIST - MAINTENANCE OFFICE

Definition:

Under the direct supervision of the Maintenance Manager, performs various clerical and administrative duties.

Examples of Duties:

1. Types correspondence, composes routine or repetitive correspondence and responds to routine oral and written inquiries. Transcribes dictation from shorthand and/or distaphone.
2. Receives calls, greets visitors and directs to departmental members only those contracts needing their attention or action. Takes care of routine matters, and on the basis of knowledge of the programs or operations, refers other inquiries to appropriate personnel. Incumbent personally responds to routine and non-technical requests for information such as status of reports. Places both local and long distance calls for personnel. Maintains Manager's calendar and schedules appointments based on knowledge of Manager's commitments.
3. Reviews outgoing correspondence for procedural and grammatical accuracy.
4. Receives and reviews incoming correspondence for the department. Determines which items require action and directs them to the appropriate personnel.
5. Reviews outgoing mail for attachments, dates, signatures, complete addresses, and destinations. Maintains suspense records on all correspondence and action documents and follow-up to ensure a timely reply or action.
6. Prepares in final form all types of documentation and forms incident to office administration and office management. Prepares travel requests, expense reports, and schedules required transportation and lodging and all associated documentation.
7. Reads directives and instructional material pertaining to administrative practices and clerical procedures in order to be aware of new, revised or amended procedures for such matters as preparation and processing of correspondence, reports and forms.
8. Maintains filing system and establishes new files as required.
9. Maintains Policy and Procedures Manual.
10. Prepares monthly board and staff approval lists and folders.

Clerk Typist (Continued)

11. Prepares correspondence related to bid packages.
12. Maintains training files and safety reports.
13. Files and responds to department suspense reports.
14. Orders office supplies. Acts as initial point of contact for photo copying machine problems and insures adequate machine supplies are available.
15. Maintains department organization chart.
16. Performs other duties as assigned.

Education and Training: High school education or equivalent desired.

Knowledge and Abilities: Knowledge of standard office procedures, ability to type, good telephone skills and ability to exercise independent judgment in handling or referring inquiries. Skill in tactfully dealing with a variety of business contacts. Must have a good grasp of spelling, arrangement, grammar, and required formats. Must be able to select and apply standard references such as dictionaries, style manuals, and procedures manuals. Must be skilled in operating a typewriter and be able to transcribe dictation from shorthand and/or dictaphone.

Fac/Div: 5022 & 6022
Date: 2/26/86 85
Approved by: _____

DISPATCHER/MAINTENANCE CLERK - MOTOR POOL

Definition:

Under direct supervision of Shift Foreman, performs a variety of clerical duties and maintains records on all GPA equipment.

Examples of Duties:

1. Dispatches equipment and maintains records of daily use.
2. Records all service calls and repairs on schedule work sheet. Logs response and work completion times. Records equipment down time hours, frequency, and monthly costs. Maintains accurate transfer of down equipment to schedule work sheet each P.M. shift.
3. Records information on work orders, closing out forms, and filing.
4. Records all charge numbers and labor on time cards.
5. Issues and receives parts.
6. Checks and posts weekly P.M.'s due and completions. Informs shop foreman of P.M. status continuously.
7. Follows all GPA policies and procedures.
8. Performs other duties as assigned.

Education and Training: High school diploma or equivalent desired.

Knowledge and Abilities: Must be able to type at least 35 cwpm. Must possess valid State Driver's License. Must be willing and able to work shifts. Two years experience with clerical type work desired.

I. OVERVIEW OF THE GEORGIA PORTS AUTHORITY

86

A. Organization

The Georgia Ports Authority is an entity of the State of Georgia, which operates as a public corporation under a seven-man Board, appointed by the Governor of the State of Georgia. The organization is staffed with professionals from the transportation industry.

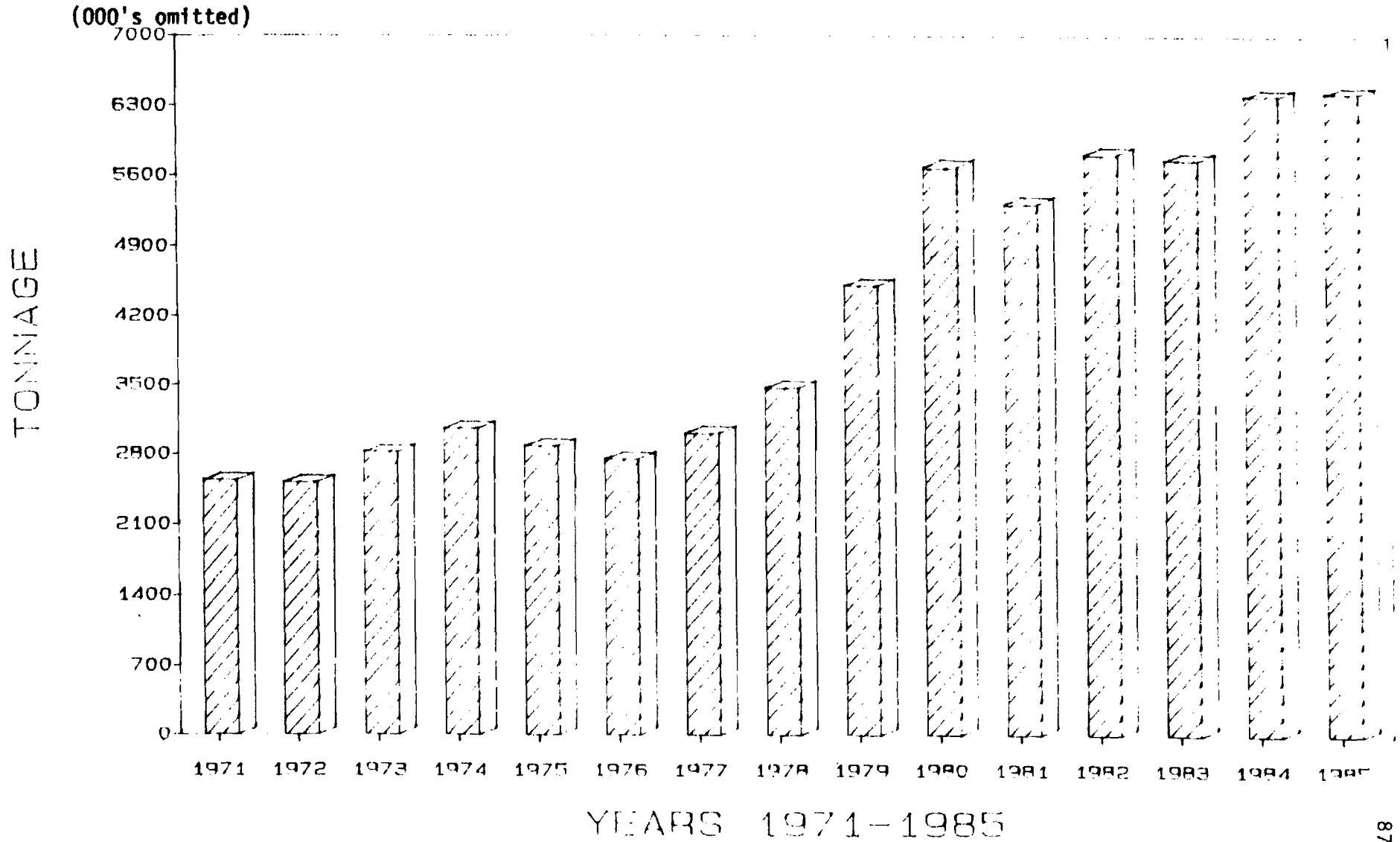
The Port of Savannah is an operating port rather than a landlord port, performing the functions of a terminal operator. There are a total of 680 employees at the Georgia Ports Authority, and all are non-union.

B. Tonnage History

The tonnage history of the Georgia Ports Authority over the past eight years indicates its aggressiveness and its capability of competing for world trade. On the following page is a chart showing the total tonnages (container, breakbulk and bulk). These tonnages indicate a 130% increase since 1976. Following the total tonnage chart is another chart showing the tonnage history for general cargo, which is the tonnage handled in containers and in breakbulk form. This tonnage is generally referred to as "containerizable" tonnage.

"TOTAL TONNAGE AND CONTAINERIZABLE TONNAGE CHARTS FOLLOW"

GEORGIA PORTS AUTHORITY TOTAL TONNAGE HISTORY FISCAL YEARS 1971 - 1985

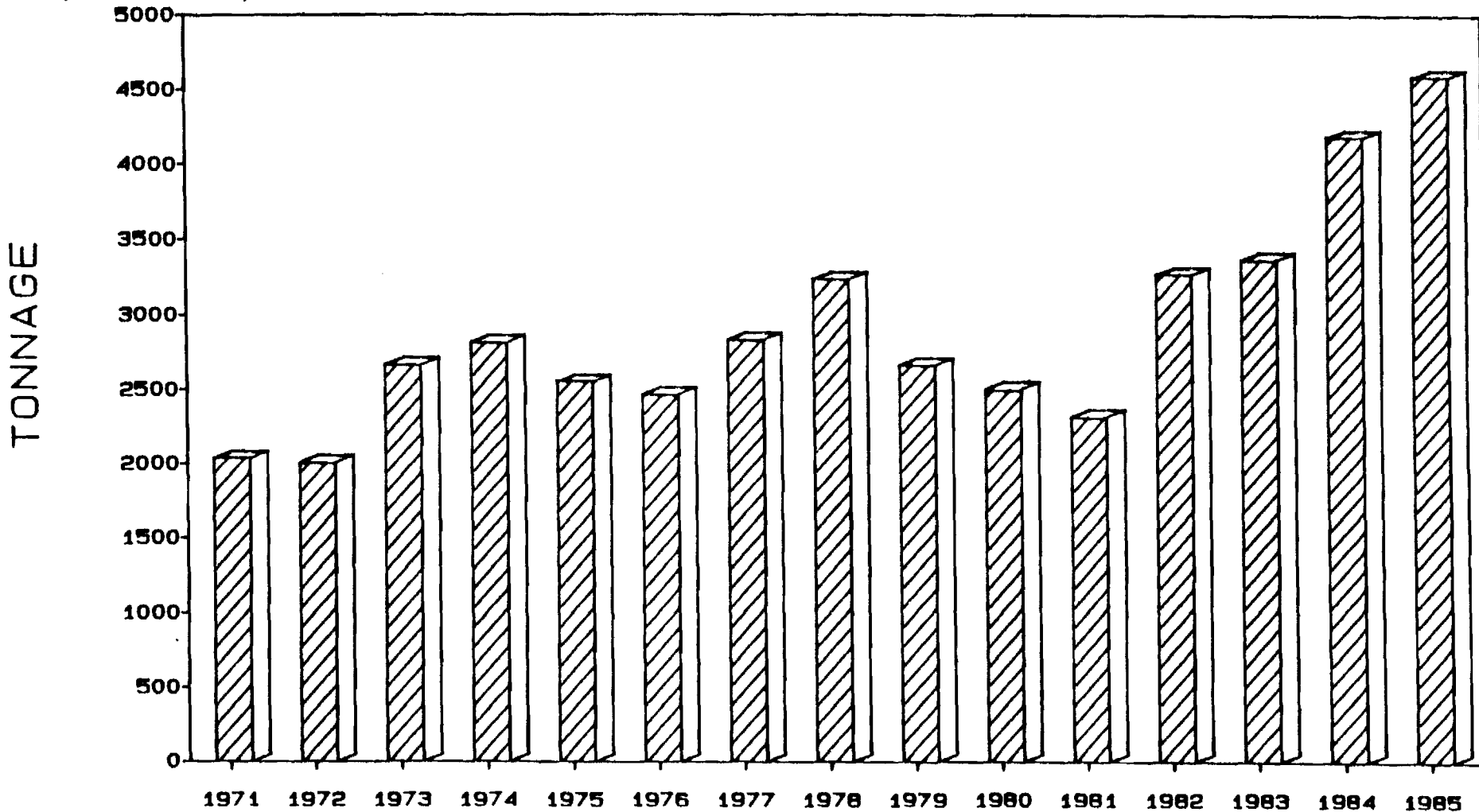


GEORGIA PORTS AUTHORITY
 TOTAL TONNAGE HISTORY
 (Container, Breakbulk & Bulk)
 FISCAL YEARS 1971 - 1985

<u>FISCAL YEAR</u>	<u>TONNAGE</u>	<u>% +(-) PRIOR YEAR</u>
1971	2,533,449	7%
1972	2,513,210	(1%)
1973	2,816,544	12%
1974	3,054,977	8%
1975	2,878,059	(6%)
1976	2,746,422	(5%)
1977	3,011,629	10%
1978	3,473,519	15%
1979	4,507,709	30%
1980	5,690,388	26%
1981	5,321,900	(6%)
1982	5,813,730	8%
1983		(1%)
1984		11%
1985		5%

GEORGIA PORTS AUTHORITY TONNAGE HISTORY OF GENERAL CARGO FISCAL YEARS 1971 - 1985

(000's omitted)



YEARS 1971-1985

GEORGIA PORTS AUTHORITY
 TONNAGE HISTORY OF GENERAL CARGO
 (Containerized and Breakbulk)
 FISCAL YEARS 1971 - 1985

<u>FISCAL YEAR</u>	<u>TONNAGES</u>	<u>% +(-) Prior Year</u>
1971	2,032,913	-
1972	2,004,730	(1%)
1973	2,665,853	33%
1974	2,814,287	6%
1975	2,548,123	(9%)
1976	2,467,250	(3%)
1977	2,834,419	15%
1978	3,237,056	14%
1979	2,666,272	(13%)
1980	2,509,250	(11%)
1981	2,322,158	(7%)
1982	3,271,030	41%
1983	3,371,036	3%
1984	4,180,102	24%
1985	4,586,029	10%

-To judge the future of a port and its potential for container traffic, one of the primary benchmarks is to determine the total amount of general cargo available for containerization. If breakbulk cargoes are flowing to a port, it is generally understood that they flow to that port because of an inland rate advantage. If a breakbulk cargo has an inland rate advantage to a port, the containerized tonnage would have the same advantage.

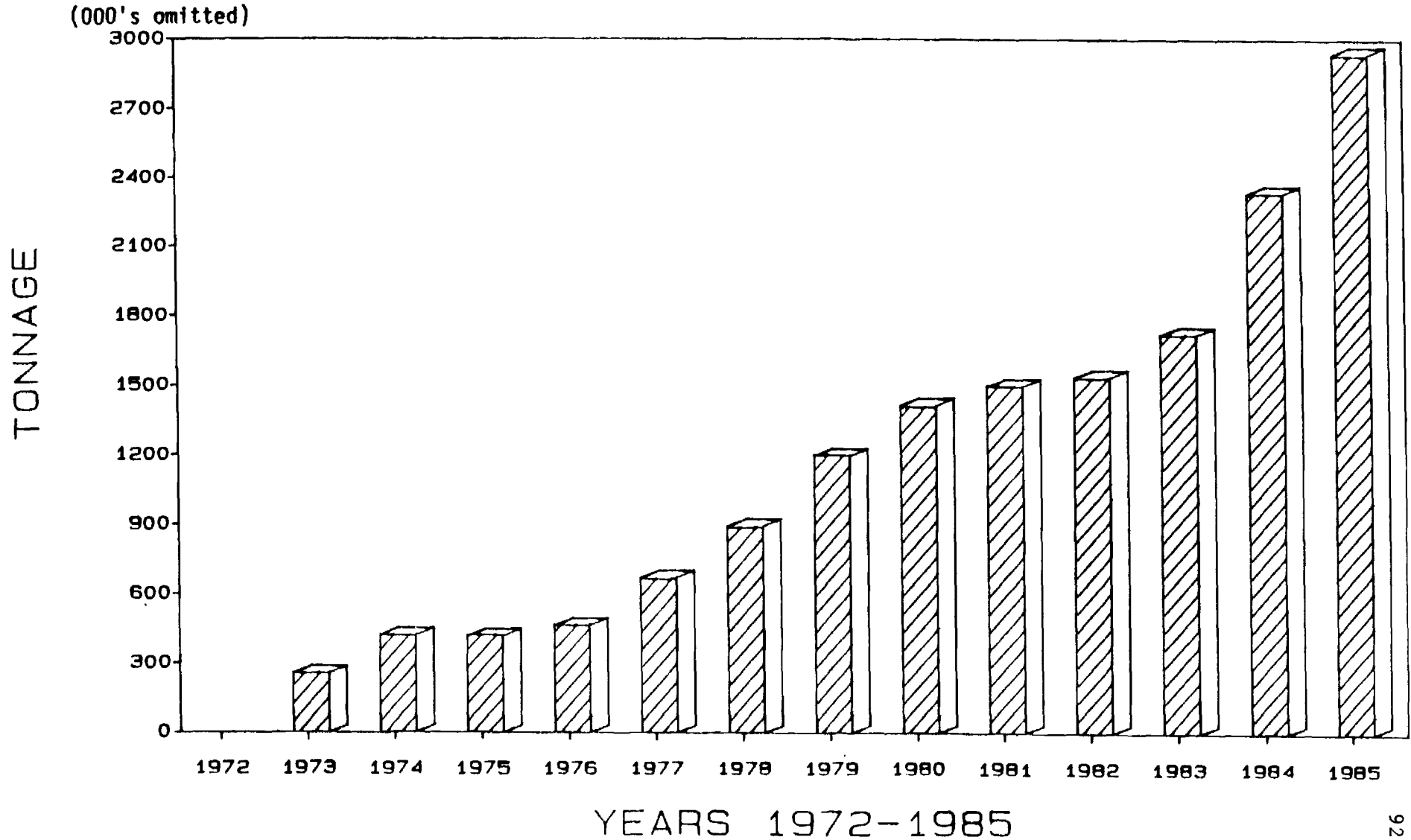
C. Container History

Like most large ports, the growth of containerized tonnage is the most prevalent growth feature in the 1970's and 1980's. It is interesting to note that while Savannah has experienced this phenomenal growth factor, the breakbulk tonnages have remained at a high level. The Port's potential for growth, therefore, is greater now than it has ever been. Other ports that have experienced growth in container tonnages have seen sizable declines in its breakbulk tonnages. Following is a graph showing the history of container tonnages. Since 1976, containerized tonnages have grown by 534%.

Projections for 1986 call for 3.4 million tons of containerized cargoes. Fiscal year-to-date numbers show that results are actually exceeding this optimistic forecast. For the first four months of fiscal 86, volume exceeded 1,200,000 tons, for an annualized figure of 3.6 million. The trend is decidedly up as evidenced by a record month in October when 337,000 tons of cargo crossed CONTAINERPORT docks. The previous standard was under 300,000 tons.

"CONTAINER HISTORY FOLLOWS"

GEORGIA PORTS AUTHORITY CONTAINERIZED TONNAGE HISTORY FISCAL YEARS 1971 - 1985



GEORGIA PORTS AUTHORITY
 CONTAINERIZED TONNAGE HISTORY
 FISCAL YEARS 1971 - 1985

<u>FISCAL YEAR</u>	<u>TONNAGES</u>	<u>% + (-) PRIOR YEAR</u>
1972	0	
1973	255,630	-
1974	423,124	66%
1975	418,109	(1%)
1976	463,506	11%
1977	670,628	45%
1978	893,254	33%
1979	1,196,559	34%
1980	1,415,771	18%
1981	1,497,297	6%
1982	1,536,880	3%
1983	1,722,048	12%
1984	2,334,036	36%
1985	2,938,429	26%

Exhibit 5. Business Projections.

GEORGIA PORTS AUTHORITY
 TONNAGES FOR FISCAL YEARS 1980-1990
 COMPARISON OF ACTUAL TO BUDGET

	<u>FY:1980</u> <u>ACTUAL</u>	<u>FY:1980</u> <u>BUDGET</u>	<u>VARIANCE</u> <u>FAV/(UNFAV)</u>		<u>FY:1984</u> <u>ACTUAL</u>	<u>FY:1984</u> <u>BUDGET</u>	<u>VARIANCE</u> <u>FAV/(UNFAV)</u>
BREAKBULK	1,886.6	1,979.1	(92.5)	BREAKBULK	1,928.1	1,778.6	149.5
CONTAINERS	1,416.7	1,288.8	216.7	CONTAINERS	2,221.5	2,188.8	32.7
BULK	2,467.3	2,311.9	155.4	BULK	2,218.8	2,483.8	(265.0)
<u>TOTAL</u>	<u>5,770.6</u>	<u>5,491.8</u>	<u>278.8</u>	<u>TOTAL</u>	<u>6,368.4</u>	<u>6,451.2</u>	<u>(82.8)</u>
	<u>FY:1981</u> <u>ACTUAL</u>	<u>FY:1981</u> <u>BUDGET</u>	<u>VARIANCE</u> <u>FAV/(UNFAV)</u>		<u>FY:1985</u> <u>ACTUAL</u>	<u>FY:1985</u> <u>BUDGET</u>	<u>VARIANCE</u> <u>FAV/(UNFAV)</u>
BREAKBULK	1,925.3	2,078.1	(152.8)	BREAKBULK	1,696.4	2,058.2	(361.8)
CONTAINERS	1,488.4	1,788.8	(299.4)	CONTAINERS	2,939.5	2,799.9	139.6
BULK	2,048.7	2,918.4	(869.7)	BULK	1,968.8	2,554.3	(585.5)
<u>TOTAL</u>	<u>5,462.4</u>	<u>6,805.3</u>	<u>(1,342.9)</u>	<u>TOTAL</u>	<u>6,604.7</u>	<u>7,412.4</u>	<u>(807.7)</u>
	<u>FY:1982</u> <u>ACTUAL</u>	<u>FY:1982</u> <u>BUDGET</u>	<u>VARIANCE</u> <u>FAV/(UNFAV)</u>		<u>FY:1986</u> <u>ACTUAL</u>	<u>FY:1986</u> <u>BUDGET</u>	<u>VARIANCE</u> <u>FAV/(UNFAV)</u>
BREAKBULK	1,785.9	2,119.8	(333.9)	BREAKBULK	1,319.8	1,825.8	(506.0)
CONTAINERS	1,512.3	1,888.8	(376.5)	CONTAINERS	3,716.8	3,448.8	268.0
BULK	2,594.8	2,386.5	208.3	BULK	2,121.8	2,488.8	(367.0)
<u>TOTAL</u>	<u>5,893.0</u>	<u>6,395.1</u>	<u>(502.1)</u>	<u>TOTAL*</u>	<u>7,158.4</u>	<u>7,763.4</u>	<u>(605.0)</u>
	<u>FY:1983</u> <u>ACTUAL</u>	<u>FY:1983</u> <u>BUDGET</u>	<u>VARIANCE</u> <u>FAV/(UNFAV)</u>				
BREAKBULK	1,682.7	1,804.6	(121.9)				
CONTAINERS	1,693.8	1,888.8	(195.0)				
BULK	2,432.5	2,828.8	(396.3)				
<u>TOTAL</u>	<u>5,809.0</u>	<u>6,522.2</u>	<u>(713.2)</u>				

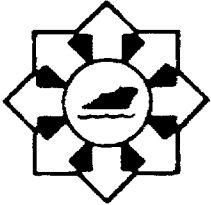
*1986 ACTUAL PROJECTED

GEORGIA PORTS AUTHORITY
 PROJECTED TONNAGES FOR FISCAL YEARS
 1988-1991

	<u>1987 PROJECTED</u>		<u>1990 PROJECTED</u>
BREAKBULK	1,809.0	BREAKBULK	2,325.0
CONTAINERS	4,221.0	CONTAINERS	4,678.0
BULK	<u>2,280.0</u>	BULK	<u>3,660.0</u>
TOTAL	<u>8,310.0</u>	TOTAL	<u>10,653.0</u>

	<u>1988 PROJECTED</u>		<u>1991 PROJECTED</u>
BREAKBULK	2,005.0	BREAKBULK	2,325.0
CONTAINERS	4,040.0	CONTAINERS	4,900.0
BULK	<u>3,090.0</u>	BULK	<u>3,760.0</u>
TOTAL	<u>9,215.0</u>	TOTAL	<u>10,985.0</u>

	<u>1989 PROJECTED</u>
BREAKBULK	2,205.0
CONTAINERS	4,345.0
BULK	<u>3,350.0</u>
TOTAL	<u>9,900.0</u>



GEORGIA PORTS AUTHORITY

INTER-OFFICE MEMORANDUM

TO ALL CONCERNED

DATE APRIL 9, 1986

FROM *George*
GEORGE NICHOLS

PLACE

SUBJECT: MANPOWER STUDY

CC:

During the week of 4/21/86 a group of professionals from Georgia Tech will be with us. The purpose of this study is to understand our present administrative hourly staffing level and to predict our needs in the future. It is very possible that this group from Georgia Tech will ask you some questions about your job assignments. Please cooperate to your fullest extent. I want you to know that the information you give to them will in no way jeopardize your job, your pay, or your benefits.

Georgia Institute of Technology

School of Psychology
Atlanta, Georgia 30332
(404) 894-2680



GEORGIA TECH 1885-1985

DESIGNING TOMORROW TODAY

MEMORANDUM

TO: Georgia Ports Authority Personnel
FROM: Dave Deviney, Georgia Tech Research Team
SUBJECT: Administrative Manpower Study
DATE: April 14, 1986

As many of you already know, Georgia Ports Authority has engaged Georgia Tech to conduct a study of Georgia Ports Authority's hourly administrative manpower needs. We will be at Georgia Ports Authority the week of April 21-25 for that purpose.

One of our tasks will be to interview a number of managers, supervisors and hourly administrative employees. We will ask questions such as:

"How have administrative manpower needs changed in your area over the past five years?"

"What are your current administrative manpower needs?"

"What factors are responsible for your current needs?"

"What factors do you think will affect your administrative manpower needs over the next five years, and in what way?"

"How do you currently plan for short-term changes in manpower needs?"

We will try to talk to as many people as possible. Our time with you will be much more effective if you have ready the information you think will be most helpful to us. What is it that you think we need to know concerning staffing levels of hourly administrative types? A few examples might help:

1. Records of volume of business (tonnage) for your area (past, present, projected)
2. Records of overtime worked in your area
3. Records of changes in staffing levels (for administrative hourly) or trends that you can identify
4. Changes in skill requirements for your hourly administrative types

If you prepare something, and we are not able to talk to you personally, please forward the information to Mr. Ray Smiley at Georgia Ports Authority Personnel, he will make sure that we receive it. We can arrange to interview you by phone if necessary.

Finally, Georgia Ports Authority top management has committed to us that there will be no layoffs as a result of our study. Our mission is a positive one: to assist Georgia Ports Authority in future manpower planning.

Thanks again, and we look forward to seeing you the week of April 21.

DD/ga

Exhibit 8.1 Staffing Level Chart.

ADMINISTRATIVE STUDY

1980
AS OF JUNE 30, 1980

TOTAL EMPLOYEES: 758
TOTAL FOR STUDY: 70

<u>COMPANY AS A WHOLE:</u>	<u>ADMIN.</u>	<u>DATA PROCESSING</u>	<u>FINANCE</u>	<u>MAINTENANCE</u>	<u>OPERATIONS</u>	<u>ENGINEERING</u>	<u>TOTALS</u>
	10	2	5	3	50	0	70

<u>OPERATIONS:</u>	<u>CLERKS</u>	<u>CLERK TYPISTS</u>	<u>COORDINATORS</u>	<u>SUPERVISORS</u>	<u>TOTALS</u>
	0	0	40	10	50

<u>BROKEN DOWN BY ALL. OPEARTIONS:</u>	<u>CLERKS</u>	<u>CLERK TYPISTS</u>	<u>COORDINATORS</u>	<u>SUPERVISORS</u>	<u>TOTALS</u>
Breakbulk	0	0	11	2	13
Container	0	0	15	4	19
Operations Control	0	0	14	4	18

<u>PART-TIME - VOT TEMPORARY:</u>	<u>ADMIN.</u>	<u>DATA PROCESSING</u>	<u>FINANCE</u>	<u>MAINTENANCE</u>	<u>OPERATIONS</u>	<u>ENGINEERING</u>	<u>TOTALS</u>
	3	0	3	1	2	1	10

ADMINISTRATIVE STUDY

1981
AS OF JULY 06, 1981

TOTAL EMPLOYEES: 764
TOTAL FOR STUDY: 72

<u>COMPANY AS A WHOLE:</u>	<u>ADMIN.</u>	<u>DATA PROCESSING</u>	<u>FINANCE</u>	<u>MAINTENANCE</u>	<u>OPERATIONS</u>	<u>ENGINEERING</u>	<u>TOTALS</u>
	11	2	5	3	51	0	72
 <u>OPERATIONS:</u>	 <u>CLERKS</u>	 <u>CLERK TYPISTS</u>		 <u>COORDINATORS</u>	 <u>SUPERVISORS</u>		 <u>TOTALS</u>
	0	0		40	11		51
 <u>BROKEN DOWN BY ALL OPEARTIONS:</u>	 <u>CLERKS</u>	 <u>CLERK TYPISTS</u>		 <u>COORDINATORS</u>	 <u>SUPERVISORS</u>		 <u>TOTALS</u>
Breakbulk	0	0		9	2		11
Container	0	0		16	5		21
Operations Control	0	0		15	4		19
 <u>PART-TIME - VOT TEMPORARY:</u>	 <u>ADMIN.</u>	 <u>DATA PROCESSING</u>	 <u>FINANCE</u>	 <u>MAINTENANCE</u>	 <u>OPERATIONS</u>	 <u>ENGINEERING</u>	 <u>TOTALS</u>
	3	0	3	1	4	0	11

ADMINISTRATIVE STUDY

1982
AS OF JUNE 28, 1982

TOTAL EMPLOYEES: 701
TOTAL FOR STUDY: 71

<u>COMPANY AS A WHOLE:</u>	<u>ADMIN.</u>	<u>DATA PROCESSING</u>	<u>FINANCE</u>	<u>MAINTENANCE</u>	<u>OPERATIONS</u>	<u>ENGINEERING</u>	<u>TOTALS</u>
	12	2	5	4	48	1	72

<u>OPERATIONS:</u>	<u>CLERKS</u>	<u>CLERK TYPISTS</u>	<u>COORDINATORS</u>	<u>SUPERVISORS</u>	<u>TOTALS</u>
	0	0	39	9	48

<u>BROKEN DOWN BY ALL OPEARATIONS:</u>	<u>CLERKS</u>	<u>CLERK TYPISTS</u>	<u>COORDINATORS</u>	<u>SUPERVISORS</u>	<u>TOTALS</u>
Breakbulk	0	0	6	3	9
Container	0	0	15	3	18
Operations Control	0	0	17	3	20
Ship Operations	0	0	0	1	1

<u>PART-TIME - VOT TEMPORARY:</u>	<u>ADMIN.</u>	<u>DATA PROCESSING</u>	<u>FINANCE</u>	<u>MAINTENANCE</u>	<u>OPERATIONS</u>	<u>ENGINEERING</u>	<u>TOTALS</u>
	1	0	3	0	4	0	8

ADMINISTRATIVE STUDY

1983
AS OF JUNE 27, 1983

TOTAL EMPLOYEES: 679
TOTAL FOR STUDY: 68

<u>COMPANY AS A WHOLE:</u>	<u>ADMIN.</u>	<u>DATA PROCESSING</u>	<u>FINANCE</u>	<u>MAINTENANCE</u>	<u>OPERATIONS</u>	<u>ENGINEERING</u>	<u>TOTALS</u>
	14	2	2	4	45	1	68

<u>OPERATIONS:</u>	<u>CLERKS</u>	<u>CLERK TYPISTS</u>	<u>COORDINATORS</u>	<u>SUPERVISORS</u>	<u>TOTALS</u>
	2	0	34	9	45

<u>BROKEN DOWN BY ALL OPEARTIONS:</u>	<u>CLERKS</u>	<u>CLERK TYPISTS</u>	<u>COORDINATORS</u>	<u>SUPERVISORS</u>	<u>TOTALS</u>
Breakbulk	0	0	6	0	6
Container	1	0	12	4	17
Operations Control	1	0	16	5	22

<u>PART-TIME - VOT TEMPORARY:</u>	<u>ADMIN.</u>	<u>DATA PROCESSING</u>	<u>FINANCE</u>	<u>MAINTENANCE</u>	<u>OPERATIONS</u>	<u>ENGINEERING</u>	<u>TOTALS</u>
	0	0	1	0	0	0	1

ADMINISTRATIVE STUDY

1984
AS OF JUNE 25, 1984

TOTAL EMPLOYEES: 687
TOTAL FOR STUDY: 80

<u>COMPANY AS A WHOLE:</u>	<u>ADMIN.</u>	<u>DATA PROCESSING</u>	<u>FINANCE</u>	<u>MAINTENANCE</u>	<u>OPERATIONS</u>	<u>ENGINEERING</u>	<u>TOTALS</u>
	13	3	6	5	51	2	80

<u>OPERATIONS:</u>	<u>CLERKS</u>	<u>CLERK TYPISTS</u>	<u>COORDINATORS</u>	<u>SUPERVISORS</u>	<u>TOTALS</u>
	8	0	35	8	51

<u>BROKEN DOWN BY ALL OPEARTIONS:</u>	<u>CLERKS</u>	<u>CLERK TYPISTS</u>	<u>COORDINATORS</u>	<u>SUPERVISORS</u>	<u>TOTALS</u>
Breakbulk	1	0	7	0	8
Container	6	0	13	3	22
Operations Control	1	0	15	5	21

<u>PART-TIME - VOT TEMPORARY:</u>	<u>ADMIN.</u>	<u>DATA PROCESSING</u>	<u>FINANCE</u>	<u>MAINTENANCE</u>	<u>OPERATIONS</u>	<u>ENGINEERING</u>	<u>TOTALS</u>
	2	0	1	0	2	0	5

ADMINISTRATIVE STUDY

1985
AS OF JUNE 24, 1985

TOTAL EMPLOYEES: 684
TOTAL FOR STUDY: 81

<u>COMPANY AS A WHOLE:</u>	<u>ADMIN.</u>	<u>DATA PROCESSING</u>	<u>FINANCE</u>	<u>MAINTENANCE</u>	<u>OPERATIONS</u>	<u>ENGINEERING</u>	<u>TOTALS</u>
	14	3	6	5	51	2	81

<u>OPERATIONS:</u>	<u>CLERKS</u>	<u>CLERK TYPISTS</u>	<u>COORDINATORS</u>	<u>SUPERVISORS</u>	<u>TOTALS</u>
	10	1	31	9	51

<u>BROKEN DOWN BY ALL OPEARTIONS:</u>	<u>CLERKS</u>	<u>CLERK TYPISTS</u>	<u>COORDINATORS</u>	<u>SUPERVISORS</u>	<u>TOTALS</u>
Breakbulk	2	0	2	1	5
Container	6	0	14	5	25
Operations Control	2	0	15	3	20
Operations Administration	0	1	0	0	1

<u>PART-TIME - VOT TEMPORARY:</u>	<u>ADMIN.</u>	<u>DATA PROCESSING</u>	<u>FINANCE</u>	<u>MAINTENANCE</u>	<u>OPERATIONS</u>	<u>ENGINEERING</u>	<u>TOTALS</u>
	2	0	2	0	0	0	4

Exhibit 9. Railroad Activity.

CONTAINERPORT
FISCAL YEAR 1984/1985 & 1985/1986 COMPARISON BY MONTH
LABOR RELATED ACTIVITY

	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	TOTAL YTD
CONTAINERS/TEU'S										
1984/1985	18952/31709	17286/30049	17572/29737	20293/33454	17089/28336	17875/22581	18159/30922	18542/31288	21200/3609	166968/274170
1985/1986	24761/42830	23816/41200	21644/36905	23971/40956	22544/38793	22581/38312	23524/40255	23128/40012	25812/44247	211781/363510
TONNAGE CONTAINERS/BREAKBULK										
1984/1985	237097/6732	214059/5907	206749/11366	235762/5621	205042/6699	227206/7991	224431/8103	231824/9833	271664/7059	2053834/69311
1985/1986	280633/9048	292017/10898	274843/10122	330728/12883	301916/6648	283452/9058	311250/11487	308816/8349	350668/5546	2734323/84039
RAIL CARS/CONTAINERS										
1984/1985	1070/2044	1119/2403	1215/2541	1225/2416	1310/2628	1060/2482	1191/2380	1143/2252	1289/2464	10622/21610
1985/1986	2387/4386	2929/5483	2468/4693	2297/4823	1903/4233	2291/5394	2729/6535	2856/6787	3577/8217	23437/50551
EMPLOYEES										
1984/1985	80	82	84	85	90	83	93	94	95	
1985/1986	104	104	107	108	107	107	108	111	111	
TTL OVERTIME HRS										
1985/1986	2862.00	2404.75	1789.75	3252.25	2155.25	3347.75	3462.00	3646.25	3649.50	26569.50

Exhibit 10. Summary of Employees in Higher Job Classifications
Who Devote Significant Amounts of Time to Basic Clerical
Duties, and Estimates of the Percentages

I. Containerport

A. Office

Manager	25%
Supervisor	65
Supervisor	65
Supervisor	65
Supervisor	65

B. Field

Superintendent	20
Ass't Superintendent	40
Ass't Superintendent	40
Ass't Superintendent	40
Clerk-Operator	100
Clerk-Operator	100
Clerk-Operator	50
Clerk-Operator	20

II. Breakbulk

Administrative Manager	100
Ass't Superintendent	25
Dock Superintendent	30
Supervisor	95
Checker-Foreman	50

III. Operations Control

Manager	30
Supervisor	35
Supervisor	35
Supervisor	35
Supervisor	35

Exhibit 11. Summary of Operations Overtime Between 9/85 - 4/86

Pay period ending	Containerport* Office	Operations Control	Breakbulk* Ocean Terminal
9/85	99.0	0	-
10/85	173.5	0	20.0
11/85	117.0	0	20.0
12/85	210.0	45.0	4.0
1/86	121.0	2.0	58.0
2/86	61.3	10.0	104.0
3/86	330.8	343.0	132.0
4/86	146.0	498.0**	38.0

*Containerport-Field, or Breakbulk Garden City Terminal data not available

**As of 4/15/86