

Dry Bulk Terminals

Benchmark

Member Terminals

Re-Start

Paul Goris and Wouter van Gils

Background

- Start of ideas in 2008/Short period/Stop
- Need compare own processes versus peer terminals
- Key elements:
 - Utilisation
 - Availability (Equipment and Staff)
 - Operating efficiency
 - Environmental (Complaints etc)
- Danger zones:
 - Commercial
 - Closed Communication/Discrete
- Mission: renewal, intensify and operationalise benchmark

Launching Members 2021

- Riverport Terminals – Colombia (Coal and Feed)
- Port of Oxelosünd - Sweden (Various Bulk Commodities)
- Nectar Group – Global (e.g. Mozambique, Far East) (Minerals, Coal, Others)
- European Bulk Services BV - Netherlands (Minerals, Feed, Biomass, Others)
- RAK Ports – United Arab Emirates (Limestone, Clinker, Others Export and Import)
- Port Waratah Coal Services – Australia (Coal Export)
- Cooper Mexico (Minerals/Break Bulk)

Structure Benchmark

- First step benchmarking: “the data collection sheet”
 - Aims to be user-friendly
 - Collects data on certain KPI's
 - Data will be needed to establish benchmark

- Created parameters for future inclusion

First view of the Benchmarking sheet

Personal information	Company Name																		
	Terminal Name																		
	Country																		
	Iro ore/Coal - Food and Feed - Construction/Minerals - Mixed Input - output - mixed	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec						
	Total numbers of employees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Fixed																		
	Contractors																		
		Q1 Average			0	Q2 Average			0	Q3 Average			0	Q4 Average			0		
Health and safety	Lost time injury frequency	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year	Yearly average				
	No of incidents														0	0			
	Total numbers of hours worked per month														0	0			
	LTIFR value	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		Q1 average			0	Q2 average			0	Q3 average			0	Q4 Average			0		
Absenteeism	hours absent	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year	Yearly average				
	total working hours per month														0	0			
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
			Q1 average			0	Q2 average			0	Q3 average			0	Q4 Average			0	
Enviromental	Enviromental complaints	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year	Yearly average				
	Number of enviromental complaints														0	0			
			Q1 average			0	Q2 average			0	Q3 average			0	Q4 Average			0	
Operational	Available Time	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Year	Yearly average				
	Calendar Time														0	0			
	Operating Time	744	672	744	720	744	720	744	744	720	744	720	744	8760	730				
	Breakdown Loss														0	0			
	Utilised Time														0	0			
	Actual loading rate - unloading rate														0	0			
	Design loading unloading rate														0	0			
	Tonnage handled per hour														0	0			
	EA	Equipment availability (AT/OT)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	EU	Equipment utilisation (OT/CT)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	ER	Equipment Reliability (BL/UT)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
OE	Operating Efficincy (OT/UT)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
OEE	Overall equipmen Efficiency (AL/DL)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
TPE	Tonnes per employee productivity (THH/Empleyees)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		

Output sheet

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Previous Benchmark value	Year	Yearly Average
Workforce	0	0	0	0	0	0	0	0	0	0	0	0			0
Lost Time Frequency	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		0.00	0.00
Absenteeism	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		0.00%	0.00%
Environmental	0	0	0	0	0	0	0	0	0	0	0	0		0	0
Equipment availability	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		0.00%	0.00%
Equipment utilisation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		0.00%	0.00%
Equipment reliability	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		0.00%	0.00%
Operating efficiency	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		0.00%	0.00%
Overall equipment efficiency	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		0.00%	0.00%
Tonnes per employee	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000

Feedback

- Need for clearer definition of some of the criteria.
 - Ex: absenteeism, environmental complaints, No of incidents, ...
- Avoid KPI's concerning:
 - Finance
 - Costs
- Adding new KPI's like:
 - Customer satisfaction / performance
 - Employee retention
 - Emission control and green energy

More feedback

- “At this stage I think the important thing is to establish a group of members who are really enthusiastic about the concept, ...”
- “Let’s start with what we have and improve as we go along!”
- Confidentiality
- Improving by doing

Approach

- Analysis of existing benchmark is done
- Inventarisation of needs benchmark partners done
- Segmentation to compare 'apples' with 'apples' in future
- Start with filling structure (frequency, detail level etc)
- First findings shared with Launching Members

Questions or Feedback

wouter@drybulkterminals.org