

ABC Company - Issues and Remedies

Issue Type	Remedy Type	Item #	Issue	Remedy
Lack of Clarity	Process	13	Employee 2 includes the Role 1 only if they've been assigned this point. It is unclear when the Role 1 is assigned to a specific project by Employee 1 and how that info is disseminated.	Clarify what triggers this and a notification process (vs mail).
		14	There is conflicting information around when the Role 1 is included on mails with the New Loss Form.	It should be clear who has an action to notify the Role 1.
		16	Does the estimate get sent to Role 2 and Sr Role 1 at this time as well? Employee 1 mentioned it did but Role 1 did not. Role 2 says they have to repeatedly ask to see if it's complete. Does Employee 1 also get it at this point?	Define who should get it and when? Remove need to ask for it.
		17	Role 2 seems to have trouble getting info easily. Lack of clarity on where/who to go to and when it is available.	Define what information is needed, where it exists, add it if it doesn't and define who owns gathering and disseminating it. Role 2 should not have to request it.
		18	Both the Role 1 and Employee 2 spoke about requesting if the scene is released and it's not clear if Employee 2 lets the Role 1 know or...?	Define one clear path for the process to follow, i.e. one person is responsible for updating status of scene and notifying stakeholders.
		21	This is only performed for jobs with identified issues and not every job, which creates risk of missing opportunities to capture dollars.	Incorporate this review as part of every job process.
	Evaluation Needed	5	Role 2 is not at initial customer meeting and Role 1 would prefer them to be.	Determine what the benefit is and if it's best to have the Role 2 there or if the need can be met another way.
		8	There are conflicting ideas about which document people should be working off of; the Scope Narrative or the Estimate. Leadership prefers SN but this can create some risk since estimate contains a lot of detail that Role 1 believes is helpful during build such why certain line items were added.	Determine if detail is actually necessary and if so, should people use estimate or is there a middle ground that will give them the information.
		9	Why isn't Work Order just sent company-wide in the first place, i.e. why is Employee 4 sending it again? Is she adding something to it?	Streamline this. Documents should only be touched once and this should be a notification vs a mail.
		F	Overall employees don't appear to know exactly what is expected of them and each other. This can be task specific as well as role specific.	A clear definition of roles and responsibilities for each role should be established and this should be both specific and at a summary level. Additionally an entire job process should be mapped and to end with each task identified an owner established.
Notifications & Status	Process	1	Unclear if all Sales use the same apps and notifications.	Align on consistent methods and who is monitoring what/when.
		2	Informing full team that someone is covering a new incident is hit and miss and done thru text if done at all.	Need consistent notification mandate and method.
		4	Role 1 has to ask for when they can get site admittance.	Should be a "push" notification, i.e. he should be notified as soon as it's open to him.
		6	It is unclear if Role 1 is notified that the Services Estimate is complete.	Create standard notification pathway and/or status.

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Notifications & Status	Process	12	Instead of having to send a mail to request if and who the Partner is, the Role 2 should be notified of this info as soon as it's determined.	It should be clear who has an action to obtain the Partner assignment and it's status.
		19	Role 3 is waiting for info that's on this form (partner and internal assignments) but is not included on the mail.	Include Role 3 on notifications.
		20	It is unclear who is responsible, the status, and who does what for all the items needed to compile the budget.	Compile a detailed list of all needed items and assigned owners. Establish a tracking list and notification process.
		22	This is done verbally and there isn't a backup if a Role 2 is unavailable.	Change this to a documented status that is updated frequently enough to reduce impact of Role 2 unavailability.
		G	The weekly customer update every Friday is manual and inefficient.	This should be incorporated into an overall status dashboard.
Document Management	Document Storage	3	Main informational documents are routed by mail. Can create version control issues and extra steps.	Have place on server to out new incident docs and notification to Employee 4 and others that there is a new incident.
		15	Sometimes people refer to documents differently so it is unclear if things like customer contact and insurance information reside in one or more documents as well as who is ultimately responsible for getting the info correct on them, updating them as necessary, and ensuring that there is only one final, correct document with this info.	This information should exist in an automated form structure with a shared link so that there is only ever one, updated version that everyone refers to. In addition this information should never have to be manual replicated (either copy/paste or typed) in another document but rather be systematically linked or fed to other documents that need to use the information.
	Process	7	Role 1 has to hunt for Services Estimate on server.	Standardize location and naming convention. Add link to status page.
		24	Currently Employee 4 copies all of the checks manually and sends them out in an email. Additionally Employee 3 logs all of these checks for his own reference in a second tracking system.	A more efficient process should be designed with the central repository and a notification that the checks are available.
		J	All employees appear to track what they're doing on each job in their own way and this is not captured within the job documentation.	A standardized job document repository should be established and this is not just folders on the server but also being able to put notes in standardized fields with timestamps and ownership and follow up.
	O	The pending invoice approval process is manual and conducted in email.	This is an inefficient and can be automated.	

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Culture	Evaluation Needed	A	The interdepartment communication can be antagonistic and or defensive at times. Example: Production team doesn't seem to understand sales process and sales feels that production doesn't think sales understands production process. Production team can get	From a business point of view it's necessary to have a bit of healthy tension between department's to ensure good checks and balances. From a cultural point of view there could be improvement made in communicating using less emotionally charged words and instead basing the conversation on the facts. There needs to be a way to communicate issues that is standardized and clearly not directed at individuals or departments. The focus needs to be on what is to be done and not criticizing who did something wrong. Employees need to know that issues will come up in every job. It's also necessary to clearly define who reports to whom and who has responsibility for disciplinary and growth conversations with each employee.
		C	There is no standard process to address customer concerns. This can put employees in the uncomfortable position of having to interact with customer concerns when they do not have relevant information or resolution to issues.	There needs to be a policy and a standardized process to set the response time for customer concerns as well as who should respond.
		D	It's unclear if there are established company values, policies, procedures, or rules.	At a minimum company policies for key areas should be established and available in a central repository that everyone can access. Ideally there are also values that are documented that help guide employees in their behavior both with customers and with each other.
		H	There was feedback that more employee type 5's are needed as well as more people trained in code requirements and inspections.	More evaluation is needed to understand exactly what is missing and if Employee 1 agrees that this is the correct resolution.
		I	There was feedback that having Employee 1 in the weekly Role 2 huddles was advantageous.	Consider if you want to do this more often.
		P	The Controller's expectations of what non-finance people should know about finance is unrealistic.	In a small organization the accountant/bookkeeper can reasonably be expected to have a relatively deep working knowledge of the business language and departmental needs and ability, without expecting a reciprocal ability.
		Q	There is a lack of trust between accounting and the rest of the organization including leadership.	This is a risky situation with serious impacts on efficiency and the fiduciary health of the organization.
		Data Integrity & Availability	Process	B

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Data Integrity & Availability	Process	E	All communication is ad hoc and manual through email with no standard naming convention on subject lines, timing expectations, or distribution list.	A centralized communication dashboard should be established with clear deadlines for publishing information and automatic push notifications. If email is used relevant information from that mail needs to be captured within each job documentation.
	Evaluation Needed	10	Employee 2 stated that info on Work Order is not always accurate.	Identify examples, cause and adjust.
		11	Employee 2 stated that info on Work Order is of limited value, e.g. lacking insurance info.	Identify any other potentially useful info that is lacking and add to form.
		23	<p>Job progress % isn't tied to specific phase and Employee 1 wants that.</p> <ul style="list-style-type: none"> - Current progress % relies on a combo of arbitrary %'s assigned to each phase, e.g. drywall=10%, and Role 2 gut feeling/discretion. - Currently there is a % of budget completed column that only uses the one-size fits all %'s and therefore this column is not accurate. - Progress should be based on budget, e.g. drywall = whatever % of each job's total budget is made up of drywall. 	This can be solved for without much additional tracking work required by the Role 2's but the set up requires a financial-focused deep dive to assess and create methodology and criteria.
		K	A request was made to develop a spreadsheet to model jobs.	This seems relatively straightforward and requires a financial-focused deep dive to compile.
		L	Accounting manually re-keys estimate data into Quickbooks.	At a minimum that should be a manually initiated activity. Ideally this would be automated.
		M	The Financial System does not contain job detail or inventory.	This should be added to Quickbooks if it has that capability, otherwise a new system should be implemented.
		N	It is unclear if the Controller is making an erroneous assumption that job detail entered into Quickbooks must appear on the P&L report.	This is not a correct assumption so further review is needed.