BALANCE TO BASELINE

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BUSINESS PILLAR WORKBOOK

Execute - Scheduling, Portal Ops, Field Work, Parts Procurement & Installations

Interior Climate Solutions

Meet the baseline. Not more. Not less.

Be In Balance.

The Balance to Baseline Approach

Balance to Baseline is an operating philosophy that assigns a measurable standard (a baseline) to every activity in the company and holds the entire organization accountable to meeting that standard. Not exceeding it recklessly. Not falling short of it quietly. Meeting it. Consistently. Predictably. In balance.

The Employee-Up Principle: This workbook is built on a fundamental belief: the people who do the work are the best people to document the work. Management does not write your SOPs. YOU do. You are the expert in your process. You know the steps, the shortcuts, the pitfalls, and the nuances that no manager sitting in an office could capture. When you document your process, you own it. When you own it, you take pride in it. When you take pride in it, you improve it. That is Balance to Baseline.

How This Workbook Works

This workbook contains task worksheets for every baseline that must be established within the BUSINESS Pillar. For each task:

1. **A Process Owner is assigned.** This is the employee who currently performs or is closest to this work. They own the documentation.
2. **Items to Define are listed.** These are the specific decisions, metrics, values, or standards that must be established. Fill in the “Baseline Value / Decision” column.
3. **An SOP Framework is provided.** For every process, the owner documents the step-by-step procedure using the standard template. This becomes the official SOP.
4. **Management reviews and approves.** The owner presents their completed worksheet to peers and leadership. Feedback is incorporated. The SOP is published to the central repository.
5. **The owner maintains it forever.** When the process changes, the owner updates the SOP. Ownership can be transferred, but the principle remains: the person who does the work owns the documentation.

Completing a Task Worksheet

Step 1 - Read the task description. Understand what baseline needs to be established and why it matters to the business.

Step 2 - Fill in ownership. Management assigns the Process Owner (employee) and the Reviewer (manager). Set a target completion date.

Step 3 - Answer every question in the Items to Define table. Be specific. Write numbers, not feelings. “48 hours” not “quickly.” “85%” not “high.” If you don’t know the answer, write your best estimate and flag it for discussion.

Step 4 - Document the SOP. Using the framework provided, write the step-by-step process as if you were teaching a brand-new hire who has never done this before. If they can follow your steps and produce the right result, your SOP is good.

Step 5 - Present and get approved. Share your completed worksheet with your team and your manager. Accept feedback. Revise. Get the final sign-off. Your SOP is now official.

The BUSINESS Pillar: Execute - Scheduling, Portal Ops, Field Work, Parts Procurement & Installations

The Business Pillar is where the work gets done. This is the daily reality of dispatching technicians, managing customer portals, procuring parts, completing service calls, executing installations, and moving work through the pipeline. This pillar is where the technician hour problem lives, where portal SLAs are met or missed, where parts procurement either enables or blocks job completion, and where Balance to Baseline has its most immediate, tangible impact on revenue and customer satisfaction.

B-to-Baseline areas in this pillar:

- **Book to Baseline:** Scheduling, dispatch, and portal operations.
- **Burden to Baseline:** Technician field work, time tracking, and value-added activities.
- **Buy to Baseline (Parts):** Parts procurement, Kit fulfillment, truck stock, and distributor management.
- **Build to Baseline:** Installations and project management.
- **Breach to Baseline:** Service callbacks and first-time fix rates.
- **Bottleneck to Baseline:** Workflow optimization and constraint elimination.

Task Index

#	Task	B-to-Baseline Area	Owner	Status
21	Define Scheduling Procedure & 48-Hour Planning Rule	Book to Baseline		
22	Define Portal Update Cadence & Compliance	Book to Baseline		
23	Document the Technician Time Tracking Protocol	Burden to Baseline		
24	Create Value-Added Activities Checklist	Burden to Baseline		
25	Define Parts Procurement Workflow	Buy to Baseline (Parts)		
26	Establish Preferred Distributor Agreements by Zone	Buy to Baseline (Parts)		
27	Define Truck Stock Standard & Audit Process	Buy to Baseline (Parts)		
28	Standardize Project Planning Template	Build to Baseline		
29	Define Callback Tracking & Root Cause Analysis	Breach to Baseline		
30	Map End-to-End Workflow & Identify Bottlenecks	Bottleneck to Baseline		

TASK 21: Define Scheduling Procedure & 48-Hour Planning Rule

Document the dispatching process including the 48-hour advance scheduling rule for non-emergency work, emergency response windows, and the portal update cadence at every job stage.

Process Owner (Employee)	*Name:* ____________________ *Role:* ____________________
Reviewer / Manager	*Name:* ____________________ *Role:* ____________________
Date Assigned	____/____/________
Target Completion	____/____/________
Status	◻ *Not Started* ◻ *In Progress* ◻ *Draft Complete* ◻ *Reviewed* ◻ *Approved*

Items to Define, Decide, or Document:

#	Question / Item to Define	Baseline Value / Decision
1	What is the scheduling lead time for non-emergency work (target: 48 hours)?	
2	What is the emergency response SLA by priority level (critical: 2-4 hours, urgent: same day, standard: next day)?	
3	How are technicians assigned to jobs (skills match, geography, availability)?	
4	What dispatch software/tool is used?	
5	How is travel time estimated and factored into scheduling?	
6	What is the maximum number of jobs per tech per day by job type?	
7	How are schedule changes communicated to techs and customers?	
8	What is the overflow protocol when a tech finishes early?	
9	What is the prioritized fill work list (inspections, filter changes, quote visits)?	
10	Who has authority to override or adjust the schedule?	

SOP Documentation Framework:

The employee who owns this process documents it below. This becomes the official SOP. You do the work - you write the steps. Management supports, but YOU own it.

Process Name	
Purpose (Why does this process exist?)	
Trigger (What starts this process?)	
Inputs (What do you need before starting?)	
Step-by-Step Procedure	*1. 2. 3. 4. 5. 6. 7. 8.*
Tools / Systems Used	
Output (What is produced?)	
Handoff (Who gets it next?)	
Baseline Standard (How do we know it was done right?)	
Common Mistakes to Avoid	
Time Budget (How long should this take?)	

Notes / Additional Context:

TASK 22: Define Portal Update Cadence & Compliance

Establish the specific portal status updates required at each job stage and the maximum time window for each update. This is a primary Dispatcher baseline metric.

Process Owner (Employee)	*Name:* ____________________ *Role:* ____________________
Reviewer / Manager	*Name:* ____________________ *Role:* ____________________
Date Assigned	____/____/________
Target Completion	____/____/________
Status	◻ *Not Started* ◻ *In Progress* ◻ *Draft Complete* ◻ *Reviewed* ◻ *Approved*

Items to Define, Decide, or Document:

#	Question / Item to Define	Baseline Value / Decision
1	What are all required portal status updates (job accepted, tech dispatched, tech on-site, diagnosis complete, quote submitted, parts ordered, return scheduled, job complete)?	
2	What is the maximum time from event to portal update (target: 30 minutes)?	
3	Who is responsible for each update (CSR for acceptance, Dispatcher for dispatch and field updates)?	
4	What happens when a portal update is missed or late?	
5	How is portal update compliance tracked (automated or manual)?	
6	What is the procedure when a portal system is down?	
7	How are after-hours portal updates handled?	
8	What documentation must accompany the job completion portal update (photos, notes, hours)?	
9	How is portal SLA compliance reported weekly by zone?	
10	What is the target portal SLA compliance rate (target: 98%+)?	

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Notes / Additional Context:

TASK 23: Document the Technician Time Tracking Protocol

Define exactly how technicians track and report time, including the no-early-clock-out rule, value-added activities protocol, and same-day diagnostic submission requirement.

Process Owner (Employee)	*Name:* ___________________ *Role:* ___________________
Reviewer / Manager	*Name:* ___________________ *Role:* ___________________
Date Assigned	____/____/________
Target Completion	____/____/________
Status	◻ *Not Started* ◻ *In Progress* ◻ *Draft Complete* ◻ *Reviewed* ◻ *Approved*

Items to Define, Decide, or Document:

#	Question / Item to Define	Baseline Value / Decision
1	What time tracking tool/app do techs use?	
2	When does the clock start (arrival at site, departure from home, departure from last job)?	
3	When does the clock stop (departure from site, or budgeted hours - whichever is LATER)?	
4	What is the explicit rule about early clock-outs (NEVER clock out before budgeted hours)?	
5	What are the approved value-added activities when primary work is done early?	
6	How does a tech report that they finished early and used time for value-added work?	
7	How does a tech report they need more time (NTE increase request trigger)?	
8	What is the same-day diagnostic submission requirement for parts-needed jobs?	
9	How are timecard discrepancies investigated and resolved?	
10	How is the hours-to-budget metric calculated and reported per tech?	

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Notes / Additional Context:

TASK 24: Create Value-Added Activities Checklist

Build the standard checklist of productive activities a tech performs when primary work is complete before the budgeted hours are exhausted.

Process Owner (Employee)	*Name:* ____________________ *Role:* ____________________
Reviewer / Manager	*Name:* ____________________ *Role:* ____________________
Date Assigned	____/____/________
Target Completion	____/____/________
Status	☐ *Not Started* ☐ *In Progress* ☐ *Draft Complete* ☐ *Reviewed* ☐ *Approved*

Items to Define, Decide, or Document:

#	Question / Item to Define	Baseline Value / Decision
1	What unit inspections should be performed (visual, operational, safety)?	
2	What filter audit procedures apply (check all units, document condition, note replacements needed)?	
3	What condenser coil assessments should be done?	
4	What thermostat evaluations are standard?	
5	What belt inspections and tension checks apply?	
6	What refrigerant level observations can be made?	
7	What photos/documentation should be captured for each finding?	
8	How do defect findings get submitted to the quoting team?	
9	What is the format for a tech-generated follow-up quote recommendation?	
10	How are value-added findings tracked to show revenue generated from early-completion time?	

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Common Mistakes to Avoid	
Time Budget (How long should this take?)	

Notes / Additional Context:

TASK 25: Define Parts Procurement Workflow

Document the complete parts procurement process from customer approval through parts delivery to tech for return trip. This is one of the most critical bottleneck areas.

Process Owner (Employee)	*Name:* ____________________ *Role:* ____________________
Reviewer / Manager	*Name:* ____________________ *Role:* ____________________
Date Assigned	____/____/________
Target Completion	____/____/________
Status	◻ *Not Started* ◻ *In Progress* ◻ *Draft Complete* ◻ *Reviewed* ◻ *Approved*

Items to Define, Decide, or Document:

#	Question / Item to Define	Baseline Value / Decision
1	What triggers the parts order (customer portal approval of quote)?	
2	What is the maximum time from approval to order placed (target: 4 business hours)?	
3	Who places the order (centralized purchasing team)?	
4	How does purchasing identify the correct distributor for the tech's zone?	
5	How is parts availability confirmed with the distributor (same day)?	
6	What is the standard parts delivery/pickup method (will-call, delivery, shipped)?	
7	What is the target time from order to parts-in-hand for the tech?	
8	How does purchasing notify Dispatch that parts are available so the return trip can be scheduled?	
9	What is the procedure when a part is backordered or unavailable?	
10	How is the parts procurement cycle time tracked (approval to return visit)?	

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Common Mistakes to Avoid	
Time Budget (How long should this take?)	

Notes / Additional Context:

TASK 26: Establish Preferred Distributor Agreements by Zone

Identify and negotiate preferred distributor relationships in each zone geography with favorable pricing, availability, and pickup locations.

Process Owner (Employee)	*Name:* ____________________ *Role:* ____________________
Reviewer / Manager	*Name:* ____________________ *Role:* ____________________
Date Assigned	____/____/________
Target Completion	____/____/________
Status	□ *Not Started* □ *In Progress* □ *Draft Complete* □ *Reviewed* □ *Approved*

Items to Define, Decide, or Document:

#	Question / Item to Define	Baseline Value / Decision
1	Who are the current top distributors by zone (SW, N&E, SE)?	
2	What are the current pricing agreements?	
3	What is the target percentage of parts spend through preferred vendors (target: 80%+)?	
4	What pickup/will-call locations are available near tech routes in each zone?	
5	What are the delivery lead times for common parts by distributor?	
6	What volume discount tiers are available?	
7	What is the annual review cycle for distributor agreements?	
8	How are new distributors evaluated and onboarded?	
9	What is the emergency/after-hours parts availability for each distributor?	
10	Who owns the distributor relationship by zone?	

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Baseline Standard (How do we know it was done right?)	
Common Mistakes to Avoid	
Time Budget (How long should this take?)	

Notes / Additional Context:

TASK 27: Define Truck Stock Standard & Audit Process

Establish the standard truck stock inventory list, loading procedure for new hires, billing discipline for used items, and quarterly audit process.

Process Owner (Employee)	*Name:* ____________________ *Role:* ____________________
Reviewer / Manager	*Name:* ____________________ *Role:* ____________________
Date Assigned	____/____/________
Target Completion	____/____/________
Status	◻ *Not Started* ◻ *In Progress* ◻ *Draft Complete* ◻ *Reviewed* ◻ *Approved*

Items to Define, Decide, or Document:

#	Question / Item to Define	Baseline Value / Decision
1	What is the standard truck stock parts list (top 50-100 items)?	
2	What is the approximate value of a fully stocked truck ($90K)?	
3	What is the procedure for loading a new hire’s truck before first solo dispatch?	
4	How long does truck stock loading take and who does it?	
5	How does a tech record when they use a truck stock item on a job?	
6	How are used truck stock items billed to the job?	
7	What is the replenishment order process and frequency (weekly)?	
8	What is the quarterly truck stock audit procedure?	
9	What is the acceptable variance between expected and actual inventory (target: <5%)?	
10	What happens when variance exceeds 5% (investigation procedure)?	
11	How are truck stock costs tracked against parts billed out to ensure margin?	

12	Who owns the truck stock program?	

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Common Mistakes to Avoid	
Time Budget (How long should this take?)	

Notes / Additional Context:

TASK 28: Standardize Project Planning Template

Create the standard project plan template for installations and larger-scope projects including labor budgets by phase, materials schedule, milestones, and quality checkpoints.

Process Owner (Employee)	*Name:* ____________________ *Role:* ____________________
Reviewer / Manager	*Name:* ____________________ *Role:* ____________________
Date Assigned	____/____/________
Target Completion	____/____/________
Status	◻ *Not Started* ◻ *In Progress* ◻ *Draft Complete* ◻ *Reviewed* ◻ *Approved*

Items to Define, Decide, or Document:

#	Question / Item to Define	Baseline Value / Decision
1	What fields are required in every project plan (scope, phases, labor budget, materials, milestones, quality checkpoints)?	
2	How are labor budgets broken down by phase (demo, rough-in, equipment set, piping, controls, startup, commissioning)?	
3	How are materials and equipment procurement timelines built into the project schedule?	
4	What is the weekly project status meeting format?	
5	What is the change order procedure (documentation, portal approval, budget adjustment)?	
6	What is the escalation threshold for projects trending over budget (target: 10%)?	
7	What is the punch list resolution SLA (target: 5 business days)?	
8	What is the post-project review format?	
9	How are project lessons learned fed back to the flat-rate books?	
10	Who approves the project plan before work begins?	

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Time Budget (How long should this take?)	

Notes / Additional Context:

TASK 29: Define Callback Tracking & Root Cause Analysis

Establish the callback definition, tracking system, root cause coding, and corrective action process.

Process Owner (Employee)	*Name:* ___________________ *Role:* ___________________
Reviewer / Manager	*Name:* ___________________ *Role:* ___________________
Date Assigned	____/____/________
Target Completion	____/____/________
Status	☐ *Not Started* ☐ *In Progress* ☐ *Draft Complete* ☐ *Reviewed* ☐ *Approved*

Items to Define, Decide, or Document:

#	Question / Item to Define	Baseline Value / Decision
1	What is the definition of a callback (return for same issue within how many days? Target: 30)?	
2	What root cause categories will be used (diagnostic error, parts failure, incomplete scope, customer miscommunication, equipment access issue, other)?	
3	What tracking system/tool captures callbacks?	
4	What is the target callback rate (target: <5%)?	
5	What is the timeline for root cause documentation after a callback (target: 48 hours)?	
6	What triggers a supervisor ride-along (e.g., 3 callbacks in 60 days)?	
7	How is callback data reviewed (weekly in service meetings)?	
8	How do callback patterns drive SOP updates, training, or Kit revisions?	
9	How is callback rate reported per technician?	
10	How does callback rate impact vendor scorecards?	

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Time Budget (How long should this take?)	

Notes / Additional Context:

TASK 30: Map End-to-End Workflow & Identify Bottlenecks

Map the complete workflow from portal job receipt to cash collection with cycle times at each stage. Identify the top 3 bottlenecks by revenue impact.

Process Owner (Employee)	*Name:* ____________________ *Role:* ____________________
Reviewer / Manager	*Name:* ____________________ *Role:* ____________________
Date Assigned	____/____/________
Target Completion	____/____/________
Status	□ *Not Started* □ *In Progress* □ *Draft Complete* □ *Reviewed* □ *Approved*

Items to Define, Decide, or Document:

#	Question / Item to Define	Baseline Value / Decision
1	What are all stages in the workflow (portal receipt, acceptance, dispatch, on-site, diagnosis, quote, approval, parts order, parts pickup, return trip, job complete, close-out, invoice, collection)?	
2	What is the current cycle time at each stage?	
3	What is the target cycle time at each stage?	
4	Where are the top 3 bottlenecks (longest cycle times or most frequent delays)?	
5	What is the revenue impact of each bottleneck (delayed jobs = delayed invoices = delayed cash)?	
6	What is the root cause of each bottleneck?	
7	What is the proposed fix for the top bottleneck?	
8	Who owns bottleneck resolution?	
9	How will improvement be measured?	
10	What is the monthly review cadence for workflow metrics?	

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