



Standard Operating Procedure (SOP)

(Reviewing For & Requesting Pushback Hours)

[11/6/23]

[Russ Byers]

Objective:

The objective of this document is to provide clear guidance on assessing the need for pushback hours on a project to prevent potential budget and time overruns.

Scope:

This procedure outlines the steps to assess and request pushback hours through effective communication, primarily involving the Job Leader.

Responsible Personnel:

This process primarily involves the Job Leader, who is crucial in assessing, communicating, and requesting pushback hours as needed.

Procedure:

Initial Job Walk:

Whether it's a comprehensive project assessment or a standard on-site review in the morning, the responsibility lies with the Job Leader to thoroughly evaluate the scope of work, ensuring that the estimated hours and budget are accurate.

Review and Assess:

The Job Leader should be well-acquainted with the work order and its specified scope of work. While conducting the project walkthrough, the Job Leader must verify that the written scope of work aligns with the client's expectations. It's essential to engage with the client area by area, clearly articulating the tasks to be performed and seeking their approval or corrections.

Changes or Adjustments:

If the client identifies any discrepancies between the work and the work order, the Job Leader should acknowledge these concerns and commit to investigating them. After completing the walkthrough, the Job Leader can initiate the necessary procedures for an Additional Work Order (AWO). If everything appears to be accurate and in order, but the Job Leader believes insufficient time has been allocated for a specific task, they should request Pushback Hours.

Requesting Pushback:

The Job Leader must post a message in the Slack channel, specifically outlining which aspect of the project was underbid and specifying the additional hours required for the affected task or tasks. Subsequently, the Estimator and Crew Leader will discuss and reach a consensus on the pushback hours.

Disagreement Resolution:

In a disagreement, the Crew Leader may seek input from the Field Supervisor, and the Estimator may involve the Sales Manager. Ultimately, the managers will make the final decision. The approved pushback hours must be documented in the Slack channel to ensure accurate job costing.

Documentation:

This process relies on documentation from the Work Order and Slack Channel for clear communication and record-keeping.

Training:

This document will be thoroughly reviewed with all leaders during their initial training and periodically reviewed at least semi-annually to ensure understanding and compliance.

Review and Revision:

This procedure should undergo semi-annual reviews and be amended as necessary based on input from Crew Leaders, Salespeople, and managers.

Approval:

Final approval for this document is required from the Operations Manager and Sales Manager.

Distribution:

This procedure should be distributed to all personnel involved in operations, from the Job Leader to the Operations Manager and sales personnel.

Acknowledgment:

All personnel involved in operations, from the Job Leader to the Operations Manager and sales personnel, should acknowledge their understanding and adherence to this procedure.

Other SOP's:

(Additional work order SOP, customer satisfaction)