

Halvorsen Lift Service — “Board”

Elevator and escalator maintenance · 612 units under contract · Duluth, Minnesota

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ALSO IN THE ROOM	Erik Halvorsen, owner · Rita Okonkwo, mechanic
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1 · The decision

In one sentence, what decision does this dashboard exist to get made?

Which of the open callbacks the next free technician should take.

Who opens it, and when?

Me, all day. It is open on the second monitor from seven in the morning and I look at it every few minutes. Erik looks at it from home on a Sunday. Nobody else.

How does that decision get made today, without it?

A whiteboard and my memory. The board is in reported order because that is the order I write things down in, and reported order is almost never the right order. Twice this year somebody sat in a car while I sent the nearest man to a stopped escalator.

Is there a rule the decision follows? Write it out, in the order it applies.

1. Somebody is in the car. Go now, whatever else is open. 2. The unit is the only way a resident on an upper floor can get out of the building. 3. The building holds a two-hour response commitment and the clock is past ninety minutes. 4. The unit is out of service and the building has no second car. 5. Everything else, oldest first.

Should the dashboard apply that rule, or only display it?

Apply it — but print it above the list so I can see why something is where it is. If I disagree I want to know which line I am arguing with. Do not make me log a reason for overriding it. The moment it starts asking me to justify myself I will stop using it.

What does a technician need from a row before they get in the van?

What the caller actually said, in the caller's words. Not a fault code. 'Doors keep reopening' tells them what to put on the van; DR-12 does not.

What is the most common way you are caught out?

Elapsed time on its own. Forty minutes is fine at a four-hour building and nearly late at a two-hour one, and I cannot hold which is which for two hundred and forty buildings.

Anything you specifically do not want on it?

Do not count what anybody closed, or how long they took, or put technicians next to each other in a list ordered by anything. The minute this becomes a scoreboard people start marking jobs done from the van and I lose the only honest picture I have.

Where does the data come from, and how fresh does it need to be?

The dispatch log. It needs to be right when the page loads and it needs to say when that was. A screen that looks live and is ten minutes stale is worse than one that admits it is a snapshot.

Where will it be used?

Wall-mounted in the dispatch room, which has the lights half off most of the day so the glare stays off the screens. A white page in that room is a lamp.

2 · Screens requested

SCREEN	WHAT IT IS FOR	WHAT IT MUST SHOW
The board	Every open callback, in the order they should be taken.	Rank, building, unit, what the caller said, elapsed against the response window, nearest technician, and which rule put it there.
Who is on	Who can take the next call and how long before they can take it.	Grade, patch, what they are holding, minutes until free, and whether they attend alone.
Under contract	Which buildings are past due for a maintenance visit.	Units, what the contract covers, the response window, last visit, days past due.

3 · Figures, and the comparison each one carries

FIGURE	MUST APPEAR AGAINST
Open callbacks	The same time yesterday
Units out of service	Out of the total under contract
Technicians who can attend alone	Out of those signed on

No figure appears on this dashboard without the comparison beside it. A number with nothing to compare it against is not information, and the component that renders these will not accept one.

4 • What this must not do

- 1. No map. We know where the buildings are.
- 2. No photographs of lift interiors or machine rooms.
- 3. Nothing that measures the dispatcher or ranks the technicians.
- 4. No live-activity feed. Nobody reads it and it moves while I am reading something else.

Treated as binding rather than as a preference. Every item above is checked again before the tool is handed over.

CONFIRMATION

The answers above are mine and may be used to build the tool described. Halvorsen Lift Service is a fictional business profile supplied for demonstration and testing; every figure appearing in the delivered dashboard is sample data.

SIGNED — DANA WHITCOMB

DATE