

Underwood Facilities Services — “Run”

Contract cleaning and facilities · 214 hourly staff across 40 sites · Toledo, Ohio

COMPLETED BY	Marisela Kupfer-Boakye, Payroll and office manager
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1 · The decision

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

What has to be resolved before the file locks at four on Tuesday, and what gets paid exactly as it stands.

Who opens it, and when?

Me, Tuesday morning, once a week, against a deadline that does not move. Nobody else opens it and nobody else should.

How does that decision get made today, without it?

A report of exceptions with no order to it and no indication of which ones matter. Forty lines that all look equally urgent, of which two actually stop the file being sent and thirteen do not.

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

1. Nobody is paid less because of an exception. A missing clock-out pays the scheduled hours and gets flagged; the correction goes on next week's run whichever way it falls. 2. Every line shows what it pays if nobody touches it. 3. Only two things block the file — a new starter with no bank details, and a court order not yet applied. 4. The cut-off is sixteen hundred Tuesday and it does not move. 5. Anything still open at the cut-off pays its default and appears on next week's list.

Say more about the first rule.

Withholding somebody's pay until they correct a timesheet works. It gets timesheets corrected very fast. It is also wage theft with a workflow around it, and it is the single easiest thing for a payroll system to make convenient without anybody deciding to do it. So the default is always the scheduled hours and the correction always goes forward, never back.

Why does the “if nobody touches it” column matter so much?

Because nobody clears fifteen exceptions in a morning when nine of them belong to somebody else. A screen that only shows the problem lets me believe an untouched line is on hold. It is not on hold. At four o'clock it pays something, and the only question worth putting on the screen is what.

Should it let you mark things resolved?

No. Nine of these are a supervisor's answer or an operations manager's signature. If I can mark them resolved then the record says I made a decision I did not make. Name the owner, print the default, and let clearing one be a phone call.

Anything you specifically do not want on it?

No figure describing any individual's performance. Not hours, not overtime, not cost per head. Payroll already has everybody's name against everybody's hours and money, and the day it becomes a scorecard the crews start recording the hours they think are wanted. Then nothing on it is true, including the total I am about to send to a bank.

How should sites be compared?

Each against itself last period and against nothing else. A medical park runs nights and a school runs a summer schedule. Rank them against each other and you have measured the contract, not the crew.

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

The clocks and the roster, hourly. And the cut-off has to be on every screen. It is the only thing on there that is not negotiable.

2 · Screens requested

SCREEN	WHAT IT IS FOR	WHAT IT MUST SHOW
Exceptions	Everything the run cannot compute on its own, and its default.	The employee and site, what is wrong, what it pays untouched, the amount at stake, who can clear it, and whether it blocks the file.
Approvals	Overtime and rate changes waiting on a named manager.	What is being approved, its cost, the manager, hours waited against the seventy-two-hour auto-close, and what it pays if it never arrives.
The run	What forty sites will cost, against the same sites last period.	Headcount, hours, overtime, gross, the change against last period, and the written cause where there is one.

3 · Figures, and the comparison each one carries

FIGURE	MUST APPEAR AGAINST
Open exceptions	Split into the two that block the file and the rest that default
Amount at stake	Against the gross run, and against one person's week
Hours waited	The seventy-two-hour auto-close
Site gross	The same site last period, with its cause on file
Overtime	As a share of that site's own paid hours

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 figure describing any individual's performance, on any screen.
- 2. No default that reduces anybody's pay.
- 3. No “resolve” control for work this desk does not own.
- 4. No site ranked against another site.
- 5. No screen without the cut-off printed on it.

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. Underwood Facilities Services is a fictional business profile supplied for demonstration and testing; every figure appearing in the delivered dashboard is sample data.

SIGNED — MARISELA KUPFER-BOAKYE

DATE