HANDBOOK 01

Jobs to Schedules

BOS Master Loop Division Manual

Modular Plant + Multifamily Communities

2026-03-28

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SECTION 1

Division Mission & Scope

The Jobs to Schedules division converts strategy into executable weekly plans across development, plant production, logistics, site install, and leasing readiness.

- **Single schedule truth** — no shadow files or parallel owner calendars.
- Every milestone has **owner, date, dependency, and status color**.
- All teams commit to **Friday close + next-week publication**.

Scope: Project launch sequencing, plant slot planning, delivery/install windows, cross-functional dependency control, and variance recovery plans.

SECTION 2

Master Scheduling Architecture

Horizon	Plan Type	Purpose
24-Month	Strategic Pipeline	Long-range portfolio and capital planning
12-Month	Committed Execution	Funded projects with locked milestones
13-Week	Rolling Operations	Active work with weekly reforecasting
2-Week	Tactical Lookahead	Locked daily/weekly assignments

Required Master Schedule Columns

Column	Description
Project / Property	Name of the project or community
Workstream	Functional area (design, plant, site, etc.)
Milestone	Specific deliverable or gate
Owner	Accountable individual
Planned Date / Forecast Date	Baseline vs. current expected completion
Variance Days	Forecast minus Planned
Dependency	Upstream blocker code (D1–D4)
RAG Status	Green / Yellow / Red
Recovery Action	Corrective step if Yellow or Red

RAG: Green = on plan (0–1 day) | Yellow = risk (2–5 days) | Red = critical slip (>5 days or blocked)

SECTION 3

Weekly Operating Cadence

Day	Activities
Monday	Confirm previous week closeouts, reset 13-week lookahead, validate near-term dependencies.
Wednesday	Midweek variance review and recovery assignment.
Friday (Control Day)	Finalize week-close status. Publish next-week commit plan. Escalate unresolved Red items.

SECTION 4

Milestone & Dependency Rules

- No milestone without **owner** and **acceptance criteria**.
- No plant slot without **site-readiness confidence score**.
- No dispatch without **route + arrival window** confirmed.
- No install without **utility / access / crane readiness** confirmed.

Code	Category	Description
D1	Internal Sequence	Tasks within the same workstream
D2	External / Vendor	Third-party deliverables or approvals
D3	Permit / Regulatory	Government or jurisdictional gates
D4	Capital Approval	Funding or finance sign-off

SECTION 5

13-Week Lookahead SOP

Step	Action
1	Pull all milestones due within the next 13 weeks.
2	Re-validate permits, material ETA, labor, and site readiness.
3	Reforecast dates and calculate variance.
4	Assign recovery action for each Yellow / Red item.
5	Publish revised lookahead + lock next 2-week tactical window.

Required Outputs: Updated master schedule, blocker register with owner + due date, decision queue for finance/executive approvals.

SECTION 6

Risk & Escalation Protocol

Level	Responsible	Response Time
Level 1	Owner	Same-day corrective plan
Level 2	Leads	24-hour cross-functional intervention
Level 3	COO / CFO	48-hour decision gate

Immediate Triggers: Critical path slip >5 days, funding gate miss, plant slot conflict with no alternative, or site not-ready <72h before delivery.

SECTION 7

KPI Dashboard & Targets

KPI	Target	Definition
On-Time Milestone Rate	≥ 90%	Completed on/before plan date ÷ total completed × 100
Critical Path Slippage	< 5 days/mo	Total drift days on critical-path items
Blocker Aging > 7 Days	0 critical	Critical blockers open longer than 7 days
Forecast Accuracy	≥ 85%	Milestones finishing within tolerance vs. forecast
Friday Loop Completion	100%	All teams submit week-close status on Friday

SECTION 8

Forms & Templates

Template	Purpose
Weekly Commit Plan	Friday-published plan with owners and due dates
Blocker Register	Active blockers with owner, due date, escalation level
Decision Log	Pending and completed decisions tied to milestones
Dependency Risk Sheet	Cross-functional dependencies and risk scores
13-Week Snapshot	Rolling operations view with RAG status

Minimum Fields: Milestone, Owner, Date, Dependency, Risk, Action, Due, Escalation Level

SECTION 9

30 / 60 / 90 Role Onboarding

Phase	Objectives
Day 1–30	Learn full portfolio and milestone map. Standardize schedule fields and governance.
Day 31–60	Lead cadence and Friday control cycle. Establish KPI baseline and top blocker themes.
Day 61–90	Deliver measurable improvement in on-time rate and blocker aging. Pass certification board.

SECTION 10

Certification & Sign-Off

Competency	Pass / Conditional / Fail
Schedule Architecture Mastery	
Dependency / Risk Control	
Escalation Discipline	
KPI Accuracy	
Cross-Functional Leadership	

Supervisor	________________________	Date: __________
Operations Director	________________________	Date: __________