CONTRACTOR OPERATIONS SELF-CHECK · MMM TRAINING

The Hours Between Job Sites

90 SECONDS

For construction and field service. Tick what you can account for today.

Field hours are the hardest to see and the easiest to lose.

TICK ONLY WHAT IS TRUE TODAY — NOT WHAT YOU INTEND TO FIX

- [ ] **I know which crew hours went to which job, without asking.**
  If not: job costing is an estimate, and every bid after it inherits the error.
- [ ] **Travel and drive time are tracked and accounted for by job.**
  If not: it's absorbed into overhead, and your most distant jobs look more profitable than they are.
- [ ] **Crews record hours daily, not reconstructed on Friday.**
  If not: Friday's memory is generous, consistently, and always in the same direction.
- [ ] **Change orders get documented before the work happens.**
  If not: you're doing work you may not bill, and finding out during the invoice conversation.
- [ ] **I know my actual labor cost per job before it closes out.**
  If not: profitability is a post-mortem instead of something you can still influence.
- [ ] **Foremen approve hours before they reach payroll.**
  If not: nobody who was on site has checked the numbers being paid.

Now count the boxes you left empty.

On a field crew, a few unaccounted hours a week per person is a bid-level error — and it repeats on every job you price after it.

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0–1 blank
You have visibility
You can see your labor. Most owners at your size cannot.

2–3 blanks
You're paying for guesses
Some of this is recoverable within a quarter, without cutting a single person.

4–6 blanks
Your largest cost is unmanaged
Labor is usually the biggest controllable number in the business. This one is running itself.

WHAT THIS USUALLY COSTS

Bad job costing prices your next job wrong.

The error doesn't stay on one job — it follows you into every bid built on the same numbers. The People Operations Review finds where the hours go missing.

People Operations Review
From $1,500
Book at mmmtraining.org

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