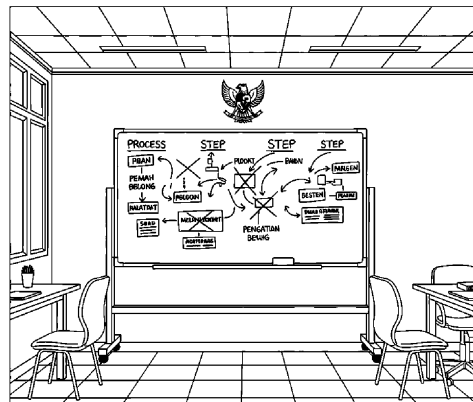


HIGH-VOLUME

WORKSHEET 2 OF 9

# Monthly Handoff-Error Log

*Log every handoff failure during the month -- late transfers, wrong-format handoffs, missing items. One month of entries shows which handoff points need documented standards first.*



Complementary worksheet for  
*Business Process Reengineering*  
by Ibrahim Anwar

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## What This Is For

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Handoff failures are the most consistently underestimated cost in an SME's operations. They do not appear in any line of the financial report. They appear as delays, repeated phone calls, rework cycles, and customers who wait longer than they should. Because no single incident looks large enough to address, the cumulative cost accumulates untracked and unchallenged.

This log exists to make the invisible visible. Over one month, every handoff failure is recorded with the time it cost. At month-end, the log answers three questions: which handoff points generate the most failures, how much time those failures consumed, and whether any of those points have a documented standard at all. The last question is the most important -- an 'N' in that column is not a performance finding, it is a documentation gap. The fix is a written standard, not a conversation with a staff member.

## Benefits

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What you get when you actually run this worksheet on a real situation:

- Converts anecdotal frustration about coordination problems into a ranked list of which handoff points cost the most time per month.
- Identifies white space directly: every 'N' in the standard-defined column is a gap that process documentation can close.
- Builds the evidence base for prioritizing handoff documentation sessions, so the next month's standards work starts on the highest-impact point rather than the most convenient one.
- Creates a before-and-after record when a handoff standard is introduced -- the next month's log shows whether failure frequency and time lost declined.
- Separates high-frequency, low-impact failures from low-frequency, high-impact ones, which require different responses.

## Framework To Use

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### — Two-Dimension Handoff Priority

*Frequency and time-impact combined to rank which handoff points to standardize first. High frequency plus high time-impact is always Priority 1.*

#### Handoff Priority Grid -- Where to Standardize First

Low time per failure (< 30 min)	High time per failure (>= 30 min)
Low frequency (1-2x/month): Priority 4. Document eventually; not urgent.	Low frequency, high time: Priority 3. Rare but costly when it occurs. Write a standard as insurance.
High frequency (3+x/month), low time: Priority 2. Cumulative cost adds up. Standard eliminates the recurring interruption.	High frequency, high time: Priority 1. This handoff point is destroying operational capacity. Document the standard before next month starts.

## How To Use

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Follow these steps in order. Each one builds on the previous.

- 1** Place this sheet on a clipboard or shared folder at the start of the month. Every staff member involved in cross-function handoffs has access.
- 2** Every time a handoff fails -- late delivery of information, wrong format, missing item, unclear responsibility -- one row is filled in immediately. Not at the end of the day. At the point the failure is noticed.
- 3** The 'Was a standard defined?' column is filled by the receiving party: did they have a written document telling them what to expect, in what format, and by when? Yes or No only.
- 4** At the end of the month, sort the completed rows by total time lost per handoff point. Sum all rows with the same 'From > To' to get total time lost at each point.
- 5** Apply the two-dimension priority grid: mark each handoff point Priority 1 through 4. Priority 1 points get a documentation session scheduled before next month begins.
- 6** Count the 'N' entries. That number is the total count of undocumented handoff points that generated failures this month. Each one is a documentation gap, not a personnel issue.
- 7** File the log dated. When the handoff standard is written and running, pull this log as the baseline. Run another month of logging after three months of the new standard to measure change.

## Example Use

*A distribution company with 45 staff runs the handoff-error log for the first time. The owner expects to see three or four entries. By the end of the month, the log has 27 rows.*

Sorting by handoff point, three points account for 22 of the 27 entries.

Sales to Warehouse (order details): 11 entries, 8 marked 'N' for no standard. Average time lost per failure: \$18 in labor (\$12/hr warehouse staff, averaging 90 minutes of rework per incident). Monthly total: \$198.

Warehouse to Shipping (readiness confirmation): 7 entries, 7 marked 'N'. Average time lost: \$24 per failure. Monthly total: \$168.

Shipping to Admin (proof of delivery): 4 entries, 2 marked 'N'. Average time lost: \$8. Monthly total: \$32.

Total monthly loss from three undocumented handoff points: \$398. The owner allocates two half-day sessions to write standards for the top two points. The third point gets a standard written the following week.

Three months later, the same log is run again. Sales to Warehouse entries: 2, both marked 'Y' (standard exists). Warehouse to Shipping: 1 entry, marked 'Y'. Total entries across the entire month: 6, down from 27. Time lost: \$62, down from \$398.



## Reflection Prompts

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*After filling in the worksheet on the previous page, work through these.*

1. Sum the 'Time lost' column for each unique handoff point. The highest total is the first documentation priority -- not the most frequent failure, the most costly one in elapsed time.
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2. Count every 'N' entry. Each one is a handoff point that failed without a written standard to prevent it. Schedule a one-hour documentation session for each Priority 1 point before the next month begins.
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# Tips and Traps

## TIPS

- Log failures at the moment they occur, not at the end of the day. By close of business, smaller failures are forgotten and time estimates are compressed. The log needs actual numbers.
- Frame this to staff as a process audit, not a performance review. Logging a failure is contributing to a fix, not reporting a colleague. If staff are reluctant to log, the framing has not landed.
- A month with very few entries is not necessarily a success. It may mean the log is not being used. Compare with the number of owner interventions or WhatsApp coordination messages from the same period.
- When writing the first standard for a Priority 1 handoff point, bring the staff on both sides of that handoff into the room. The standard will be used -- and resisted -- by exactly those two groups.

## TRAPS

- Prioritizing the most frequent failures over the most time-costly ones. A handoff that fails twice a month and costs four hours each time is more damaging than one that fails daily and costs five minutes.
- Treating the 'N' entries as evidence that staff are not communicating. They are evidence that no document told staff what to communicate, in what format, and by when. The gap is documentation, not attitude.
- Using the log to build a case against one person rather than one handoff point. If failures at one point cluster around one staff member, the question is whether the standard they received was clear -- not whether the person is the problem.
- Running the log once and filing it. The log's value multiplies across months, because trend data -- fewer entries after a standard is introduced -- is the evidence that process documentation works.

# Appendixes

## Appendix A -- Time-Loss Cost Calculator

To convert time lost (minutes) to dollar cost:

Step 1: Identify the roles involved in the rework.

Step 2: Calculate their hourly rate including payroll taxes and overhead (typically 1.3x base salary).

Step 3: Apply:

$$\text{Cost per failure} = (\text{minutes lost} / 60) \times \text{hourly rate} \times \text{people involved}$$

Example:

Two warehouse staff (\$9/hr each), 45 minutes of rework:

$$\text{Cost} = (45/60) \times \$9 \times 2 = \$13.50 \text{ per failure}$$

Monthly cost of one undocumented handoff point:

$$\text{Failures per month} \times \text{cost per failure} = \text{monthly drag}$$

The one-time cost of writing and validating a handoff standard:

Typically 1-2 working hours for the owner or manager.

At \$15/hr: \$15-30 to write.

If a handoff point generates \$100/month in losses:

Payback period of writing the standard = 3-4 business days.

## Appendix B -- Error Type Definitions

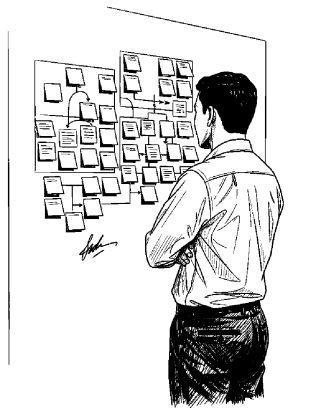
Use consistent terminology across all staff logging entries:

Late : Handoff occurred, but after the time standard or agreed deadline. Work on the receiving end was delayed.

Wrong format : Handoff occurred on time, but content was incomplete, incorrect, or in a format the receiver could not use without reformatting (e.g., verbal instead of written, WhatsApp instead of form, no signature).

Missing item : Something that should have been part of the handoff was absent entirely: a document, a count, a signature, an approval. Receiver had to go back and chase it.

No clear owner: Neither party was sure who was responsible for initiating the handoff. Task sat until someone acted.



WHERE THIS WORKSHEET COMES FROM

# Business Process Reengineering

*A Process That Has Run a Long Time Is Not Necessarily a Correct Process*

by Ibrahim Anwar

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This worksheet is one of nine in the *Business Process Reengineering* companion worksheet pack. The full pack is grouped into three categories: high-volume worksheets you can run weekly, niche-search worksheets for rare but high-value situations, and specific-case worksheets that walk you through a single concrete scenario.

Every framework, decision filter, and figure used in these worksheets is drawn from the chapters of the source book. The book sets the diagnosis, the worksheets give you the form to act on it.

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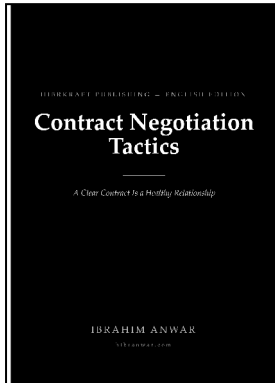
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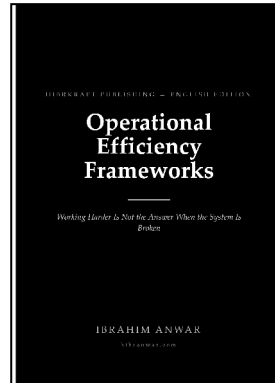
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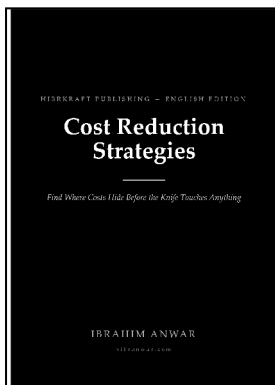
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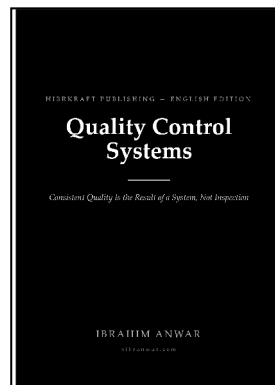
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