BROWNFIELD OPERATIONS

Warehouse Control Layer Checklist

A practical scorecard for the visibility, ownership, and response gaps that quietly cost you throughput.

What this produces

A Throughput Capacity Capture Score from 0 to 100. The score is not a grade for the team. It is a baseline for how much usable capacity your current control layer is helping the operation capture.

Use it before a launch call, during a dock walk, or as a quarterly operating-system health check. Score the current state, not the intended future state.

Facility Snapshot

Company		**Facility / Site**	
Name / Role		**Email / Phone**	
Primary operation		**Dock doors**	
Daily appointments		**Peak receiving/shipping hours**	
Current scheduling method		**Main pain point**	
Target improvement window		**Date scored**	

Scoring Method

For each item, select the score that best reflects the current operating reality:

Score	Current state
0	Not in place / mostly manual / inconsistent
1	Partially in place / visible sometimes / depends on person or shift
2	In place / visible / owned / used consistently

Total possible score: 100 points. Section possible score: 20 points each.

1. Flow Visibility

Can the team see the work early enough to control it?

#	Control question	Score 0 / 1 / 2
1	Today's inbound/outbound appointment demand is visible before the shift starts.	____
2	Open dock capacity is visible by hour, not just by day.	____
3	Late, early, no-show, and unscheduled arrivals are visible as separate conditions.	____
4	The team can see which doors are open, blocked, occupied, or waiting on action.	____
5	Loads waiting for action are visible without asking a supervisor or searching email.	____
6	Current wait time or dwell time is visible while the work is still recoverable.	____
7	Carrier, PO/load number, dock, and scheduled time are available in one place.	____
8	Exceptions are flagged visually before they become shift-end surprises.	____
9	The board can be understood by the floor team within seconds.	____
10	Leaders can see flow risk without walking desk-to-desk for updates.	____

Section score	____	/ 20	Notes: _____ _____

2. Ownership

Does every visible gap have a clear owner?

#	Control question	Score 0 / 1 / 2
1	Each dock, lane, or yard area has an owner during the operating window.	____
2	Every appointment has a named internal owner or team accountable for next action.	____
3	Carrier communication ownership is clear when schedules change.	____
4	No-show follow-up has a defined owner and timing standard.	____
5	Door assignment decisions are owned before the truck arrives.	____
6	The team knows who can approve schedule changes or exceptions.	____
7	Status changes are recorded by the person or function closest to the work.	____
8	Cross-shift handoffs include open risks, not just completed work.	____
9	Recurring ownership gaps are reviewed and fixed, not worked around forever.	____
10	Escalation is based on condition and timing, not who happens to notice first.	____

Section score	____	/ 20	Notes: _____ _____

3. Response Speed

When the condition changes, does the operation react fast enough?

#	Control question	Score 0 / 1 / 2
1	Arrivals are marked quickly enough for wait time to be useful.	____
2	The team has a standard response when a truck is late, early, or unscheduled.	____
3	Door changes are communicated before they create dock congestion.	____
4	Capacity conflicts trigger a decision while alternatives still exist.	____
5	Supervisors do not have to manually chase most routine status updates.	____
6	Blocked doors, missing paperwork, or unavailable product trigger fast visibility.	____
7	The check-in/gate process creates an operational signal, not just a record.	____
8	The team reviews today's flow risk during the shift, not only after the fact.	____
9	Aged waiting loads are visible and reviewed at a defined interval.	____
10	The system helps the team decide what to do next.	____

Section score	____	/ 20	Notes: _____ _____

4. Schedule Discipline

Is the schedule helping the floor, or is the floor constantly absorbing schedule noise?

#	Control question	Score 0 / 1 / 2
1	Appointment windows reflect real receiving/shipping capacity.	____
2	Capacity is protected by dock, time window, and direction of flow.	____
3	The system prevents overbooking past the agreed window capacity.	____
4	Reschedules are captured in the same place as the original appointment.	____
5	Carriers receive confirmation without manual back-and-forth every time.	____
6	The team can distinguish planned work from work that was squeezed in.	____
7	Live-load, drop, staged, and special-handle flows are handled differently where needed.	____
8	Schedule performance is reviewed by carrier, dock, and time window.	____
9	Recurring appointment problems lead to rule changes or carrier conversations.	____
10	The schedule is simple enough that the team actually uses it.	____

Section score	____	/ 20	Notes: _____ _____

5. Learning Loop

Does the operation learn from the gaps it exposes?

#	Control question	Score 0 / 1 / 2
1	On-time, late, dwell, wait, no-show, and utilization measures are tracked over time.	____
2	Reports show trends by site, dock, carrier, and time window.	____
3	The team can explain the biggest lost-capacity drivers from data and Gemba observation.	____
4	Recurring exceptions become improvement work, not tribal knowledge.	____
5	Leaders review numbers that describe the process, not individual surveillance.	____
6	The team has a weekly or monthly cadence to review flow health.	____
7	The operation can compare planned capacity to actual capacity captured.	____
8	Improvements are measured against a baseline score.	____
9	Frontline feedback is used to improve the control layer.	____
10	The operation can prove whether changes improved throughput capture.	____

Section score	____	/ 20	Notes: _____ _____

Throughput Capacity Capture Score

Add the five section scores. This is your baseline for how much usable throughput capacity your current control layer is helping the facility capture.

Section	Score	Possible
1. Flow Visibility	____	20
2. Ownership	____	20
3. Response Speed	____	20
4. Schedule Discipline	____	20
5. Learning Loop	____	20
Total Capacity Capture Score	____	**100**

Score Interpretation

0-39 | Reactive	The floor is carrying the control layer. Work is visible too late, ownership is unclear, and capacity is likely being lost quietly every week.
40-59 | Exposed	Some controls exist, but the team is still depending on people to remember, chase, translate, or escalate. There is visible upside.
60-79 | Controlled	The operation has a working control layer. The next gain is tighter response timing, cleaner ownership, and better trend learning.
80-89 | Disciplined	Most capacity is being captured. Focus on the recurring exceptions, handoffs, and carrier/site patterns that still create noise.
90-100 | High capture	The control layer is strong. Protect the standard, review drift, and use the baseline to prove future improvement.

The Three Gaps to Discuss on a Launch Call

1. Lowest scoring section: _____
2. Most expensive recurring gap: _____
3. First control layer improvement to test: _____

Brownfield launch prompt

Send this completed scorecard to Brownfield before the launch call. We will use it to identify the first visibility, ownership, and response gaps to close - then re-score later to prove whether the control layer improved throughput capture.

Website: brownfieldops.com

Make the work visible. Control the flow.