Using Daily Job Reports to Improve Productivity

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Using Daily Job Reports to Predict Productivity Issues

Documentation is a critical part of managing work in the construction industry yet the way that information is collected and used has not always kept pace with advancements in technology. Daily job reports (DJRs) are no exception. Much of the valuable data contained in your daily job reports remains underutilized. Imagine new and easy ways for field data to be captured, connected, and applied to improve job performance and decision-making. Information that is gathered in daily reports is vital to tracking and visualizing the progress of the job. Most daily reports capture the following information:

- The project and location
- The foreman / supervisor
- Who worked
- What got done
- What impacts or issues may have occurred
- What materials or tools were used

Being able to see what was worked on, what prevented work from being done, and what materials or tools were used daily allows us insight into the productivity of each day. The missing component is the collection or consolidation of information into a form that is easily understandable and accessible. Addressing that issue, as well as a few others, will increase the effectiveness of the reports and potentially allow you to predict productivity issues before they get out of control. Here are few key items needed to use your daily reports better:

- Keep your data close and actionable
- Have your information available fast
- Use your information to help the field

Using a simple software solution to capture and categorize these issues can eliminate waste / rework and allow the daily job data to provide more useful insights into the productivity of your projects.

Keep Your Data Close and Actionable!

The first problem is that there are a couple pieces of important information that are missing:

DAILY JOB REPORT

Date: 11/12/25

Number Of Men On Job: 13

Project Name: Storage Facility

What We Are Working On:
light rough in warehouse   cable trey

Obstacles Encountered:	✓	Hours Lost	Obstacles Encountered:	✓	Hours Lost
Underestimated amount of work			Scheduling Conflicts with GC		
Area Not Ready			Waiting on RFI Response		
Trade Interference			Missing Material (Vendor?)		
Lack of Access to Area			Material Not Ordered		
Labor Issues/Absenteeism/Illness			Coordination Issues		
Manpower Shift from Supervision			Weather Impacts		
Labor Quality/Skill Issues			Other:		

Comments:
still to wet on east side of building   back fill has not been completed in warehouse   bracing still on office

Figure 1: Example of a current daily job report

Daily Job Report

MCA		363 E. Grand Blanc Rd., Grand Blanc, Michigan, 48439			(810) 232-9797	
Project Name:	Convention Center	Project Number:	2025-00100	Date:	12/31/2025	Location: Site A
Weather Description:	Clear	Winds:	No	Temperature:	75	

Completed Work

Branch (Contract, Job, Crew)	Task Description	# Workers	Hours Taken	Scheduled Hours	User
Crew #1	Overhead - Level 1	1	8.00	8.00	Carter, James
Crew #1	Overhead racks/data tray - Level 1	1	4.00	4.00	Bennet, Olivia
Crew #1	Temp lighting	1	4.00	4.00	Thompson, Michael
Crew #2	Temp Power	1	0.00	8.00	Ramirez, Sophia
Crew #2	Conduit	1	0.00	8.00	Brooks, Daniel
Crew #3	Risers	1	8.00	8.00	Foster, Emily
Crew #3	Deck work - Level 2	1	8.00	8.00	Collins, Ava
John Doe	Supervision	1	8.00	8.00	Doe, John

Obstacles

Interrupted / Incomplete Task	Detailed Reason Code	HNWAS	User
Temp power	GC/Schedule Issues	8.00	Ramirez, Sophia
Conduit	Absenteeism	8.00	Brooks, Daniel

Upcoming Work

Task Description	Materials, Tools Needed & Safety Notes	Planned Hours	User
Overhead - Level 1		8.00	Carter, James
Overhead racks/data tray - Level 1		4.00	Bennet, Olivia
Temp lighting		4.00	Thompson, Michael

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Figure 2: Example of a software-based daily job report

- Tasks that you wanted to get done
- Obstacles that got in the way of those tasks

Because DJRs are filled out at the end of the day, people usually only record the tasks that they worked on. They might not put anything down for a task that they planned to work on, but couldn't, especially if they were able to work on something else during that time. **You've lost that information.** As shown in Figure 1, people indicate what they are working on and list some obstacles in the comments, but there is nothing actionable and categorized for the team to act on.

In situations where there is an obstacle that gets in the way of a task, there are hidden costs that go unnoticed which have a serious impact on the performance of the project, especially if it happens frequently. Switching to a different task could cost much extra time due to having to reorganize and move to a different location. When you have the plan and record the obstacles that get in the way, you can see the full story of what is happening on the job site, allowing you to address the issues. Software like Short Interval Scheduling (SIS®) allows you to capture the planned work, links obstacles to tasks, and automatically populates the DJRs.

As shown in Figure 2, the planned temp power and conduit tasks had obstacles which are linked to the tasks. This daily job report is automatically filled out with plan for the day, which tracks the hours that were not worked as scheduled and the reason for why the tasks were not worked on. *All input is recorded over time and helps track the productivity of the job overall* (not just the ones that stand out in people's minds when they happen).

Have Information to Take Action Fast

The second problem is the amount of time it takes to review and consolidate the data from the DJRs. The current solutions are focused on possible reporting information because you have to, checking a box. Flip it around. Collect information easily and display that data in a meaningful way, the output. After the initial collection of data nothing much is done with it and it will likely just sit in a folder somewhere, and possibly never be seen or used again. Think about why your job reports sit on a desk or a folder:

- It takes time for someone to review the data
- It takes time for someone to create the outputs
- It takes time and can be difficult to decipher the handwriting

- It is difficult to build a picture from large timeframes of the project

You may have noticed that there is a trend in that list of reasons. Time and difficulty are the significant factors that prevent the DJRs from being reviewed, and if they aren't reviewed, there are no outputs or usable high-level information. This is where the digitalization comes in. **When you have a system built around the collection and visualization of the data, you can save a lot of time.** Shown below, the same data that feeds the DJR (Figure 2), also feeds the Pareto chart (Figure 3) with little to no extra work, allowing the outputs to be created as soon as the data is entered. *Look at what's at your fingertips to have a discussion.*

Use the Information to Help Your Field Team

The third problem is that the personnel who fill out DJRs might not get feedback on the reports that they submit, and if they do, it could be some time after they have submitted the report. The reasons for not receiving feedback are the same as the reasons why there is usually no output — because of time and difficulty. Having no feedback could lead to lower quality reports due to the people not feeling like the information and time spent on the reports is being used effectively. The following bullet points are good criteria for an easy-to-use system:

- There should be no double data entry
- The output reports should be easy to create
- The output reports should be easy to understand
- The output reports should be readily accessible

Having outputs that are easy to create, easy to understand, and readily available to anyone that wants to view them is key to ensuring that the data is going to be used. The results of these criteria will lead to:

- Better quality reports
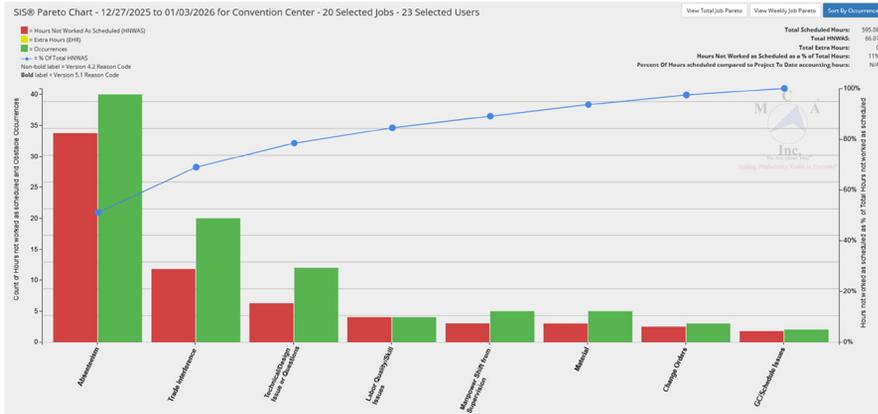- Time savings
- Overall project health

Figure 3: Pareto chart obstacle report

The Solution

The solution is standardization, categorization, and consolidation of data through software that conforms to the ASTM E2691 standard of measuring job productivity. SIS® includes a DJR and ensures that data is being collected and used in a way that measures the productivity of a job. Those three topics are key to the organization of data, which allows it to be utilized for effective outputs that people can understand. When a DJR is implemented in software, *building on the plan for the day and documenting why it couldn't be completed* can provide benefits in the following ways:

- Easy to fill out — Personnel could have a prefilled-out report that shows how much of a task was completed and would indicate which obstacles impacted the tasks.
- Easy to review — Standardized data and easier to read reports reduce some of the difficulties with reviewing. Not to mention the capabilities of automatic reporting from software solutions, which would drastically reduce the amount of time and effort in that portion of the reporting process.
- Increasing usefulness of the reports — Less time to complete means more time spent working on other tasks. Instantly generated reports made available to the people who want or need to see them are key. Then, have

cross pollination of data between projects so trends can be identified between similar scenarios, allowing for visibility of issues sooner rather than later.
- Have a platform — for categorization, identification, analysis of common problems, and potential for integration with other types of productivity tracking software.

Taking all this into consideration, using the plan for the end of day report via an ASTM standard for job productivity management helps you use technology and capture the valuable information contained within them. It reduces the amount of time and effort put into the reports and also encourages more accurate data because of the more readily available reports through the usage of software. ⚡

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