



Technology · Engineering · Delivery

Readiness

Harbour & Pine — the support assistant, and what it may decide

Harbour & Pine · extracted 2026-09-28 · revised 2026-09-24

Every decision in the envelope, sorted by whether AI can be trusted with it: now, later with named steps, as a permanent assistant to a person, or never. Re-rendered after each session — compare two versions to see what moved. A value marked *assumed* came from what organisations like this typically do, not from this one, and stays that way until the room corrects it or confirms it.

None of the 20 decisions is a default for organisations like yours. 6 were read from your own material or said in the room; 14 are confirmed by the accountable parties. Where a decision is open, what it proposes is still a proposal until you confirm it — that is true of 6 of them.

AI now		Could be	AI assists		Never	Not assessed
2	4		6		7	1

20 decisions. Rung basis — observed in the material: 8; assumed from the baseline: 0; confirmed by the accountable parties: 10; granted ahead of evidence: 1; **no rung recorded, so no basis at all: 1. 1 sit where they do on authority granted ahead of evidence — each names who, why and a review date. 1 of the unassessed are authority or timing decisions where the axis alone suggests no model score applies — that is a prior, not a finding, and none has been confirmed.**

Hours back: 8.0 h a week, about 34.6 h a month — time spent today on decisions AI could take unattended, from 10 of 20 decisions with a volume. A further 9.5 h a week is spent on decisions AI would draft under a person; the share of that freed is unknown and is not added.

What moved

First render — nothing to compare against. This state is recorded under a label beside these artefacts, and a render under the next label lists every decision that changed bucket, rung or status since it. That comparison is the point of re-rendering.

AI does this now (2)

Delegated, with a check that does not need a person each time. Where today reads *proposing*, a person approves before it counts; where it reads *running*, it is unattended inside stated limits.

R e f	Decision	A x i s	Today	C e i l i n g	Ora cle	Bas is	Route, or why not
H P - 0 0 2	What counts as the two records disagreeing	m e a n i n g	proposing	a ut o m at e d	L3 imm edia te ☼	ob se rv ed	route: Fifty verdicts in a row where Maya changed nothing.
H P - 0 0 6	What authenticates a customer and establishes order ownership	m e a n i n g	automated ← granted by Jon Bell — Operations owner, review 2026-11-11	a ut o m at e d	L3 imm edia te ☼	gr an te d	—

AI could — with named steps (4)

Bounded work with a route up the ladder. The last column is the evidence that would move it, or what is blocking it. This bucket is where the build sequence comes from.

R e f	Decision	Ax is	Today	Ce ili ng	Oracl e	B a si s	Route, or why not
H P- 0 0 1	Which record is authoritative for which fact	m ea nin g	shadow	au to ma te d	L3 imme diate ☼	o bs er ve d	route: Two hundred past enquiries replayed with the record each answer was drawn from logged, and no case in which the wrong record was consulted.
H P- 0 0 4	Whether the assistant may send a status-only reply without a person seeing it	be ha vio ur	shadow	au to ma te d	L2 delay ed	o bs er ve d	route: A shadow run in which the assistant drafts and sends nothing, each draft stored beside the reply the person sent, agreeing on

R ef	Decision	Ax is	Tod ay	Ce ili ng	Orac le	B a si s	Route, or why not
							status and on what was not claimed across four hundred enquiries with fewer than four factual differences.
H P- 0 1 1	When the handover clock starts	m ea nin g	instr ume nted	au to ma te d	L3 imme diate ⚙	o bs er ve d	route: The arrival event emitted as a timestamp on every handover for a month, with no handover missing one.
H P- 0 1 6	What is recorded for each exchange, and how the four records link	evi de nc e	instr ume nted	au to ma te d	L3 imme diate ⚙	o bs er ve d	route: The four records emitted and linked for every exchange over a full week.

AI assists, a person decides (6)

Judgement work — the system proposes, a person decides. Rows marked *by design* stay here permanently; that is the destination for unbounded tasks and where freed time goes. Rows marked *route*: are here only until the named specification work is done, and then move up.

R ef	Decision	Ax is	Tod ay	Ce ili ng	Or acl e	Basi s	Route, or why not
H P- 0 0 3	What staff do when the records disagree	jud ge m en t	held	pr op osi ng	L0 no ne	confi rmed	route: Fifty investigations logged with the explanation a person reached, and a proposed explanation beside it that matched in forty.
H P- 0 0 5	Where reporting status ends and promising an outcome begins	m ea nin g	instr ume nted	pr op osi ng	L1 see de d	confi rmed	route: Twenty past replies classified against the list by two people independently, disagreeing on no more than one.
H P- 0 0 0	Whether the assistant may prepare a refund or address change for a person to execute	be ha vio ur	held	pr op osi ng	L0 no ne	obser ved	route: Fifty prepared actions logged beside what Maya actually did, with the cases she changed categorised

R ef	Decision	Ax is	Tod ay	Ce ili ng	Or acl e	Basi s	Route, or why not
9							rather than counted.
HP-013	What counts as a correct reply	mean ing	held	pro posi ng	L0 no ne	obser ved	route: A written standard separating factual claims from judgement, and a hundred past replies labelled against it by two people.
HP-014	The evaluation set, and what it must be representative of	evid ence	held	pro posi ng	L1 see de d	confi rmed	route: A drawn sample approved by Maya without amendment, two seasons running.
HP-017	Whether the assistant may draft replies for Maya to send	behav iour	held	pro posi ng	L2 del aye d	obser ved	demoted from proposing · route: HP-005's list in force, and a hundred drafts in shadow with no claim outside it and fewer than five factual differences from what Maya sent.

Not AI work (7)

Held deliberately, or not a capability question at all. Who is accountable and when a contract is signed do not change with any model score. Naming these is what makes the rest of the page agreeable.

R ef	Decision	Ax is	T o d a y	C e i l i n g	Or acl e	Basi s	Route, or why not
HP-007	Who owns refunds and address changes	auth ority	held	held	—	confi rmed	by choice: Money and goods move; a named person is accountable every time.
HP-000	Whether the assistant may execute a refund or an address change	behav iour	held	held	L3 imme diate ⚙	confi rmed	by choice: Irreversible from the customer's side; a person, always.

R ef	Decision	Ax is	T o d a y	C e l i n g	Orac le	Bas is	Route, or why not
8							
HP-010	The one-working-day handover target	tim ing	h el d	h el d	—	confi rmed	by design: A service commitment Jon makes to customers; not a capability question.
HP-015	The acceptance thresholds	jud ge m en t	h el d	h el d	—	confi rmed	unbounded: A risk appetite; no golden set could ever be frozen for it.
HP-018	Who may read the records	au th ori ty	h el d	h el d	—	confi rmed	by choice: Access to customer conversations is Jon's to grant, every time.
HP-019	No real customer data before access and retention are approved	be ha vio ur	h el d	h el d	L3 imme diate ⚙	confi rmed	by choice: A prohibition with an end condition: it holds absolutely until retention is approved, and is revisited then. — until HP-020 settle
HP-020	How long the records are kept	au th ori ty	h el d	h el d	—	confi rmed	by choice: A commitment about customers' data; a person's, always.

Probably not a capability question — unconfirmed (1)

Authority and timing decisions, where the axis alone suggests no model score would change the answer. **Nobody has written a reason for any of these**, so this is the instrument's prior and not a finding: it is counted as unassessed above, not as *Never*. Read it as a list of questions for the room. Expect some to move — a timing rule such as when a specification is frozen is often exactly what a machine enforces best.

- **HP-012** Whether the handover target holds outside working days · *timing*

Today is where the decision sits on the ladder — held, instrumented, shadow, proposing, automated. *Ceiling* is the highest it may reach, with its reason. *Oracle* is how correctness is established without a person: L0 none, L1 a set built once, L2 machine but late, L3 machine and immediate; ☼ marks an immediate check — a rule, not a model. *Basis* is where the rung came from; **granted** means authority was extended ahead of evidence, deliberately, and the row names who and until when. △ marks a running rung with no stated limits. *Route* is the evidence that would move it; *by design* means it stays with a person on purpose — *unbounded* where the author says no golden set could ever be frozen, *by choice* where a machine could check it and the organisation keeps it anyway; *until ...* marks a restriction that lifts for review when named decisions settle; *(axis default)* means the author wrote no reason and the page is guessing from the axis.