



# OPERATIONS MANUAL

**SESS & SLP VERSION**

For

**SUPERIOR EXCAVATING SOILS & SERVICES LLC**

**(SESS)**

3114 E. US. 30

WARSAW, IN 46580

Ph 574-**372-DIRT** (3478)

574-267-5255

877-243-7279

1FAX 574-269-3220

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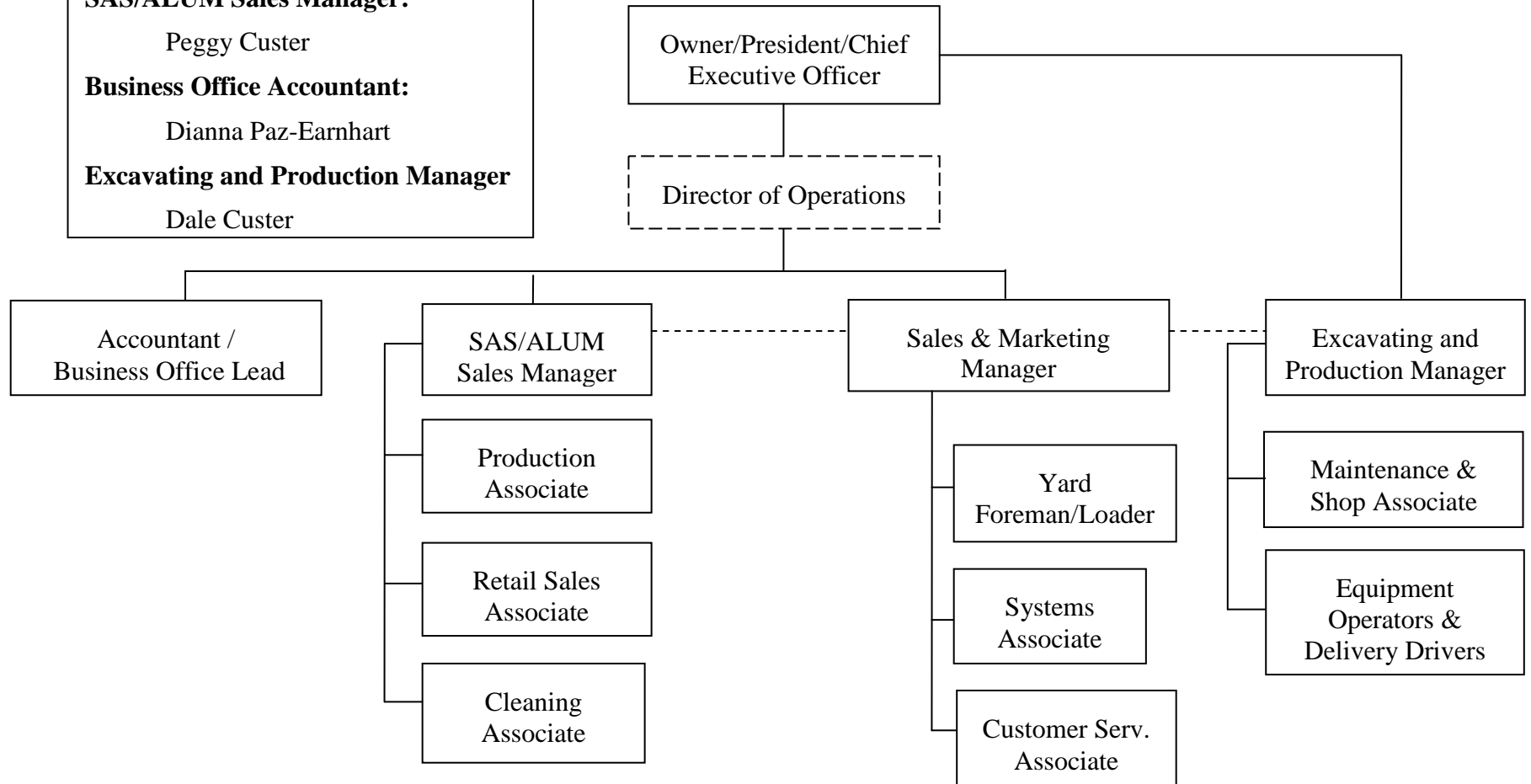
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**Owner/President/Chief Executive Officer:** Dale Custer  
**Director of Operations:** Dale Custer  
**Sales and Marketing Manager:** LeTrisha Brown  
**SAS/ALUM Sales Manager:** Peggy Custer  
**Business Office Accountant:** Dianna Paz-Earnhart  
**Excavating and Production Manager:** Dale Custer

## CHAPTER 1 ORGANIZATION



## **ALL PERSONNEL:**

All employees are required to be thoroughly familiar with this Operations Manual. All personnel are to work as a team. Although each team member has specific duties, all are encouraged to help each other to ensure we all meet our goals. This may occasionally require doing work in areas out of our specific area to satisfy the customer. All personnel must strive for maximum efficiency, because the profitability of the company has a direct relationship on wages and bonuses.

- Maintain and properly use all tools under your control.
- Follow all safety rules.
- Use and maintain all safety devices provided.
- Keep all work areas clean and free of debris and other hazards.
- Secure tools, equipment and the facility at the end of each shift.
- Must be familiar with the location and use of material safety data sheets (MSDS), emergency supplies, and emergency phone numbers.

Failure of an employee to adhere to the general work and safety rules may result in disciplinary action up to and including termination.

## **PERSONNEL DESCRIPTIONS AND DUTIES**

### **Departments**

- Superior Landscape Products
- Marketing
- Business Office/Accounting
- Aluminum Sales
- Salt and Scent Sales
- Excavating and Production

**Position Title:** *President/Chief Executive Officer (CEO)*

**Supervises:** Senior Leadership

**Grade:** 4

**Job Type:** Executive

**Department:** Company wide

**General Purpose and Scope of Position:**

The President/CEO is responsible for leading all aspects of the company. This includes meeting the needs of employees, customers, communities, and legal obligations. The President/CEO maintains constant awareness of both the internal and external competitive landscape, opportunities for expansion, customers, markets, and new industry developments and standards.

**Primary Responsibilities:**

- Creates, communicates and implements the organization's vision, mission, and overall direction
- Sets strategy and direction for the company
- Models and sets the company's culture
- Builds, leads and evaluates the performance of the company's senior leadership team
- Evaluate and advise on the impact of long range planning, introduction of new programs/strategies and regulatory action
- Allocates capital to the company's priorities
- Represents the company for civic and professional association responsibilities and activities in the local community, the state, and at the national level
- Delegates responsibilities to others as deemed necessary for the success of the business

**Minimum Qualifications:**

- Bachelors degree
- 8-10 years of related industry experience
- Contracts and negotiation experience

**Preferred Qualifications:**

- Masters degree
- 10-15 years of related industry experience

**Other Requirements:**

- Significant successful leadership skills

**Work Hours:**

- Will work a traditional 40 hour work week with additional hours as needed

**This position is not currently in place. May insert in the future.**

**CEO will assume responsibilities and delegate appropriate duties to other positions.**

**Position Title:** *Director of Operations*

**Reports To:** President/CEO

**Supervises:** SAS/ALUM Sales Manager, Sales (SLP) and Marketing Manager, Business Office Lead /Accountant.

**Grade:** 3

**Job Type:** Senior Leadership

**Department:** Operations

**General Purpose and Scope of Position:**

Responsible for planning, organizing, leading and controlling all operations (sales development, daily operations, formulation of policies, oversight of workers and jobs) within the company. Coordinates the procurement and scheduled use of resources, including labor, equipment and materials to ensure maximum use and completion of work within budget, safety guidelines and quality standards. Promotes the growth and development of staff and assists them in carrying out their responsibilities as needed.

**Primary Responsibilities:**

- Operates as the Safety Director
- Ensures all work is completed in adherence to safety policies and guidelines
- Investigates any accident or safety violation, prepares appropriate reports, takes action steps to correct and prevent future occurrences
- Defines and implements solutions to reoccurring accidents or most common hazards
- Manages and schedules labor, equipment and material to accomplish production schedules within established budgets
- Maintains strict adherence to established schedules and budgets
- Manages employment: recruiting, hiring, developing and evaluating team members while building a collaborative culture
- Oversees all aspects of projects (including contract specifications) from the start of the estimating and bidding process to completion, ensuring correctness and customer satisfaction
- Order all materials for jobs, oversee estimates, keep track of paperwork so all contract, change orders and Time and Material orders get billed out correctly.
- Provide most recent plans and/or documents to field staff at the beginning of the day and provide instruction to ensure Crew Leader and crew are prepared to complete the job
- Makes recommendation regarding qualifying or disqualifying warranty work
- Coordinates completion of warranty work per contract and/or instructions on Division Manager
- Maintains overall responsibility for Information Technology required for efficient operations
- Delegate duties as needed and ensure that tasks are accomplished

**Minimum Qualifications:**

- Bachelor Degree in related field and/or 5-7 years directly relevant experience
- 3 years supervisory experience
- Experience in business management, including basic accounting skills
- Mechanical aptitude
- Knowledge of computer applications (Microsoft Office suite, production scheduling software)
- Working knowledge of work flow and scheduling
- Current driver's license

**Preferred Qualifications:**

- 5-7 years supervisory experience

**Other Requirements:**

- Significant successful leadership skills

**Work Hours:**

- Monday – Saturday (one scheduled day off per week), open to close (adjusted to approximately 40 hours per week) with additional hours as needed



**Position Title** *Business Office Lead / Accountant*

**Reports To:** Director of Operations

**Grade:** 2

**Job Type:** Hourly (Part Time)

**Department:** Business Office

**General Purpose and Scope of Position:**

Maintains office services by organizing office operations and procedures; preparing payroll; controlling correspondence; designing filing systems; reviewing and approving supply requisitions; assigning and monitoring clerical functions. Assists with Human Resource (HR) efforts, which includes employee recordkeeping. Maintains records of financial transactions by establishing accounts; posting transactions; ensures legal requirements compliance.

**Primary Responsibilities:**

- Provides historical reference by defining procedures for retention, protection, retrieval, transfer, and disposal of records.
- Maintains office efficiency by planning and implementing office systems, layouts, and equipment procurement.
- Designs and implements office policies by establishing standards and procedures; measuring results against standards, making necessary adjustments
- Serve as the point person for mailing, bills, and errands.
- Provides payroll information by collecting/verifying time and attendance records
- Provides accounting services to include data entry, report creation (routine and ad hoc), financial data security, auditing records and making recommendations based on accounting records
- Assists in the achievement of financial objectives by preparing an annual budget, scheduling expenditures, analyzing variances and initiating corrective actions
- Responsible for any other tasks as assigned from time to time by supervisor to include retail support

**Minimum Qualifications:**

- At least two years of previous experience in office management.
- Working knowledge of mail processes such as postage machine, FedEx and UPS
- Proven office management, administrative or assistant knowledge and experience
- Excellent time-management skills and ability to multi-task and prioritize work
- Attention to detail and problem solving skills
- Excellent written and verbal communication skills
- Strong organizational and planning skills
- Proficiency in MS Office
- 2-year degree in Accounting, Office Management or equivalent

**Preferred Qualifications:**

- Bachelors degree or equivalent in Accounting
- Direct experience with QuickBooks

**Other Requirements:****Work Hours:**

- Monday and Friday, 8 hours each day. Days flexible depending on requirements of job. Change in schedule to be approved by Director of Operations.

**Position Title:** *SAS/ALUM Sales Manager*

**Reports To:** Director of Operations

**Supervises:** Production Associate, Retail Sales Associate(s), Cleaning Associate(s)

**Grade:** 2

**Job Type:** Management

**Department:** Aluminum Sales and HSAS Sales

**General Purpose and Scope of Position:**

Responsible for the day-to-day operations of the assigned retail stores. Pursues efficiency and maximum profit. Oversees retail sales associates and other departmental employees.

**Primary Responsibilities:**

- Maintains proper inventory of materials, equipment and other supplies are on hand to complete retail activities.
- Manages inventory by researching emerging products; anticipating buyer interest; negotiating volume price breaks; placing and expediting orders; verifying receipt.
- Prepares and manages the budget for retail operations.
- Works with the Business Office Lead to create Purchase Order Requests to order materials, equipment and supplies as needed within purchasing limits.
- Coordinates Receiving with the Systems Associate.
- Directs the online sales function, coordinating marketing efforts with the Sales and Marketing Manager, and Shipping with the HSAS staff.
- Overall human resource management within department – includes hiring, firing, training, supervising, performance reviews, coaching, mentoring and developing staff to reach potential and established goals for the individual and division.
- Maintains sufficient staff to accomplish retail schedules and analyzes future needs, forecasting staff and material needs to ensure customer support.
- Responds to customer complaints ensuring proper handling to achieve excellent customer satisfaction.
- Assist in the setup and the use of the point-of-sale (POS) system to manage all material flowing through the retail portion of the company.
- In conjunction with the Marketing Manager, create marketing displays, sales promotions, and other creative sales approaches.
- Attracts customers by constructing or assembling prefabricated display properties; producing merchandise displays in windows and showcases, and on sales floor.
- Develops and maintains Sales Techniques and Procedures Manual.
- Train store staff by reviewing and revising orientation to products and sales training materials, delivering training sessions, reviewing staff job results and developing and implementing new product training.
- Evaluates competition by visiting competing stores (physical facility and website) including style, quality, and prices of competitive merchandise.
- Promotes sales by demonstrating merchandise and products to customers.

**Minimum Qualifications:**

- Excellent communication skills – verbal and written
- 3-5 years retail experience
- 1-3 years supervisory experience
- Experience with relevant software applications
- Experience with vendor relations
- Must be able to motivate and organize employees

**Preferred Qualifications:**

- Retail experience in the landscape products industry
- Relevant product and industry knowledge
- Significant successful leadership skills

**Work Hours:**

- Monday – Saturday (one scheduled day off per week), open to close (adjusted to approximately 40 hours per week) with additional hours as needed

**Position Title:** *Production Associate*

**Reports To:** ALUM/SAS Sales Manager

**Grade:** 2

**Job Type:** Hourly

**Department:** Aluminum and SAS Sales

**General Purpose and Scope of Position:**

Provides the artistic talent and capability to do custom painting, display arrangements, and assembly of required product. Also fills the role of Retail Sale Associate when not engaged in other assignments.

**Primary Responsibilities:**

- Paint aluminum statues and lights per customers sales order and for display.
- Wire and assemble light poles, fountains, clocks, and other items as needed.
- Maintain the Fairy Garden display on the large stump in the show room.
- Sew and design clothing for the Salt Store.
- Responsible for any other tasks as assigned by the ALUM/SAS Sales Manager or in her absence the Sales and Marketing Manager.

**Other Job Functions:**

- All responsibilities and duties in the job description for Retail Sales Associate.

**Minimum Qualifications:**

- High school diploma or equivalent
- Demonstrated artistic ability
- Able to do electrical wiring for lamps, clocks, and other wired product.

**Work Hours:**

- Monday – Saturday, open to close (seasonally adjusted to approximately 20-40 hours per week) with additional hours as needed. Part time personnel according to weekly schedule.

**Position Title:** *Retail Sales Associate*

**Reports To:** ALUM/SAS Sales Manager

**Grade:** 1

**Job Type:** Hourly (Part Time)

**Department:** Aluminum and SAS Sales

**General Purpose and Scope of Position:**

Ensures that each customer receives outstanding service by providing a friendly environment which includes greeting and acknowledging every customer, maintaining solid product knowledge, determining additional customer needs, and successfully performing all other aspects of customer service.

**Primary Responsibilities:**

- Promptly greet customers, assist with product selection, loading of product material, and process sales through Point-of-Sale (POS) system.
- Maintain an awareness of all promotions and advertisements.
- Aid customers in locating merchandise.
- Encourage customers to buy additional related products or other products in company inventory.
- Successfully interact with all team members, outside vendors, and wholesale/retail customers.
- Schedule customers for the Sauna or Halo Bed per availability on the SAS Services Calendar.
- Continue to gain knowledge for the proper use of Himalayan salt and its benefits.
- Understand the phone system to be able to answer the phone whenever possible, answer customer's questions, and to transfer to appropriate party when necessary.
- Check that labels are available on all product.
- Create labels or make requests for labels to those trained to do so.
- Maintain a clean and organized sales floor, making sure product is being displayed as desired by the ALUM/SAS Sales Manager.
- Responsible for any other tasks as assigned by the ALUM/SAS Sales Manager or in her absence the Sales and Marketing Manager.

**Other Job Functions:**

- Assist with customers and sales in the SLP side of the business whenever possible.
- Familiarity with all aspects of the landscape products industry including but not limited to customer service, specific product knowledge, basic landscape design, inventory management, and the day-to-day operations of a retail landscape products company
- Stay aware of the hours you're scheduled to work. Attendance is very important to maintain the customer service level desired.

**Minimum Qualifications:**

- High school diploma or equivalent
- Good with basic math.
- Willingness to work retail schedule that includes Saturdays

**Preferred Qualifications:**

- Sales experience.
- A proponent for the benefits of Himalayan Salt products and services.
- Experience in the landscaping products or related business
- Experience with Point-of-Sale (POS) system

**Other Requirements:****Work Hours:**

- Monday – Saturday, open to close (seasonally adjusted to approximately 20-40 hours per week) with additional hours as needed. Part time personnel according to weekly schedule.

**Position Title:** *Cleaning Associate*

**Reports To:** Alum/SAS Sales Manager

**Grade:** 1

**Job Type:** Hourly (Part Time)

**Department:** Retail Sales

**General Purpose and Scope of Position:**

Responsible for cleaning retail sales area including floor care, displays, and sales counters. Assists as needed with cleaning the remainder of the facility including shop and storage areas.

**Primary Responsibilities:**

- Clean and sanitize restrooms using established practices and procedure.
- Clean, dust, and wipe furniture; sweep, mop, or vacuum floors; empty/clean wastebaskets and trash containers; replace light bulbs; refill restroom dispensers.
- Assist with the setup of facilities for meetings, classrooms, conferences, events, etc.
- Strip, clean, buff and apply floor sealer and floor finish to hard surface floors, vacuum and shampoo carpets.
- Use and maintain assigned power equipment and hand tools; buffers, auto scrubbers, extractors, high pressure washers, high speed buffers and vacuums, brooms, mops, and squeegees for the cleaning and general maintenance of floors, walls, carpets, furniture, etc.
- Wash windows, walls and equipment; use ladders when required in work assignments.
- Follow instructions regarding the use of chemicals and supplies – use as directed.
- Perform cleaning and related activities such as removing snow or debris from sidewalks and stairs.
- Move furniture, equipment, supplies and tools on an incidental basis.
- Coordinate work orders with supervisor.
- Perform other duties as required including assisting sales associates when needed.

**Minimum Qualifications:**

- High school diploma or equivalent
- Have essential physical and mental capabilities in the following: interpersonal skills, memory, attention to detail, follow directions, comprehension, calculating, reading, writing, speaking, evaluating, mathematics, organizing and innovation

**Preferred Qualifications:**

- Prior cleaning experience
- Experience with floor care

**Other Requirements:**

- 

**Work Hours:**

Monday – Saturday. Part time position, scheduled weekly.



**Position Title:** Sales & Marketing Manager

**Reports To:** Director of Operations

**Supervises:** Yard Foreman, System Associate and Customer Service Associate

**Grade:** 2

**Job Type:** Management

**Department:** SPL Sales and Marketing

**General Purpose and Scope of Position:**

Directly involved in increasing Sales of the Company through personal effort, marketing, and evaluating opportunities. Takes steps to measure, enhance, and enrich the position and image of the company through various goals and objectives. Directly involved in the Sales of SLP products.

**Primary Responsibilities:**

- Participates with the Management Team to determine direction of company and develop and maintain procedures.
- Develop and implement marketing and branding plans, objectives, and projects for new and existing products for face-to-face and online retail and wholesale stores.
- Manage and coordinate all marketing, advertising, promotions, and activities including social media
- Expand product solutions and offerings to improve sales and margins.
- Develop and work within a decided budget for advertising and promotions. Determine which marketing methods provide the best return.
- Find, develop and expand new customers for Aluminum and Landscaping Products.
- Prepare marketing/pricing strategies alongside leadership and Alum/SAS Sales Manager
- Analyze marketing trends and recommend changes to marketing and business development strategies based on analysis and feedback
- Deepen relationships with all media to ensure the most effective messaging and positioning of the organization
- Drive overall customer relationship management (CRM) and direct marketing
- Engage other organizations within the community

**Other Job Functions:**

- Is the Lead person for the SLP Business Unit.
- Creates Purchase Request for product needs in the SLP Business Unit.
- Is available to fill in at sales counter as needed.
- Maintain work schedule for all personnel per request by Managers within the company.
- Helps daily operations by answering phones and taking delivery orders as needed.
- Performs HR duties for maintaining employee files, hiring, and initiating orientation, maintaining attendance records, and seeing that procedures are being followed.
- Performs duties and special projects, as assigned by Director of Operations.
- Balances POS drawers at least twice a week and the first day of each month. More often as business increases.

**Minimum Qualifications:**

- Business or marketing-related degree or equivalent professional qualification
- 3- 5 years experience in all aspects of developing and managing marketing strategies
- Technical marketing skills
- Proven experience in customer and market research
- Relevant product and industry knowledge
- Experience with relevant software applications
- Relevant product and industry knowledge
- Experience with website/e-commerce design and maintenance
- Demonstrated supervisory and leadership skills

**Preferred Qualifications:**

- Marketing experience within the landscaping/landscaping products arena
- Significant successful leadership skills
- Maintains professional and technical knowledge by attending educational workshops, reviewing professional publications, establishing personal networks and participating in professional societies

**Work Hours:**

- Monday – Saturday (one scheduled day off per week), open to close (adjusted to approximately 40 hours per week) with additional hours as needed

**Position Title:** *Yard Foreman/Loader Operator*

**Reports To:** Sales and Marketing Manager

**Grade:** 1

**Job Type:** Hourly

**Department:** SLP

**General Purpose and Scope of Position:**

Oversees and directs the activities of yard in order to ensure efficient customer service and safe movement of goods and equipment on the premises.

**Primary Responsibilities:**

- Focuses on methods to minimize the time customers are serviced.
- Responsible for maintaining the yard in good order, and for supervising the loading and unloading of trucks.
- Completes and turns in all paperwork, to the proper location, associated with orders, deliveries, and shipments.
- Insures safe work habits for assigned personnel through supervision and training.
- Directs and performs work of loading, unloading, and movement of materials on the premises utilizing material handling equipment and machinery; oversees inventory levels and receiving of yard materials and instructs yard workers in receiving and storage procedures.
- Assists with the production of various site-based materials.
- Performs and inspects loading operations for outgoing delivery to ensure compliance with shipping specifications, load limits and safety regulations. Provides on-the-job training for yard employees including product knowledge of items stored in yard and elsewhere on the property.
- Ensures that outside areas are kept neat and clean and scraps and debris are appropriately handled.
- Understands and observes all safety procedures and practices and ensures that employees observe all safety procedures and practices in order to prevent injuries or property damage; reports safety hazards to the Sales and Marketing Manager and handles remedial action as directed.
- Working knowledge of yard and product activities on location including component or materials weights and methods of loading.
- Works for the Excavating and Production Manager during the off season.
- Other duties as assigned by the Sales and Marketing Manager.

**Minimum Qualifications:**

- High school diploma or General Education Degree (GED) and two (2) years experience performing and coordinating yard or manufacturing activities; or equivalent combination of education and experience.
- Ability to plan and coordinate work processes to maintain and increase manpower and equipment efficiency.
- Ability to obtain and maintain certification(s) to operate all machinery and equipment used in the yard.
- Communication skills sufficient to speak before teams and work groups to explain work rules, product standards and productivity goals.
- Ability to read and write work schedules and reports.
- Knowledge of basic math, counting and estimating.
- Ability to lift 25 pounds routinely and up to 80 pound periodically.

**Work Hours:**

- Monday – Friday, Saturdays are mandatory during busy season. (approximately 40 hours per week) with additional hours as needed.

**Position Title:** *Customer Service Associate*

**Reports To:** Sales & Marketing Manager

**Supervises:** No direct reports

**Grade:** 1

**Job Type:** Part time or Full time.

**Department:** SPL Sales and Marketing

**General Purpose and Scope of Position:**

Primary provides assistance to the Sales and Marketing Manager and works with customers to help them choose product and to complete the sale.

**Primary Responsibilities:**

- Works with customers coming in for loads of aggregate and mulch. Keep services flowing to help customers get the right materials in a timely manner.
- Communicates with yard personnel on loading customers.
- May occasionally help load when loader unavailable or extra help needed to keep customers from having to wait.
- Notifies Sales and Marketing Manager when inventories need replenished.
- Knowledgeable of SLP products and helps customers choose the right products that meet the needs of the customer.
- Writes tickets for loads, collects payment, and enters sales into the POS system.
- Enters new customers into the POS systems and sets them up in the correct Category and completes the record accurately.
- Helps with customers in the Salt and Aluminum product area when not needing to work with customers in the SLP product line.
- Pulls product from the stock area to the sales floor as product needs replenished.
- Makes sure labeling and signage for products on the floor are accurate and provide good information to the customers.
- Assists in scheduling deliveries and works with drivers to provide timely and accurate service to our customers.
- Answers the phone and handles customer questions or directs them to the proper person as needed.

**Other Job Functions:**

- Packages and ships product via USPS, UPS, FedEx, and other similar services.
- Filing and record keeping as assigned.
- Assists with Cycle Counting.
- Prints labels and support information when Retail Associates unable to do so.
- Performs duties and special projects, as assigned by Sales and Marketing Manager.

**Minimum Qualifications:**

- High School diploma or equivalent education.
- Experience with sales and inventory software applications.
- Able to lift 50 lbs. on a daily basis and agile enough to operate a loader or forklift.

**Preferred Qualifications:**

- Relevant product and industry knowledge

**Work Hours:**

- Monday – Saturday (one scheduled day off per week), open to close (adjusted to approximately 40 hours per week) with additional hours as needed.
- Unless on a part time schedule. When part time will work based on the schedule agreed upon and set up in Humanity.

**Position Title:** *System Associate*

**Reports To:** Sales & Marketing Manager

**Supervises:** No direct reports

**Grade:** 1

**Job Type:**

**Department:** SPL Sales and Marketing

**General Purpose and Scope of Position:**

Primary provides assistance to the Sales and Marketing Manager. Also responsible for accuracy of the POS system, overseeing physical inventory counting, and input of received goods.

**Primary Responsibilities:**

- Schedules and maintains the Cycle Count Program as part of the overall effort to have accurate information in the POS system.
- Schedules deliveries and works with drivers to provide timely and accurate service to our customers.
- Answers the phone and handles customer questions or directs them to the proper person as needed.
- Enters in product as it is received to insure accuracy in the POS system and provide needed information to the Accounting department for paying invoices and maintaining financial information.
- Develops and maintains bill of materials for designated products and releases work orders for services, such as painting or assembly.
- Entry of cost from work orders for items with bills of Material.
- Maintains the POS system for proper price choices for different units of measure where it applies and for determined discounts on designated sales items.
- Runs and sends out monthly statements to bill A/R customers.

**Other Job Functions:**

- Waits on customers as the demand requires. Especially in the SLP product line.
- Assists in balancing the drawers.
- Handles mailings and assists in the process of shipping product.
- Filing and record keeping as assigned.
- Keeps updated information on Utility contacts and schedules services as requested.
- Prints labels and support information when Retail Associates unable to do so.
- Performs duties and special projects, as assigned by Sales and Marketing Manager.

**Minimum Qualifications:**

- High School diploma or equivalent education.
- Experience with sales and inventory software applications.
- Proficient with Microsoft products, Excel, and Word.
- Capable of Data entry and typing at a reasonable rate.

**Preferred Qualifications:**

- Relevant product and industry knowledge

**Work Hours:**

- Monday – Saturday (one scheduled day off per week), open to close (adjusted to approximately 40 hours per week) with additional hours as needed



**Position Title:** *Excavating and Production Manager*

**Reports To:** Director of Operations

**Supervises:** Maintenance & Shop Associate, and Equipment Operators & Delivery Drivers

**Grade:** 2

**Job Type:** Manager

**Department:** Excavating and Production

**General Purpose and Scope of Position:**

Responsible for day-to-day operations of an excavating and soil mixing, blending and screening plant, quality control and batching responsibility. Responsible for overseeing daily activities including production, warehousing, shipping, receiving, and outside sales. Responsible for providing daily communication for production team to meet customer needs. Point of contact for major customer accounts. Has primary responsibility for fleet maintenance.

**Primary Responsibilities:**

- Supervises all excavating and soil preparation operations including scheduling, service delivery, trucking and delivery and customer support
- Responsible for building the excavating and production team through hiring new employees and training, coaching and developing new and current employees
- Works with Sales and Marketing Manager to establish pricing, inventory and marketing plans to best serve wholesale and retail customers
- Create and oversee budgets, schedules, crew staffing plans, and subcontractor assignments
- Assures quality for all in-house developed products and services
- Oversee the repair and maintenance operation for all company vehicles and equipment including appropriate documentation
- Develop/run/analyze productivity and operational reports
- Research and develop specifications for vehicles, equipment, supplies and material
- Review financial/budget reports and prepare yearly operating budget

**Minimum Qualifications:**

- Associate degree or comparable experience
- 3-5 years proven experience in the excavating and/or production environment
- Demonstrated ability to lead and influence a team
- Relevant product and industry knowledge
- Experience with relevant software applications
- Excellent communication skills (written and verbal)
- Able to work successfully with multiple stakeholder groups

**Preferred Qualifications:**

- 3 - 5 years supervisory experience
- Demonstrated leadership skills working with an Excavating Crew.

**Work Hours:**

- Monday – Saturday (one scheduled day off per week), open to close (adjusted to approximately 40 hours per week) with additional hours as needed

**Position Title:** *Maintenance and Shop Associate*

**Reports To:** Excavating and Production Manager

**Grade:** 2

**Job Type:** Hourly

**Department:** Excavating and Production

**General Purpose and Scope of Position:**

Maintenance of all company vehicles and equipment. Provide leadership when other personnel are assisting. Stay current on methods and products available for maintenance and proper operation of equipment.

**Primary Responsibilities:**

- Inspect/operate vehicles and equipment to diagnose problems and determine needed repairs
- Issues repair orders, directs or performs the maintenance, repair, and overhaul of gasoline and/or diesel engines and related equipment and systems, transmissions, and all related mechanical, hydraulic, and electrical systems and components using the proper equipment under safe operating conditions
- Maintains tools and the physical shop environment to promote efficiency and safety
- Orders tools, equipment, materials and parts as necessary to complete jobs in a timely manner
- Keeps current on the latest technology regarding the maintenance and repair of all related equipment
- Prepares and tracks records and reports related to each repair/work order
- Offers time and material/cost estimates and recommends outside contractors or vendors when necessary, negotiating the best possible price.
- May drive for deliveries at times.
- Responsible for any other tasks as assigned by the Excavation and Production Manager.

**Minimum Qualifications:**

- Ability to diagnose and maintain heavy and light duty gasoline and diesel engines and related mechanical, hydraulic, electrical and electronic component systems
- Knowledge of truck safety inspections
- Familiar with the practices, materials, and tools used to repair and refinish damaged vehicular bodies and parts, the operation of a multifaceted mechanic/repair shop, and machine/mechanic shop safety practices
- Experience in the safe use of tools and equipment

**Preferred Qualifications:**

- Commercial Driver's License (CDL)

**Work Hours:**

- Monday – Friday (approximately 40 hours per week) with additional hours as needed. Saturdays are possible during busy season.

**Position Title:** *Equipment Operators/Truck Drivers*

**Reports To:** Excavating and Production Manager

**Grade:** 1

**Job Type:** Hourly

**Department:** Excavating and Production

**General Purpose and Scope of Position:**

Operators will operate various heavy equipment such as front-end loaders, knuckle booms, bulldozers, wheel loaders, and all-terrain forklifts, in a rugged 40+ acre outdoor, paved and unpaved environment. Operators will use this heavy equipment to move bulk material throughout the manufacturing facility while adhering to safety policies and procedures.

Truck drivers will load and deliver materials to customers

**Primary Responsibilities:**

- Responsible for the safe operation of equipment
- Verify maintenance and servicing of truck/equipment prior to use
- Observe equipment operation to detect machine/truck malfunction
- Read job specifications to determine material requirements and driver/operator adjustments
- Perform routine maintenance to include lubricating, fueling and cleaning
- Inspect and complete equipment report daily
- Find the best routes and schedule to deliver product and return to the SLP facility. Efficiency is a key requirement.
- Assist the Maintenance and Shop Associate when directed.
- Take on other duties as assigned by the Excavating and Production Manager.

**Minimum Qualifications:**

- High school diploma or equivalent (GED)
- Valid driver's license and a commercial drivers license (CDL)
- Previous heavy equipment operation **or** truck driving experience

**Preferred Qualifications:**

- Previous heavy equipment operation **and** truck driving experience

**Other Requirements:**

- Ability to read and comprehend simple instructions, short correspondence, and memos
- Ability to write simple correspondence
- Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals
- Ability to apply common sense understanding to carry out written or oral instructions
- Ability to work well with others in a group or one-on-one setting

**Work Hours:**

- Monday – Saturday (one scheduled day off per week), open to close (adjusted to approximately 40 hours per week) with additional hours as needed.

# CHAPTER 2

## SAFETY

In our business, safety is the highest priority. Employees are our company's greatest assets. Accidents pose a serious risk of injury to employees. In addition, efficiency depends upon the uninterrupted completion of tasks. Accidents also interrupt operations. Thus personal safety must be everyone's responsibility. Company leadership and employees must work together for the common goal of preventing accidents and provide a safe work place for our employees, customers, and the public. The following are specific areas regarding safety that must be addressed. However, please note that safety is not limited to these areas, but must be considered in all aspects of our workplace.

**\*All employees to read items with an asterisk (\*). Items A – K.**

**\*\*Personnel working with equipment in the yard, driving, or involved with maintenance are to read all Safety items.**

- A. \*Chemicals and container labeling – All chemicals will be stored in their original or approved secondary containers with a proper labeling, except small quantities for immediate use. Any chemical left after work is completed must be returned to a labeled container. Any containers not properly labeled should be given to the worksite Supervisor for labeling or proper disposal. No unlabeled containers of any size are to be left in the work areas unattended. Containers that are not labeled, or from which the manufacturer's label has been removed, will be relabeled with either an extra copy of the manufacturer's label, or with a generic label that lists the container's contents, manufacturer, and appropriate hazard warnings. When generic labels are used, identification of hazards and personal protection will be based on the NFPA and NPCA warning systems.
- B. \*MSDS - Worksite Supervisors will inform employees of any special tasks that may arise which would involve possible exposure to chemicals. Review of safe work procedures and use of required Personal Protective Equipment (PPE) will be conducted prior to the start of such task. Where necessary, area will be posted to indicate the nature of the hazard involved. Most MSDS information is available via <https://www.msdsdigital.com/msds-online-search>. The MSDS book is located on the desk where the bulletin board is located by the Overflow stock.
- C. \*EMERGENCY RESPONSE - Call 911 if needing emergency help. Any incident of overexposure or spill of a hazardous chemical or substance must be reported to the Supervisor at once. The worksite Supervisor will be responsible for ensuring that proper emergency response actions are taken in the event of a leak or spill. The worksite Supervisor will be responsible for promptly reporting to the Director of Operations the occurrence of any of the above incidents and the actions taken.
- D. \*Eye and Face protection will be provided and must be worn when machines or operations present potential eye or facial injury. Employees involved in welding operations must wear filter lenses or plates of the proper shade number. Goggles must be worn over any employee owned prescription glasses that do not meet industrial safety standards. Approved glasses will have side shields.

- E. \*Horseplay - All disruptive activities commonly referred to as “horseplay” are forbidden. No practical jokes or fights will be tolerated. Always conduct yourself professionally around customers or colleagues.
  - F. \*Housekeeping – Covers are required for containers used for flammable or harmful substances. Remove combustible scrap and debris at regular intervals. Form and scrap lumber with protruding nails and other debris will be kept clear from work areas.
  - G. \*Injuries – All injuries, even those that appear to be slight, will be reported immediately to your supervisor.
  - H. \*Ladders – Defective or damaged ladders will not be used. Portable metal ladders may not be used for electrical work or where they may contact electrical conductors.
  - I. \*PERSONAL PROTECTIVE EQUIPMENT(PPE) – Required PPE is available from the Supervisor. Any employee found in violation of PPE requirements may be subject to disciplinary action up to and including termination. Supervisors are responsible for insuring that necessary PPE is on hand for each day’s work. Advanced requests for anticipated PPE needs should be made to the Director of Operations.
  - J. \*Protection of the public – All company personnel are charged with adding the protection of the public.
  - K. \*First Aid kits have been placed in designated locations. Be sure your Supervisor has shown you these locations. If first aid kits are used you must inform your Supervisor.
- 
- L. A seat belt will be used at all times when operating equipment so equipped. Seat belts shall be worn by any employee whenever operating any machine equipped with rollover protection. The use of seat belts by all employees is required at all times when driving and/or riding as a passenger in any company-owned or leased motor vehicle.
  - M. Hearing loss will occur when working with or around equipment if hearing protection is not used. Thus, suitable hearing protection will be worn when around operating equipment, at any location where sound levels may exceed 85 decibels.
  - N. Only employees will be permitted to operate or ride on equipment.
  - O. Employee will read and be thoroughly familiar with the operations manual for each piece of equipment used. Sign off on equipment that you have read manual. Listing in employee file. See BUSINESS SHARED\SESS & SLP\Employment records and forms\NEW EMPLOYEE FORMS\Equipment Manual Sign Off
  - P. Buckets will be lowered to the ground when getting off the equipment. Additionally, if shutting down, all hydraulic pressure will be relieved.
  - Q. Abrasive wheel grinders must have safety guards strong enough to withstand bursting wheels. Adjust work rests on grinders to a clearance not to exceed 1/8<sup>th</sup> inch between rest and wheel surface. Inspect wheels before and after use. Leave wheel in working condition for next user.
  - R. Secure pneumatic tools to hose in a positive manner to prevent accidental disconnection. Install and maintain safety clips or retainers on pneumatic impact tools to prevent attachments from being accidentally expelled. All hoses exceeding ½ inch ID require safety devices at the source of supply to reduce pressure in case of hose failure.
  - S. Compressed Air – The use of eye protection is required when using compressed air for cleaning purposes, drilling, or in any other application where there is a danger of eye injury.

- T. When using compressed gas cylinders and cutting operations, put valve protection caps in place before compressed gas cylinders are moved, transported, or stored. **Cylinder valves will be closed when work is finished or when being moved.** Keep cylinders and hoses shielded from welding or cutting operations, and place where they cannot become part of an electrical circuit. Do not allow slag created by cutting torch operations to blow onto or around anything combustible, or any item that would be damaged by molten slag. Equip torches with anti-flashback devices.
- U. We save used oil for recycling. Used oil must be kept free from water and other contamination. Do not allow oils, antifreeze or any other fluid to be spilled and contaminate the soil or water. All absorbents must be disposed of properly.
- V. Electrical general – All extension cords must be 3-wire type. No cord or tool with a damaged ground plug may be used. Splices must have soldered wire connections with insulation equal to the original cord design. Worn or frayed cords may not be used. In work areas where the exact location of the underground electric power lines is unknown, workers using jackhammers, bars, shovels, or other hand tools which may contact lines must wear insulated protective gloves. All receptacles on job sites which are not part of the permanent wiring of the building or structure, must be protected by either ground-fault circuit interrupters or an assured equipment grounding conductor program.
- W. Equipment operation – No employee will operate electric, gas, hand-powered tools, or excavating equipment, unless familiar with its use and safety precautions required.
- X. Excavating and Trenching – **BEFORE OPENING ANY EXCAVATION ALL UTILITIES MUST BE LOCATED AND MARKED.** Notification to the locating service must be made a minimum of two (2) working days prior to any excavation. Note that the location service may not locate all lines. The Job Supervisor must independently verify that all underground lines are marked. The Supervisor will record the ticket number, valid dates, and list of utilities notified, and place this information in the *Locates Record Book*.
  - a. Trenches four (4) feet deep or more require adequate means of exit such as ladders or steps, located so as to require no more than 25 feet of lateral travel. Walls and faces of trenches five (5) feet or more in depth and all excavations in which employees are exposed to danger from moving ground or cave-in must be guarded by shoring, trench boxes, or sloping. Excavations over 20 feet deep must have shoring or sloping designed by a professional engineer.
  - b. Where employees may be required to enter excavations, excavated material must be stored at least 2 feet from the edge of the excavation.
- Y. Flammable and combustible liquids – Only approved containers and portable tanks will be used for storage and handling of flammable and combustible liquids. Smoking is prohibited while handling or working in the area of such liquids.
- Z. Hard hats will be worn at all times when employees are working at a location where there is a threat of falling objects from overhead. This includes, but is not limited to: All trenching, sewer, manhole, pipe installation projects, working on or around a building under construction, or on any project where the owner or general contractor requires hard hat use.
- AA. Lasers – Only trained employees will be allowed to operate lasers. Employees will wear proper eye protection where there is a potential exposure to laser light greater than 0.005 watts (5 mill watts). Laser will be turned off when transmission is not actually required. Lasers are to be turned off when left unattended for a substantial period of time.
- BB. Lifting slings and chains – Use only tested and tagged alloy chains or nylon slings approved for the weight of the load being lifted.

- CC. Motor vehicles and mechanized equipment – Check all vehicles in use at the beginning and end of each shift to assure all parts, equipment and accessories affecting safe operation are in proper operating condition. Report any defects to your supervisor immediately. All defects shall be corrected before placing vehicle in service. No employee shall use any motor vehicle, or earthmoving equipment having an obstructed view to the rear unless the vehicle has a reverse signal alarm distinguishable from the surrounding noise level, or the vehicle is backed up only when an observer signals it is safe to back up.
- DD. Welding, cutting and heating – Arc welding cutting operations will be shielded by noncombustible or flameproof shields to protect employees for direct arc rays. When electrode holders are left unattended, electrodes will be removed and holder will be placed or protected so they cannot make electrical contact. All arc welding and cutting cables will be completely insulated. There will be no repairs to splices within 10 feet of the electrode holder, except where splices are insulated equal to the original insulation of the cable. Defective cables will be repaired or replaced. Precautions must be made to isolate welding and cutting activities, to prevent fires, or damage to other equipment, or harm to employees. No welding, cutting or heating will be done near flammable compounds, gasses, paints, or any item that could create a fire hazard.
- EE. Work Clothing – Long pants, a shirt and hard-soled shoes must be worn at all times. Steel-toes shoes are recommended.

# CHAPTER 3

## EMPLOYEE'S DUTIES

### EMPLOYEE TRAINING FOR SUPERIOR LANDSCAPE PRODUCTS

Welcome! You're now part of our team! The SUPERIOR team aims to be the most SUPERIOR in the areas of friendliness, product knowledge, quality, and ethical business practices.

Superior will be run according to Christian Principals. We will treat customers and each other alike with honesty, respect, and consideration.

If a question or confusion arises be sure to clarify with management immediately so that the confusion can be cleared up. Be sure to pay close attention to ALL duties you are trained in! At Superior we strive for maximum efficiency requiring us to work as a team. Each member is assigned primary duties, but occasionally, work outside your specific area of focus may be required.

Training requires personal growth, and commitment to improvement. It also requires that the employee be willing to make the changes if needed. The management will, for the employees benefit, make constructive suggestions and/or criticisms whenever it is appropriate. Learning the products for Superior will be beneficial to you as the employee as well as having a satisfied customer. "Business Shared" file will become your new best friend..you will find lots of helpful information and tools.

The following may repeat things you were taught during Orientation, but are good as a refresher.

#### 1<sup>st</sup> step Online Responsibilities

During your Orientation someone will set up a company gmail address to be able to access shared documents, shift planning, and To Do lists.

1. WORK email (provide passwords to administration)
  - a. Includes calendar for important work related dates
  - b. Essential for payroll purposes
2. Learn Google Drive – necessary for...
  - a. Following "to-do" list each day
  - b. Important shared document within company
3. Create Shift Planning Account
  - a. Necessary for payroll to clock in and out of work
  - b. Contains work schedule

#### Entering the Building

You may be given a 4 digit code, keep that written somewhere safe. Depending on your hours working you may or may not need to use this.

1. 4 digit code to enter back door
2. YOUR individual 4 digit code to turn on/off alarm



## Store Sales positions

1. The Phone System
  - a. When answering “Good morning/afternoon, this is YOUR NAME”
  - b. Learn how to operate system (hold, transfer, check messages)
  - c. Review Phone Tree (\\BUSINESS SHARED\Training - all companies\SLP specific training)
2. Learning the Products
  - a. Learn to identify products by sight (use sample boxes)
  - b. Resonate general uses with specific product (See SLP specific\Landscape Products)
3. Learning the Prices
  - a. Learn general retail price list (see POS Training\price list training and test)
  - b. Understand difference in retail sales and contractor (landscaper) sales
  - c. Learn aluminum pricing and names (binder located near sales desk or on POS)
4. Understand Credit Account vs. Cash Account
5. Learn how to enter a new customer into the “Loyalty customer program” in the POS. And how that benefits the customer. A detailed (how to) can be found under (POS Training\Entering Customer in POS”.
6. When a walk in is her to pick up materials you will instruct them to drive on the scale, facing South. You will use the form located near the scale at the sales desk and write down their weight. Once they are loaded and they are back on the scale you will then write down the weight. On the form make sure you fill out the description of the vehicle, empty and loaded weight, determine the difference and divide by 2000. That will give you the weight in tons, which is how you enter it into the POS. Minimum charge is 1 ton. Mulch is sold by cubic yards. Go over how to convert with Sales and Mkt. Mgr.

## Customer Loyalty Points – Retail Customers Only

1. This began Dec. 2016, before ringing up a customer ask them if they have been here before and explain to them our loyalty program.
  2. They receive points which in return turns into money to use back in product.
  3. Enter them in as a new customer
- \*Items that DO receive loyalty points of 5% are: Landscape stone, soil, limestone, boulders, steppers, essential oils (except for a few that are listed at the registers), and all salt products.
- \*Items that DO receive loyalty points of 10% are: mulch, and all aluminum products
- \*Items that DO NOT receive loyalty points are Rentals and select oil starter kits.
4. The POS system will automatically know which items do and don't receive points

## Calculating Sales Total

1. Returns
  1. \$50 restocking fee is applied for all returned loads
  2. Once dumped, loads may NOT be returned

## Calculations

1. Cubic Yard Calculations (length x width x height) / 27 (PVC box hanging from ceiling near sales desk)
2. 1 ton= 2000lbs

- When leaving the Sales desk for restroom, or lunch breaks let another staff member know where you are, the sales desk needs to have an employee there at all times.
- When requesting time off a form needs to be filled out, this is located near the sales desk, **at least two weeks prior to the day off being requested. The form then needs to be submitted for your Supervisors for approval.** Employees are also responsible for entering their request into Humanity. Turn in approved forms to **Trish**. Once approval is received it will be noted in Shift Planning.
- There is ALWAYS something to do here, when no customers refer to the “SESS to do list” on items to do
  - A. Employee is responsible for keeping accurate time. Any “personal activities” accomplished while "ON THE CLOCK" will be deducted from time on a daily basis. As employees are "trusted" to keep their own time, I expect ACCURACY and HONESTY. "PERSONAL ACTIVITIES" include, but are not limited to - personal phone calls, working on employee personal projects, etc. Breakfast or lunch periods are not included for pay. Any dishonesty in this area will be just cause for immediate job termination. Being on time is very important. Consistently being late may result in disciplinary action including suspension or termination.
  - B. Truck drivers will be required to have and maintain a current Commercial Drivers License (CDL), and a current physical indicating fitness for work. The company will pay for cost of CDL medical exams, after the 90 day training period. The company has contracted with US Healthworks (574-267-3070) for CDL medical exams.
  - C. Employee will not drink alcohol on the job, during lunch period, or a minimum of eight hours prior to reporting to work. Employee may not be under the influence of alcohol or any other drug during working hours.
  - D. "PERSONAL ACTIVITIES" shall be kept to a minimum during working hours, as unnecessary interruptions cause loss of productivity. The employee will minimize unnecessary phone calls, personal conversations, or personal visits during working hours.
  - E. Employee will not use business supplies or facilities, etc. for personal use unless prior approval is obtained. Any item that the employee desires to borrow must be approved in advance by the owner or supervisor. The borrow log must be completed.
  - F. Employee will be required to read the operations manual at least once a year, and sign a statement acknowledging that the content is understood and will be followed.
  - G. Employee will be knowledgeable about Material Data Safety Sheet (MSDS) safety paperwork.
  - H. All employees will strive for maximum efficiency. Some of the techniques to accomplish this are:
    - a. Use the radio and other technology to maximize productivity.
    - b. Do everything possible to prevent equipment break downs.
    - c. Use concise and clear communications, minimizing personal conversations during business hours.
    - d. Be knowledgeable in regard to soil types and product and service pricing.
    - e. Keep equipment serviced and ready for immediate use.
  - I. Employees are encouraged to identify problems and inform their supervisor. The employee should also offer a suggested solution. Pointing out problems without offering a solution is more like complaining than problem solving – problem solving is the goal.

## REOCCURRING DUTIES

-For jugs filled from a barrel: Put jugs back on container that it came from and put lids back on. Be sure jug is labeled for the product contained.

-Park trucks and loaders facing east whenever possible so that sun will burn off frost.

-Do not shut off pressure washer with valve. It will damage coil.

-Whoever empties a fuel barrel will be responsible for getting more ordered. It is best to order supplies before they are gone.

-Unplug radio and turn off computers whenever lightning is around the area.

-When purchasing a new chemical or product, make sure we get a MSDS sheet. Add to the Master Book.

AS I DESIRE TO HAVE WORK FOR EVERYONE, The following is a list that can be done on an ongoing basis.

- Sweep floors

- Empty trash

- Pick up trash that the wind has blown around the property

- Put waste oil in barrels

- Keep shop organized

- Clean trucks and equipment

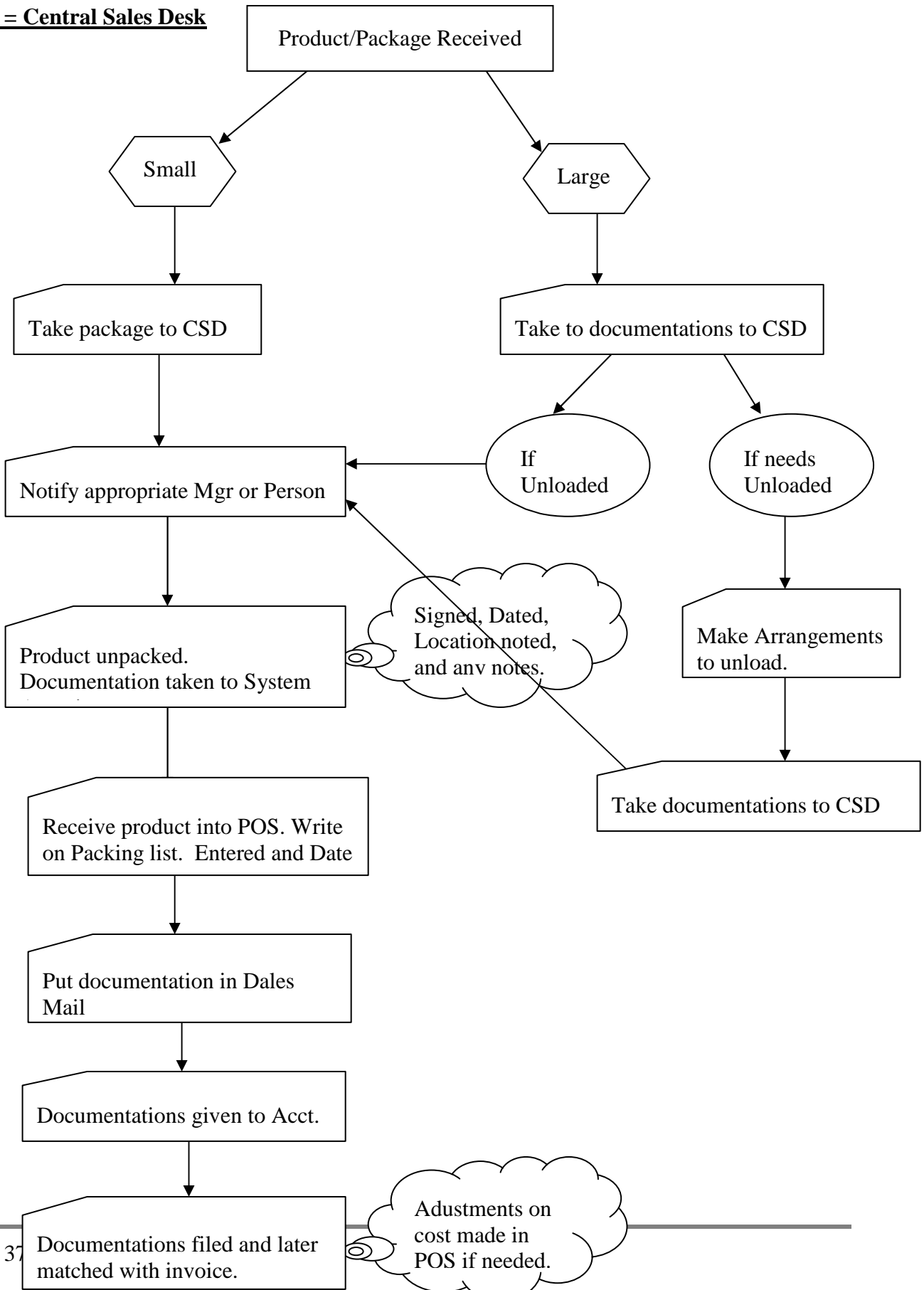
**- The CLOSE-UP CHECK LIST must be filled out daily by the last person to leave the shop or sales area. Located on the post near north door going from Sales Area to Overflow area.**

# CHAPTER 4 - Highlighted Procedures

## Receiving Procedure

1. Whoever physically receives a package(s) or a load must look for a packing list, also obtain the Bill of Lading, if available. Packing list will show the listing of product that is being delivered.
  - a. If a Packing list is not available and you're unable to determine what is in boxes or container then bring the package(s) to the Central Sales Desk.
  - b. If this isn't possible due to size of what is received. Bring some type of paper work to the Central Sales Desk. Documentation should describe what is received, your name, the date received, location of what was received, and any necessary notes, such as damage, shortage, etc.
  - c. The same notations would be made when there is a Packing List and brought to the Central Sales Desk. Hand this documentation to someone, don't just leave it.
  - d. For large loads that may not be unloaded immediately or boxes not being unpacked give the packing list to someone at the Central Sales Desk. They will make arrangements to have the product unloaded or unpacked.
2. When locating a Packing List check the delivery against the Packing List and verify that all items listed as shipped are received. Make note of any discrepancies.
3. If signing for delivery from a freight company, document any damage or known shortages on the Bill of Lading.
4. Once unpacked and checked, sign the Packing List, and date as Received. The Packing List is given to the Systems Associate (Currently Adriene).
5. For Product tracked through the POS - The System Associate will enter the product in the POS either against an Open PO or via Quick Receiving. Once entered and known to be accurate the Receiver is posted by clicking on the "Post" button. Mark the Packing Slip "Entered into POS -MM/DD/YYYY.
6. System Associate then contacts the appropriate Sales Manager to let them know product has been received and is in the POS. Sales Manager is responsible for getting product to the proper display or storage location, getting labeled and priced when put on sales floor.
7. For Product not tracked in the POS such as oil, gas, repair parts, cleaning supplies, etc – Notify any other personnel that need to be aware of the product arriving. The packing slip and Bill of Lading (if one) are put in Dales "Incoming Basket". Dale will review and will pass it on to the Accountant.
8. All packing slips or documentation once entered in POS are funneled through Dale he will in turn give to the Accountant (Currently Diana). Here the packing slip will be filed for matching up to the Invoice to be paid at the appropriate time. Accountant will adjust cost if last cost is different than prior cost and will notify the appropriate manager.

CSD = Central Sales Desk



## Accounting for Deliveries

All scheduled deliveries are recorded on a three-part form, containing a white, yellow and pink copy. The first form, the white copy, is the Customer Agreement form. It is to be signed by the customer upon delivery of the load. The yellow copy is to be given to the customer as a receipt, pink copy stays in the office.

- a. The Delivery tickets are filled out by the office. Once the driver is loaded and has a weight, the remaining portion is completed by the driver before delivering material to the customer. The White copy is returned to the office upon completion of the delivery with payment.
  - b. The yellow copy is considered the billing copy. This portion of the delivery ticket is left with the customer as their receipt.
  - c. The pink copy is left at the office on the schedule board for the day and size load.
2. Completed tickets should be considered the same as cash, and treated as such. If the ticket is lost we cannot bill, and is the same as losing cash money. The completed tickets will be placed in the file by POS2 along with the payment when applicable. Tickets should be turned in as the loads are completed.
  3. Every AR sale must be signed for on the delivery ticket. No one will be allowed to charge without an AR account. AR accounts must be approved by Dale and set up in POS prior to any deliveries. Office staff is responsible for making sure all the appropriate paperwork is in place when setting up the delivery.
  4. If the customer is requesting sales tax exemption, they must have a current sales tax exemption on file with us. All requests should be confirmed through the office. If the customer is tax exempt the office staff will note it on the delivery form.
  5. When a customer gets multiple loads, use the same ticket to record multiple loads.
  6. If for any reason a customer disputes the cost of delivery, it is the driver's responsibility to contact the office to confirm prices.

# CHAPTER 5

## EQUIPMENT OPERATION

### GENERAL

**Do** take good care of the equipment, as this is one of the keys to the success of the business.

Whenever you suspect a problem with the equipment, **STOP at once** and investigate. More damage will usually be done if equipment is operated after a problem has started. Never run equipment out of any type of oil. If a severe leak is suspected, shut down and investigate. Use all senses, (Smell, feel, hearing, sight) to monitor equipment. Any unusual observation, sound, smell, or noise is reason to investigate.

Keeping materials separated from each other insures the quality of each material, so try to prevent materials from getting mixed.

**Do not** accelerate engine until it indicates oil pressure. Do not operate until engine has run a minimum of 2 minutes, then operate it no more than ½ speed for an additional 3 minutes. Allow longer warm up times in cold weather. If more than one machine is to be started, let the first one warm up while the second is being started. During cold weather, a longer warm up period is required.

While the engine is warming up to operating temperature, or any time that the operator is off the machine, he/she should be looking the equipment over for defects.

**Do** cool the engine for a couple of minutes before shutting down.

If starting fluid is to be used, use the minimum amount required to get the engine started. Then put the can lid back on so that it is not a safety hazard.

**Do** check the fluid levels before operating. The **minimum** to check are the engine oil and fuel level.

Make sure the equipment is stopped and the motor at idle before shifting any equipment that is not equipped with a shuttle clutch to avoid shock loads to the power train.

Park vehicles out of dangers way when operating loaders or any other large equipment. This is so they are not accidentally run over.

Make every effort not to get equipment stuck. This is very non productive.

Keep the dirt cleaned out of equipment so as not to allow it to disable the equipment by freezing.

Park equipment on level ground whenever possible, to ensure accurate checking of fluid levels.

Put all lids back on containers after using, even if it is empty.

Operate all equipment in a smooth and gentle manner. "Hot Roding" will not be tolerated. Operating equipment in a smooth manner will prevent damage to equipment, and will prevent fatigue to both the equipment components and the operator.

## DOZING

- Keep as level as possible.
- Don't turn sharp.
- Keep sand and gravel out of tracks.
- Back up in the center of previous tracks.
- Don't allow sticks to rupture the radiator.
- Clean tracks off at the end of the day in freezing weather, and park on tires or other material that will keep machine from freezing into the ground.

## DUMP TRUCKS

- Clean out dump box after each load, unless making multiple loads of the same material.
- Park facing east whenever possible.
- Check for above ground wires and tree limbs prior to raising the bed of the truck.
- Shift gears smoothly. Any grinding indicates improper shifting.
- Don't Slip or "RIDE" the clutch.
- Dump only on level ground. Raising the dump box on uneven ground may result in a tip over. Monitor the dump box angle during the dump.

## SCREEN MACHINES

- Watch the product piles closely. Any irregularity in the product is concern to stop and investigate the cause.
- Watch the belts closely.
- Don't bump or touch the screen with the loader. The screen is very fragile and will bend easily.
- Keep dirt cleaned out from the tail pulleys and rollers. Do not clean out while the equipment is in operation.

## WOOD GRINDING

- Keep dust from entering air intake and radiator
- Make as large a pile as possible to minimize ground contact.
- Keep pulleys clear of build up to keep them tracking straight.



## LOADERS:

- Clean out bucket in the product in which it was loaded out of.
- Always release parking brake before moving.
- Lower bucket to ground when parking.
- Travel with bucket low.
- Make sure that you are on stable and level ground when turning with bucket up in the air to prevent tipping over.
- Make sure there are not people or equipment in the area prior to operation.

## CRANE:

- Keep mats clean.
- Don't let crows foot pull into fairlead or mats.
- Don't let dirt cover mat ends
- Don't pull bucket or cable into mats.
- Keep drag loose enough so that it does not pull crane into hole.
- Move crane away from edge each night.
- Don't make too big a pile of dirt so that the bank caves in from its weight.

## MISC:

- Make sure the service brake pedal is releasing fully on any air brake equipment or trucks.
- Always walk around equipment prior to moving to ensure nothing or no one will be run over.
- Avoid driving through pot holes or mud holes

# CHAPTER 6 – SLP Specific

## TRAINING

### General:

Training requires personal growth and commitment to improvement. It also requires that the student be willing to make the changes that the instructor provides. The instructor will, for the student's benefit, make constructive suggestions and/or criticisms whenever it is appropriate. *This is a normal requirement of the training process, and should be welcomed by the student.*

If any problem arises, it should be discussed. This will allow for first identifying the problem and its causes, and secondly help to provide solutions to prevent the same problem from recurring.

It is hoped that this training and experience will serve the employee in this business or in any future position the employee may hold.

### **The following items will be covered by the instructor**

#### PRIORITIES:

- SAFTY
- CARE OF EQUIPMENT
- CARE OF THE CUSTOMER

Even though these items are covered in training, the employee is required to be knowledgeable in all items relevant to the job. Each employee should ask the supervisor to clarify any area not completely understood.

## TRAINING CHECK LIST

- Product , uses and locations** (Reference POS Training\POS sale clerk and New Employee Training\Price list training & tests\Video 2)

Types of top soil: 2 screened, 2 unscreened, black dirt vs. loam, muck

Types of fill: top fill, fill gravel, clay, clay gravel mix, fill sand

Types of gravel: pit run 53's, limestone, duraburm

Types of sand:

Types rip rap:

Types of peat:

Wood: Natural, composted, colored

Organics: Compost, 50/50, peat moss - screened & unscreened

- **Prices** (Reference POS Training\POS sale clerk and New Employee Training\Price list training & tests\Video 1)

Loading fee, difference between wholesale & retail, special prices

Tonnage calculations

Yardage calculations: Relation to truck and loader bucket capacities; how to calculate

Extra mileage charges

Tax and delivery

Price list / and products

- **Trucking**

Delivery procedures (See Chapter 5)

Confirm type of material and quantity before hauling

Ask questions when getting directions, such as nearest cross street, color of house, is name or number on the house or mail box, or other distinguishing marks - any time lost looking for the delivery point is time and money wasted.

Try not to promise a load at a certain time, but if you do, then the person making the promise must be responsible for getting it delivered on time

If fill gravel is ordered, ask if they want some clay mixed in. Clay mix will allow for some compaction.

Take the delivery order with you to ensure you have directions and a phone number

Supplies that should be kept in the cab of the truck ie: clip board, pens, calculator, blank receipts etc.

Clutch operation

Safety:

- Dumping level

- Looking for branches or overhead wires

- Septic location

- Customer discussions on the above and soft ground - informing customer about tow charges

- **Shop**

Oil and hazmat contamination prevention

Steel and recycling barrels

Use delivery services when able

Need someone here at all times

Shut off switches

Cutting torch shut off

## Close-up checklist

All doors locked

Fuel circuit breaker off

Air off

Lights off

Verify there are no fires; do not use cutting torch within one (1) hour of closing

Safe locked

Security system set

### **Office/Sales Area**

## Close up checklist

All doors locked

Fuel circuit breaker off

Air off

Lights off

Safe locked

Security system set

### **General**

When making a purchase for the company the following needs to be on the order/invoice: Date, Signature, Printed name, and a P.O.# that = last four numbers of your phone.

When driving a golf cart or any other vehicle around the facility park it so it is impossible to have someone back over or run over (Always anticipate the worst.)

### **Pit operation**

Separation of materials

Location of materials

Loading trucks

Where to park trucks

Cleaning of tail gates

Do not overload a customer's truck/trailer - if there is any question, ask the customer to tell you how much to load

Have customer back truck up to pile so that any spillage drops COMPLETELY into the bin or product pile that it came from

□ **Equipment general**

Clean off tracks and bucket at the end of the day during freezing weather.

Keep beds and buckets clean to avoid freezing and contamination

Do not let sticks poke holes in the radiator

No smoking within 200 feet of the wood pile

Fire prevention: cutting in shop, equipment parking, fire extinguishers

Parking and cleaning of tracks to prevent contamination of materials and road

How to grease – let supervisor know any that do not take – and fix immediately

Starting equipment

Start up check list

Checking oil – keep dirt out as that is the number 1 enemy

# **CHAPTER 7**

## **Company Vehicle Policy**

### **Overview**

As a driver of a company vehicle, the authorized driver has been given certain privileges and responsibilities. The employee assumes the duty of obeying all motor vehicle laws, maintaining the vehicle properly at all times and otherwise following the policies and procedures outlined in this policy.

### **Vehicle Fleet Purpose and Use**

**Company vehicles are provided to support business activities and are to be used only by qualified and authorized employees.** In all cases, these vehicles are to be operated in strict compliance with motor vehicle laws of the jurisdiction in which they are driven and with the utmost regard for their care and cost efficient use.

- Company vehicles may not be used for business activities of other companies.
- Company vehicles of 10,001 lb. gross vehicle weight rating (GVWR) and over may not be driven outside of Indiana.
- Company vehicles of 10,001 lb. gross vehicle weight rating (GVWR) and under may not be driven outside of the state of Indiana without the written permission of the Director of Operations.

### **Driver Licensing**

Company drivers and anyone authorized to drive company vehicles **must have** a valid **driver's license issued in the driver's state of residence for the class of vehicle being operated** and must be able to safely drive the vehicle. Obtaining the appropriate driver's license is a personal expense unless other arrangements have been made with the company owner.

A driver must have a Commercial Drivers License (CDL) to drive any company vehicle with a GVWR of more than 26,000 pounds, OR a combination of truck and trailer having a combined GVWR of more than 26,000 pounds.

- A driver must have a CDL to drive ANY vehicle that requires placards for hazardous material.
- A driver must have CDL endorsements required for the type of vehicle being driven with regard to bulk tank trucks, doubles/triples, and hazardous materials.

### **Driver Qualifications**

Only those persons whose names appear on the company's list of authorized drivers and have a supervisor's permission may operate a company owned or leased vehicle.

Driver qualifications are as follows:

1. Must be an authorized company employee or person authorized by a corporate officer.
2. Must be at least 18 years of age.
3. Must meet licensing requirements.
4. Must have on file with the company a signed consent form giving the company permission to procure State Motor Vehicle Records (MVR) for use by the company for employment and insurance purposes.

5. Must comply with the Company Policy on Drugs and Alcohol and participate in Company approved Testing Program for Drugs and Alcohol which includes, but is not limited to: random testing, just-cause testing, post accident testing and return-to-duty testing.
6. Insurance requirements may disqualify an employee to drive a company vehicle if, during the last 36 months, a person had any of the following experiences:
  - Been convicted of a felony.
  - Been convicted of sale, handling or use of drugs.
  - Been convicted of an alcohol- or drug-related offense while driving.
  - Had driver's license suspended or revoked as the result of conviction for DWI, DUI, OWI or a moving violation.
  - Been involved in two (2) or more at-fault accidents.
  - Been convicted of three (3) or more speeding violations, or one (1) or more other serious violations.
7. The following are *examples* of serious violations:
  - Leaving the scene of an accident
  - Reckless/careless driving
  - Driving under the influence of alcohol or drugs
  - Use of vehicle in drug trafficking, reckless homicide, soliciting or unlawful use of weapons
  - Driving under suspension or revocation
  - Fleeing a police officer
  - Vehicle theft
  - Chemical test refusal

### **Review of Motor Vehicle Record**

State Motor Vehicle Records (MVRs) will be used as the source for verifying driver history. MVRs will be obtained and reviewed at least annually. Driving privileges may be withdrawn or suspended for any authorized driver not meeting the above requirements. In addition, appropriate disciplinary action may be taken.

Maintaining an acceptable driving record and a valid driver's license is a condition of employment for employees who are required to drive company vehicles during the normal course of their employment.

### **Personal Use of Company Vehicles**

Company vehicles are provided to certain employees for take-home use primarily for business purposes; however, occasional limited personal use of the assigned vehicle is permitted. Personal use is a privilege extended only to the employee authorized for take-home vehicle use. The privilege of personal use may be withdrawn at any time without notice by the company.

The following rules apply to personal use of company vehicles:

- Only the authorized employee may drive.
- The company vehicle may only be used for incidental trips within 20 miles of home. It is expected that if the vehicle is used for any personal use, that the employee will replace the fuel used at employee's expense.

- Personal trailers, including boat and recreational vehicles, are not to be pulled.
- Company vehicle is not to be driven while under the influence of alcohol or any controlled substance. No one may drive a company vehicle within 8 hours of consumption of ANY alcohol.
- Possession, transportation or consumption of alcohol or illegal drugs by anyone in the vehicle is not allowed.
- Driver and all passengers must wear available personal restraints.
- Report any accident immediately to police and the Director of Operations.

Any exception to these rules requires advance, written approval by a corporate officer. Violation of these rules will result in appropriate disciplinary action which may include removal of driving privileges or discharge.

### **Maintenance**

Authorized drivers are required to properly maintain their company vehicles at all times. Vehicles should not be operated with any defect that would inhibit safe operation during current and foreseeable weather and lighting conditions. Preventive maintenance such as regular oil changes, lubrication and tire pressure and fluid checks determine to a large extent whether you will have a reliable, safe vehicle to drive and support work activities. You should have preventive maintenance completed on your vehicle as required in the owner's manual. Invoices for preventive service should be identified with the vehicle number and submitted weekly.

**It is also imperative that the Drivers Inspection Form be filled out daily for over the road vehicles.** More than one vehicle can be on a form as long as you clarify such in your report.

Reports are turned into the Maintenance and Shop Associate. If it is determined the vehicle cannot be used until repairs are made. The M and S Assoc. will place a notice on the steering wheel of the vehicle and notify the Excavation Manager. (This is a requirement of the Federal Motor Carrier Safety Administration, Reg. #396.11)

Vehicle repairs or service in excess of \$100 must have prior approval by the Excavation Manager.

### **Personal Vehicles Used on Company Business**

The company does not assume any liability for bodily injuries or property damage an employee may be personally obligated to pay arising out of an accident occurring in connection with operation of the employee's vehicle. Employees are encouraged to use company vehicles for company business. Any employee using his/her own vehicle for company business is required to provide and maintain liability insurance with limits of at least \$100,000/300,000 bodily injury per person/per accident and \$50,000 property damage per accident. The company does not specify, and assumes no responsibility for any other coverage employees carry on their own vehicles since this is a matter of individual status and preference. In the case of extended use of personal vehicle a separate agreement will be written and approved by both parties.

### **Traffic Violations**

Fines for parking or moving violations are the personal responsibility of the assigned operator. The company cannot condone nor excuse the disregarding of traffic citations that result in court summons being directed to itself as owner of the vehicle.

Each driver is required to report all moving violations to the Director of Operations within 24 hours of the incident. This requirement applies to violations involving the use of any vehicle (company, personal or other) while on company business. Failure to report violations will result in appropriate disciplinary action.

Please be aware that traffic violations incurred during non-business (*personal use*) hours are subject to review and may affect your driving status.



## **Accidents Involving Company Vehicles**

In the event of an accident:

- Do not admit negligence or liability.
- Do not attempt settlement, regardless of how minor.
- Get name, address and phone number of the other driver and any injured persons and witnesses if possible.
- Exchange vehicle identification and insurance policy numbers (use Superior Excavating Soils and Services LLC (SESS) information for business travel) with the other driver.
- Take a photograph of the accident scene if possible.
- Call police even if there are no injuries.
- Complete the accident report.
- Turn all information over to the Director of Operations within 24 hours if possible, and as quickly as possible if not within 24 hours.

## **Theft**

In the event of the theft of a company vehicle, notify local police immediately and then follow up with the Excavation Manager.

## **Driver Responsibilities**

Each driver is responsible for the care and use of the company vehicle in their possession. Therefore, a driver's responsibilities include, but are not limited to, the *following*:

1. Operation of the vehicle in a manner consistent with reasonable practices that avoid abuse, theft, neglect or disrespect of the equipment.
2. Obey all traffic laws.
3. The use of available seat belts and shoulder harness is mandatory for driver and passengers.
4. Adhering to manufacturer's recommendations regarding service, maintenance and inspection. Vehicles should not be operated with any defect that would prevent safe operation.
5. Maintaining a reasonably clean interior and exterior appearance.
6. Attention to and practice of safe driving techniques and adherence to current safety requirements.
7. Restricting the use of vehicles to authorized driver only.
8. Reporting the occurrence of moving violations.
9. Accurate, comprehensive and timely reporting of all accidents and thefts of a company vehicle to the company Excavation Manager.

Company vehicles that are driven to and parked at employee residences, motels, or other over-night accommodations must be secured and have contents reasonably safeguarded when not occupied.

Failure to comply with any of these responsibilities may result in disciplinary action.

Any employee who tests positive and is sent for substance abuse professional (SAP) evaluation will be required to pay for the return-to-duty test. The cost of follow-up testing requested by Department of Transportation (DOT) and/or **COMPANY** will be deducted from employee's paycheck.

*EMPLOYEE ACKNOWLEDGMENT*

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The following form must be filled out and signed by all employees upon initial hiring, and annually. One copy will be retained in the employee's permanent records.

*Acknowledgment of Receipt of Operations Manual*

*This manual contains important information about Superior Excavating Soils and Services LLC, and I understand that I should consult the Director of Operations regarding any questions not answered in this manual.*

Since the information, policies, and benefits described here are necessarily subject to change, I acknowledge that revisions to the Operations Manual may occur. All such changes will be communicated through official notices. I understand that revised information may supersede, modify, or eliminate existing policies.

Furthermore, I acknowledge that this manual is neither a contract of employment nor a legal document. I have received the Operations Manual and I understand that it is my responsibility to read and comply with the policies contained in this manual and any revisions made to it.

I further acknowledge having read the Operations Manual and will adhere to the procedures stated and referenced in this Manual.

I further acknowledge that as a condition of my employment I will be subject to recording and monitoring through video and audio security cameras, subject to legal conditions.

I further acknowledge that information in this manual is proprietary and I will not share its contents with persons outside of the company.

Additionally, I certify that I have read and received a copy of **Superior's and Salt and Scents** policy on drugs and alcohol testing procedures. I understand that as a condition of employment I must comply with these guidelines, and do agree that I will remain medically qualified by following the procedures.

Employee's Name (printed): \_\_\_\_\_

Employee's Signature: \_\_\_\_\_ Date: \_\_\_\_\_