POLICY, PROCESS, AND PROCEDURE
AUTOMATING YOUR WORKFLOW

by Dave Graham

Make Your Company More Efficient

SERVICE NATION
ALLIANCE
TRAINING SERIES

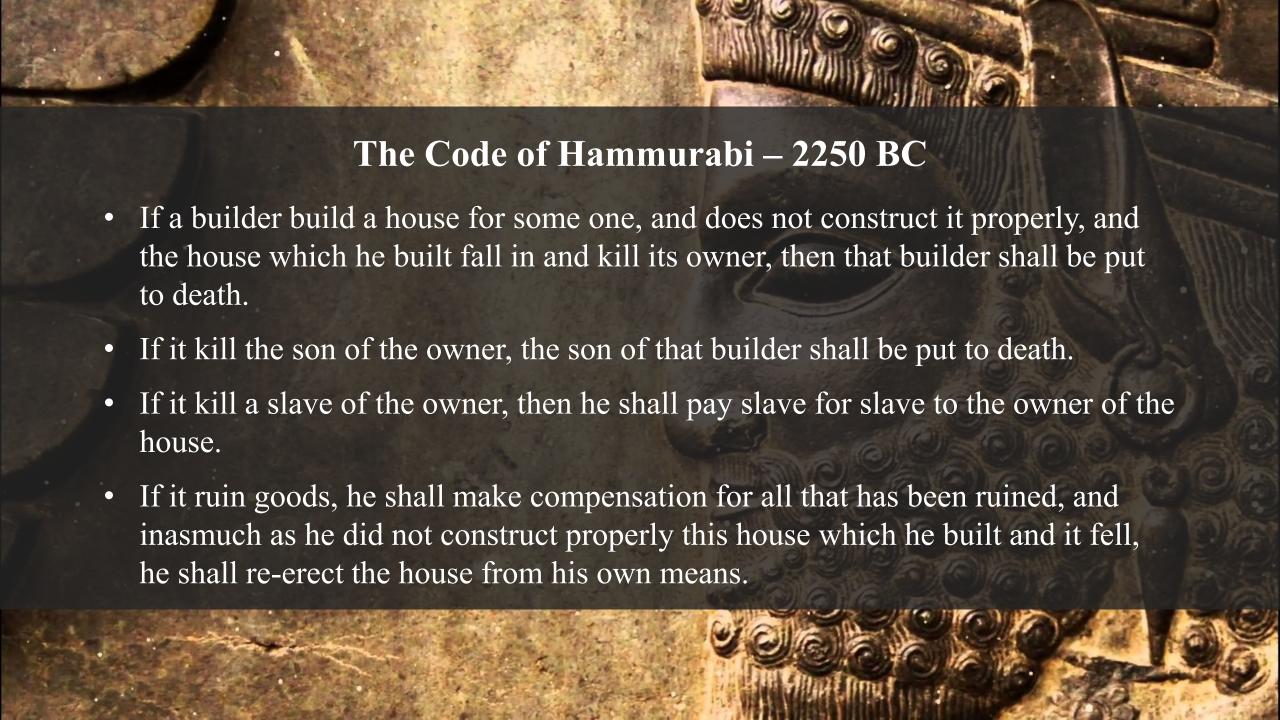# David M. Graham

Training Director

Hello my name is Dave

- Help to train members
- Create training materials
- Been at SNA almost 2 years
- Actor
- Writer
- Director
- Used to be a gravedigger

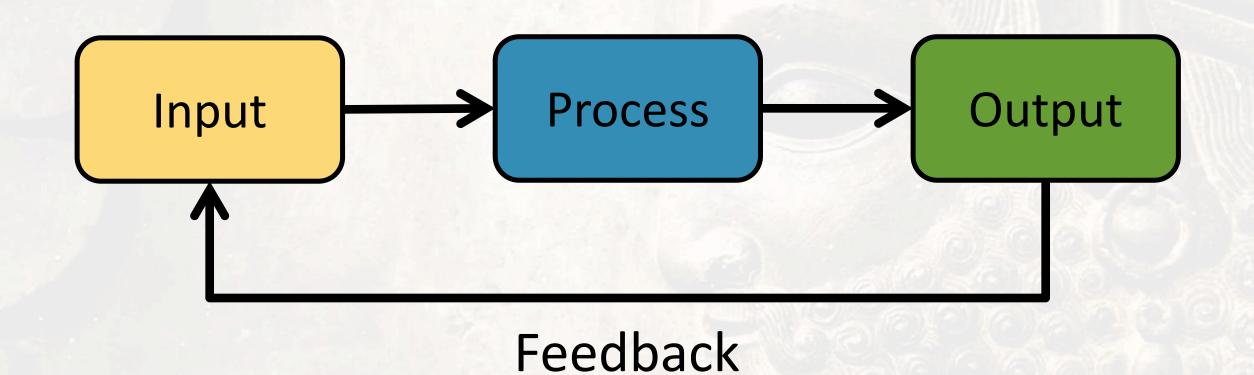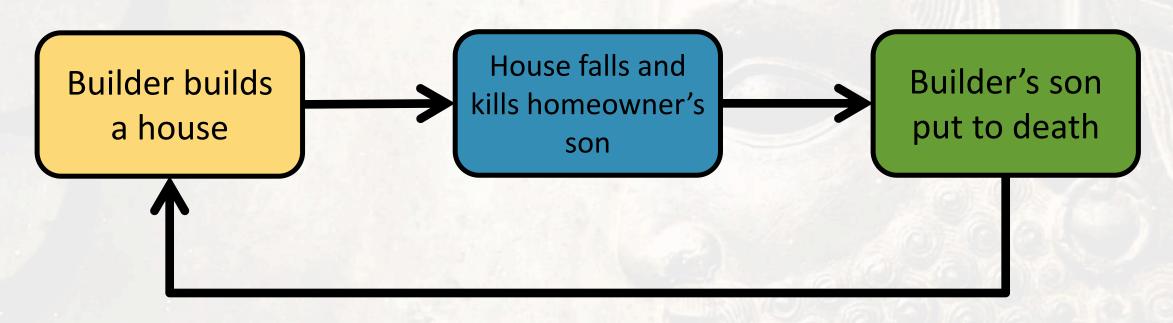"I know you think you're doing what I think I told you to do, but this is all wrong."

Ken Langer

NEW COMPANY POLICY

WORK HARD
OR
GET FIRED

The Code of Hammurabi – 2250 BC

- If a builder build a house for some one, and does not construct it properly, and the house which he built fall in and kill its owner, then that builder shall be put to death.

- If it kill the son of the owner, the son of that builder shall be put to death.

- If it kill a slave of the owner, then he shall pay slave for slave to the owner of the house.

- If it ruin goods, he shall make compensation for all that has been ruined, and inasmuch as he did not construct properly this house which he built and it fell, he shall re-erect the house from his own means.
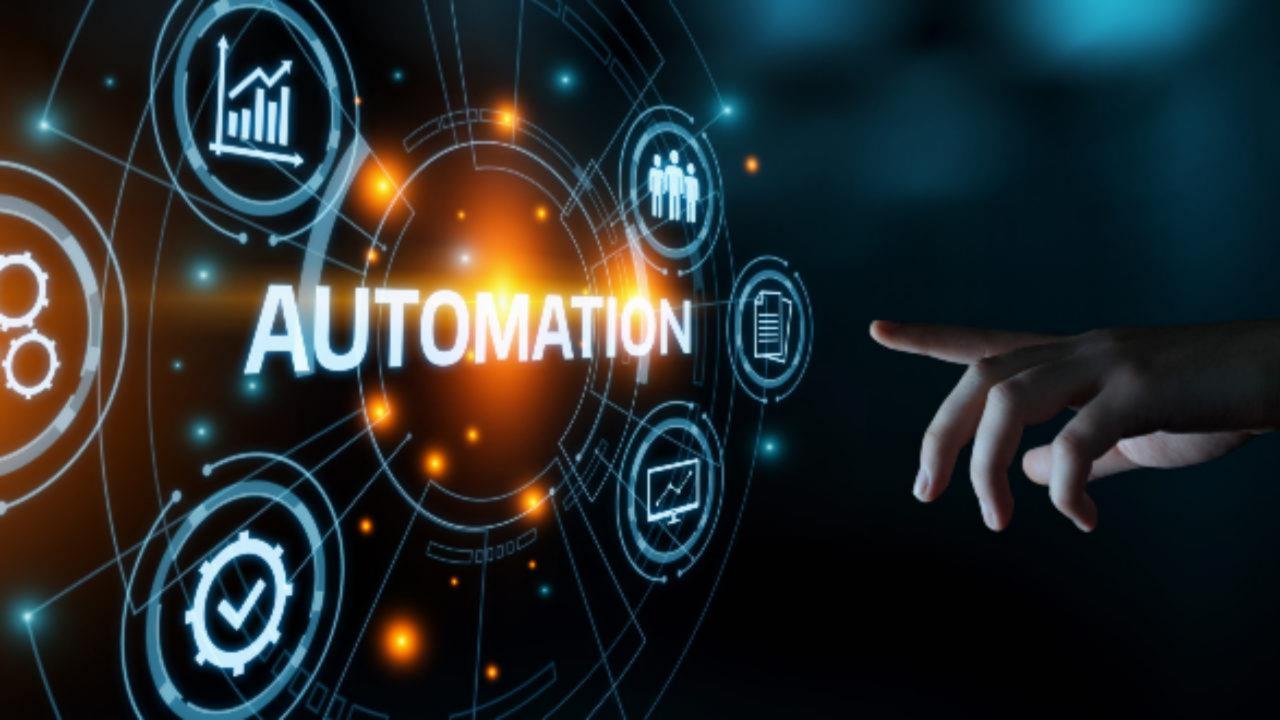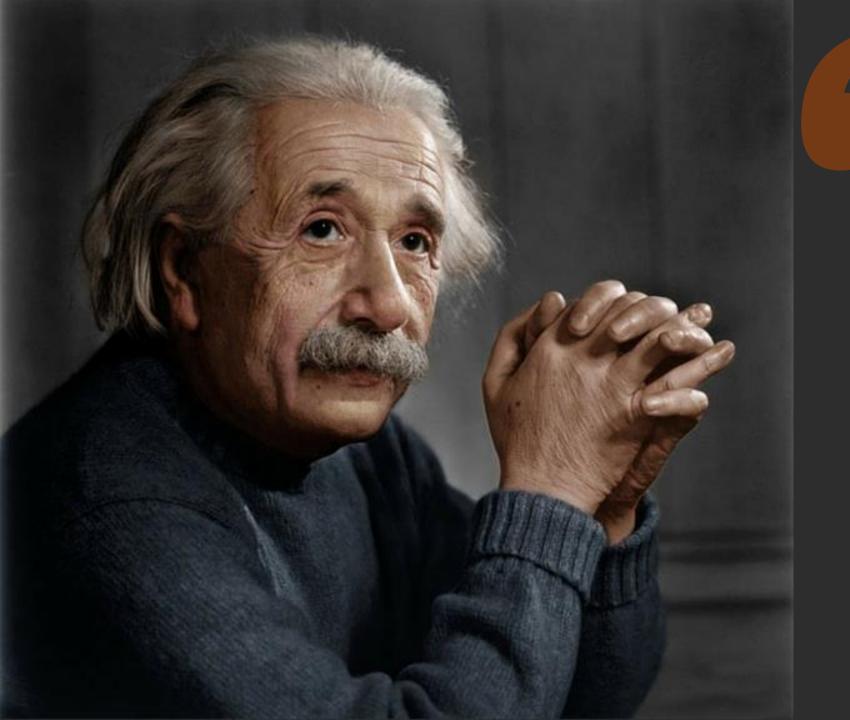
On an average 4-hour flight, the autopilot is engaged for about 3½ hours.

88%
of the time

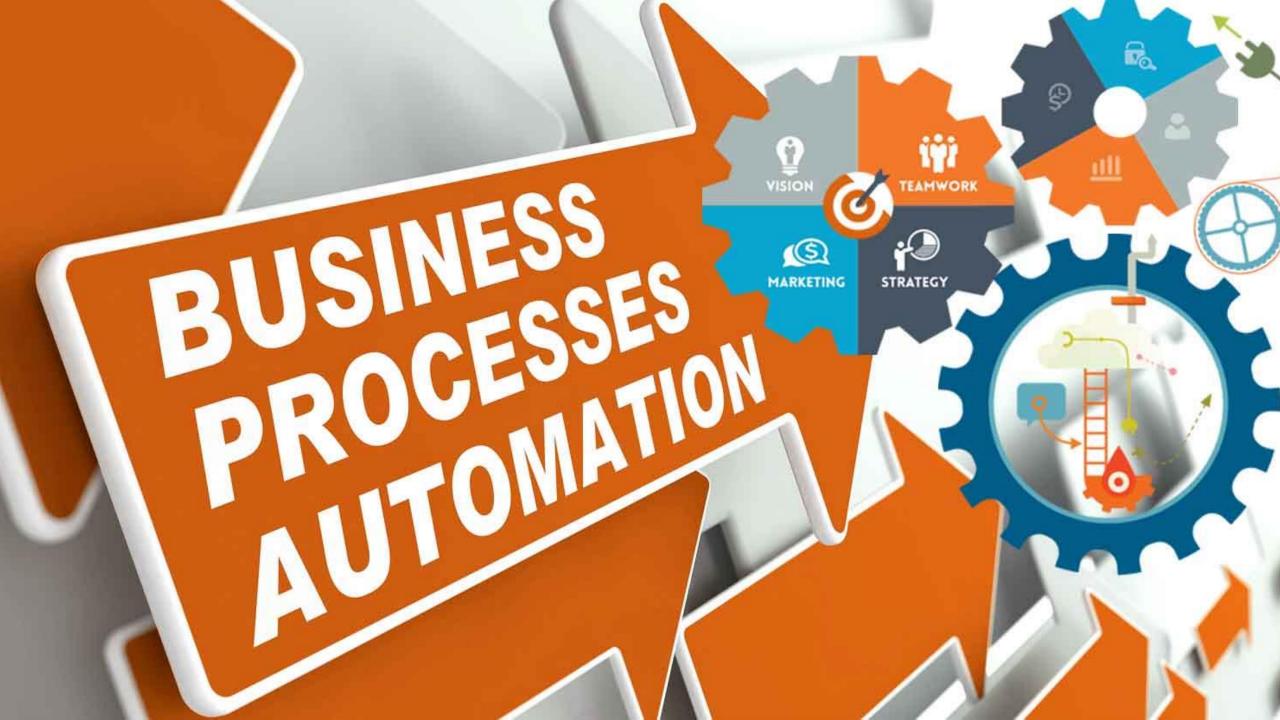# What percentage of your day is spent on autopilot?

"Compound interest is the 8th wonder of the world. He who understands it, earns it; he who doesn't, pays it.

- Albert Einstein

Because it's making money every minute.
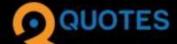
Whether you're working on it or not.

Does your business do that?

BUSINESS PROCESSES AUTOMATION

VISION

TEAMWORK

MARKETING

STRATEGY

Business process automation involves creating smooth, streamlined processes and procedures that

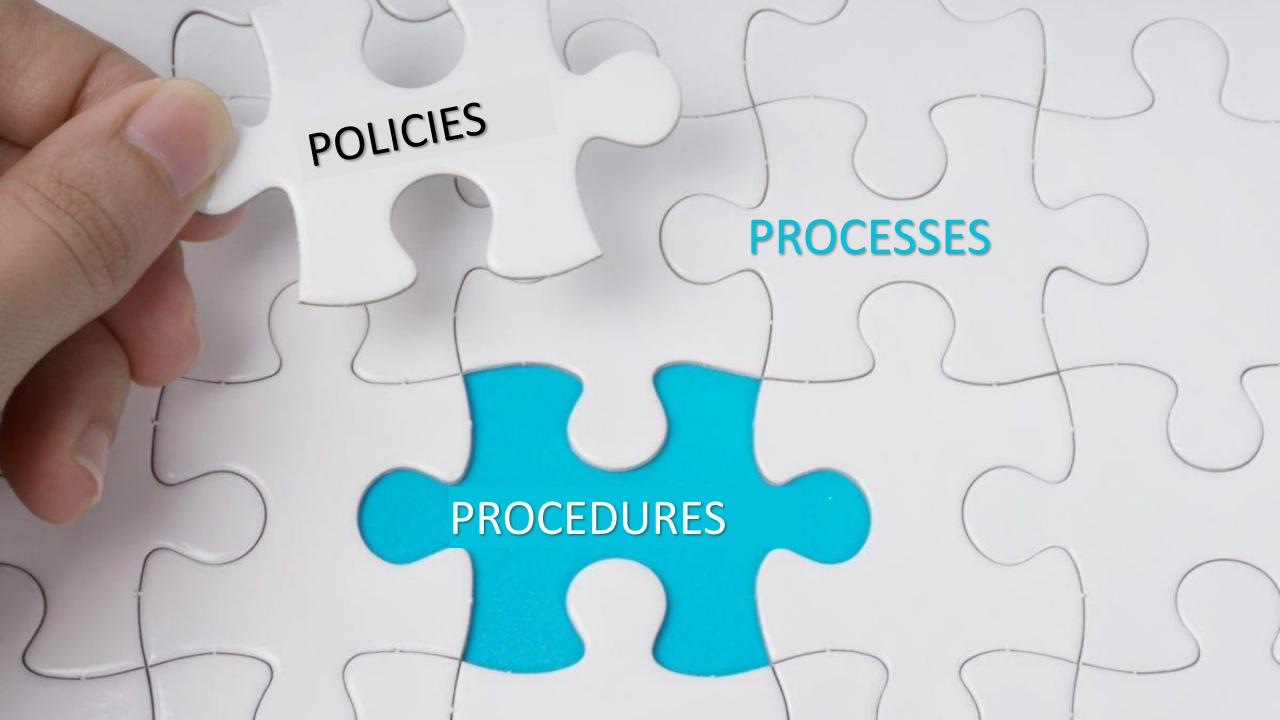- are effective,
- minimize decision-making, and
- are not cumbersome.

Almost all quality improvement comes via simplification of design, manufacturing... layout, processes, and procedures.

Tom Peters

WHAT ARE THEY?

Policies

Processes

Procedures

pol·i·cy¹

/ˈpäləsē/

noun

noun: **policy**; plural noun: **policies**

1.a course or principle of action adopted or proposed by a government, party, business, or individual.
"the administration's controversial economic policies"
   •archaic
prudent or expedient conduct or action.
"a course of policy and wisdom"

synonyms:

plans, strategy, proposed action, blueprint, approach, scheme, stratagem, program, schedule, code, system, guidelines, intentions, notions, theory, line, position, stance, attitude
More "government policy on international trade"
practice, custom, procedure, wont, way, tack, routine, matter of course, style, pattern, convention, mode, rule
"it was good policy to listen politely"

Policy – A business rule or company guideline that gives employees, their departments and the overall company direction.

- [Company Name] is committed to meeting or exceeding all laws and regulations wherever we conduct our business activities.

- All official records of the conduct of the Company's business must be accurate, honest and complete, without any restriction or qualification of any kind.

- [Company Name] is committed to having safe and healthy operations to protect the life and health of its employees and the community surrounding its operations, to protect its assets, to ensure business continuity and to engender public trust.

Ultimately, Policy answers the question:

"What are the goals and attitudes of our company?"

proc·ess¹

/ˈpräˌses,ˈprōˌses/

noun
noun: **process**; plural noun: **processes**
1.a series of actions or steps taken in order to achieve a particular end.
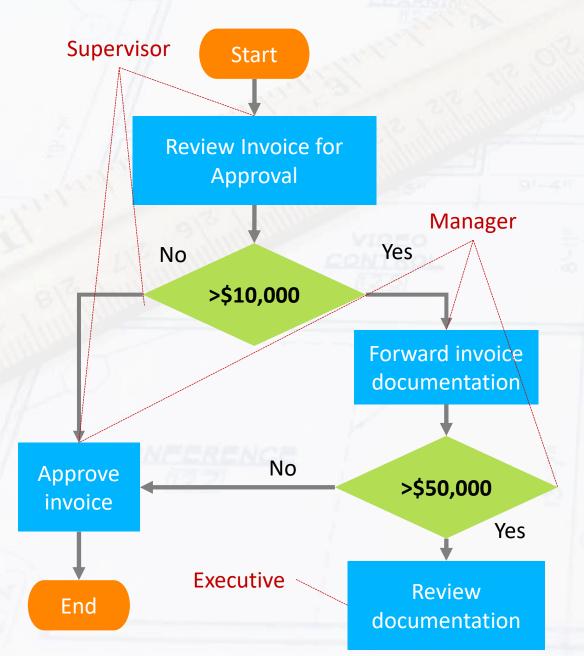
"military operations could jeopardize the peace process"

synonyms:

procedure, operation, action, activity, exercise, affair, business, job, task, undertaking, proceeding "faxing a seventy page document is an expensive process"
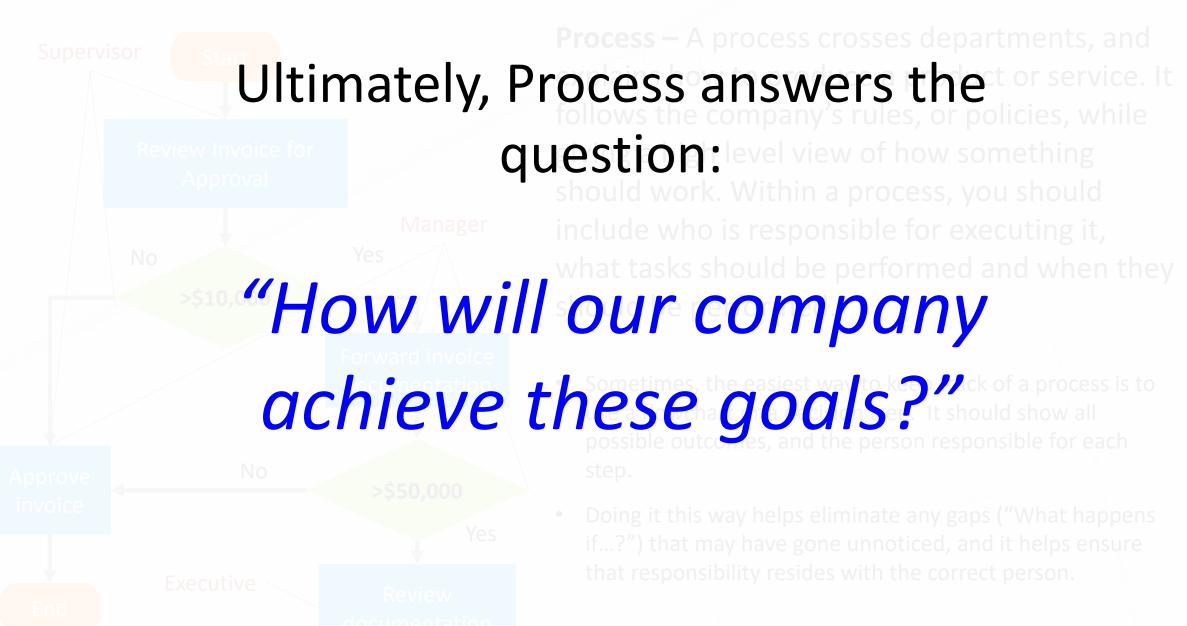
INVOICE APPROVAL PROCESS

Process – A process crosses departments and explains how to produce a product or service. It follows the company's rules, or policies, while giving a high-level view of how something should work.

- Sometimes, the easiest way to keep track of a process is to use a flowchart or a decision tree. It should show all possible outcomes, and the person responsible for each step.

- Doing it this way helps eliminate any gaps ("What happens if…?") that may have gone unnoticed, and it helps ensure that responsibility resides with the correct person.

Ultimately, Process answers the question:

"How will our company achieve these goals?"

pro·ce·dure[1]

/prəˈsējər/

noun
an established or official way of doing something.

"the police are now reviewing procedures"

synonyms:
course of action, line of action, plan of action, policy, series of steps, plan, method, system, strategy, stratagem, way, approach, formula, mechanism, methodology, MO (modus operandi), SOP (standard operating procedure), technique, means, measure, process, proceeding, operation, agenda

PROCEDURE TO CHANGE A BICYCLE TIRE

Step 1
- Using the screwdriver, pry the tire to the outside of the bicycle rim.
- Insert a second screwdriver into the gap created by the first screwdriver. Slide the screwdriver around the rim, forcing the tire to the outside of the rim.

Step 2
- Push the air stem through the hole in the rim to the interior, freeing the inner tube for removal.
- Grasp the inner tube firmly and pull it away from the rim until it is completely free.

Step 3
- Insert the air stem of the new inner tube through the designated hole.
- Stretch the inner tube around the rim, placing it on the inside of the rim.
- Replace the exterior tire, being careful not to damage the inner tube.
- Inflate to manufacturer's recommended pressure.

Procedure – While a process is a broad overview, a procedure is more detailed, offering step-by-step instructions on how to perform part of a process or a specific task. Because procedures are used by employees the most, their input is often sought in their creation; procedures are the practical applications of the policies created by upper management. Within a procedure, you should describe who performs it and what steps are performed, as well as when and how they are performed.

- Usually procedures are a "step-by-step" set of instructions. If multiple people are involved, each step should list which person is responsible. ***Procedures should always reflect best practices.***

- Procedures seldom change unless there is new equipment or technology involved – or unless the present procedure is discovered to be dangerous or in conflict with policy.
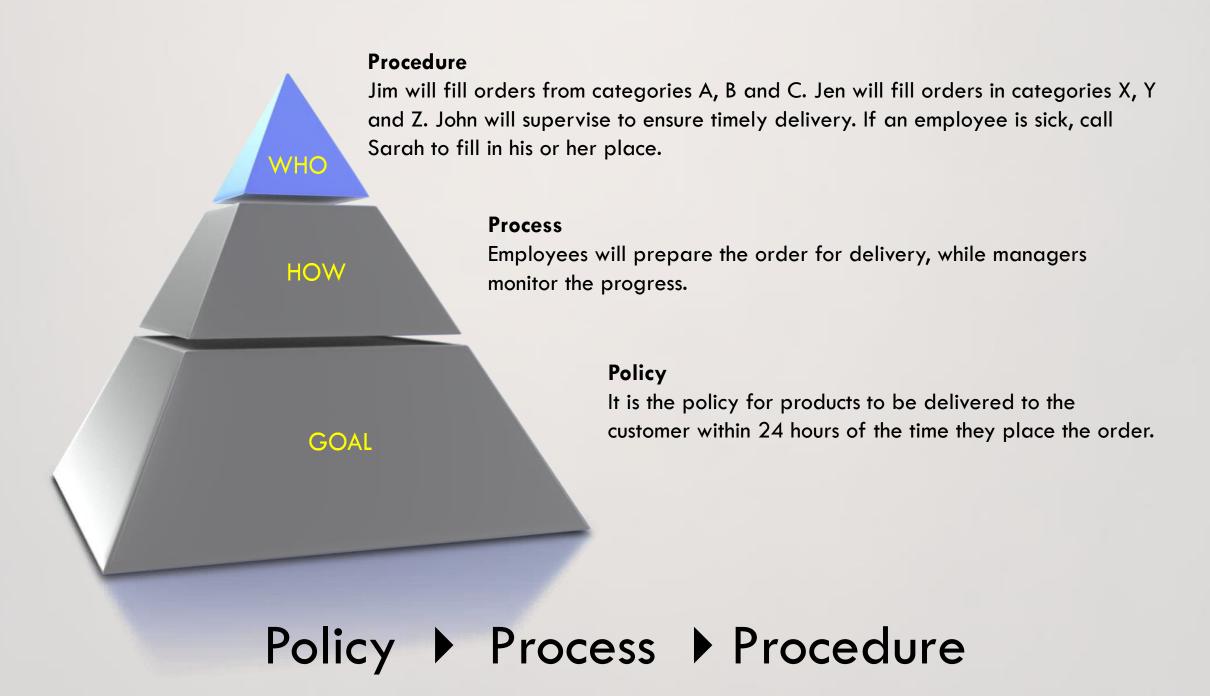
Ultimately, Procedure answers the question:

"What are the steps and who will take them to reach the goals?"

Procedure
Jim will fill orders from categories A, B and C. Jen will fill orders in categories X, Y and Z. John will supervise to ensure timely delivery. If an employee is sick, call Sarah to fill in his or her place.

WHO

Process
Employees will prepare the order for delivery, while managers monitor the progress.

HOW

Policy
It is the policy for products to be delivered to the customer within 24 hours of the time they place the order.

GOAL

Policy ▶ Process ▶ Procedure

POLICY

We will serve our customers the freshest pastries possible on a daily basis.

PROCESS

PROCEDURE

Plain Pound Cake Recipe

1. Preheat your oven and prepare a bundt pan.

2. Mix together butter and sugar, then add vanilla and eggs.

3. Separately mix together flour, salt, baking powder, baking soda and salt.

4. Add flour mixture and milk alternately to the butter mixture and combine everything together then pour batter into the bundt pan.

5. Bake for about an hour, then remove from the oven and cool slightly before turning out onto a flat surface to release the cake from the pan.

DO WE REALLY NEED THEM?

Policies

Processes

Procedures

nah

I've got all that
STUFF
IN MY
HEAD

NOPE

• • • THE BIGGEST • • •

MISTAKE

A SMALL BUSINESS
CAN MAKE IS

TO THINK

LIKE A SMALL BUSINESS

Whyare

Policies,Processes and Procedures

so important?

REASONS YOU NEED WRITTEN POLICIES, PROCESSES, AND PROCEDURES

- They communicate company culture.

- They communicate key policies clearly and consistently.

- Employees know what's expected of them.

- Employees know what to expect of you.

- They help you avoid inconsistencies.

- They help ensure compliance.

- They help protect you against employee claims.

- They can showcase the benefits you offer.

POLICIES

PROCESSES

PROCEDURES
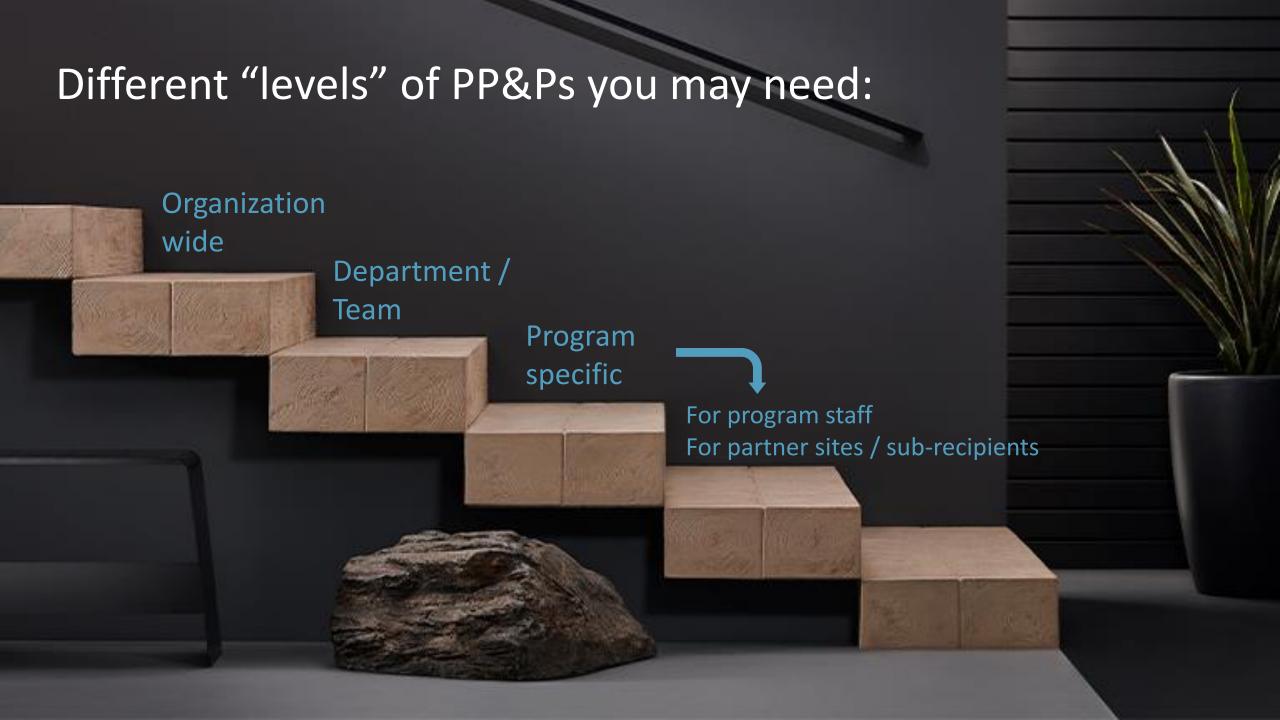
Signs you need them (or need to revise them):

- New laws/regulations
- Questions keep coming up
- Frequent errors or mistakes
- Irritation, complaints, frustration
- Confusion
- Carelessness
- Unique and varied interpretations

Different "levels" of PP&Ps you may need:

Organization wide

Department / Team

Program specific

For program staff
For partner sites / sub-recipients

EXTRA! EXTRA!

READ ALL ABOUT IT!

GOOD NEWS!!

YOU'VE ALREADY GOT THEM

© Sarah McDevitt
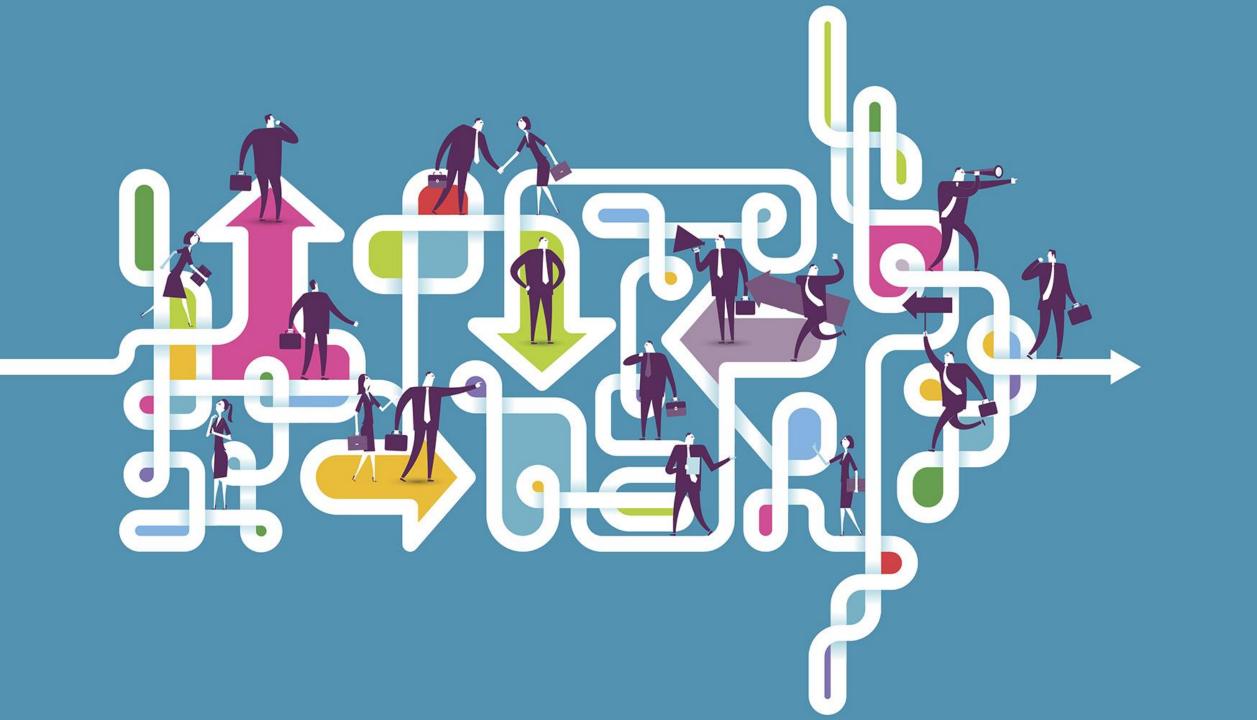
THIS PAGE
INTENTIONALLY
LEFT BLANK

THIS WAY

NO THIS WAY

... and yet ...

If it ain't broke, don't fix it.

Bert Lance

"If it ain't broke, don't fix it," doesn't apply anymore. If it ain't broke, it's obsolete.

-- Bill Gates
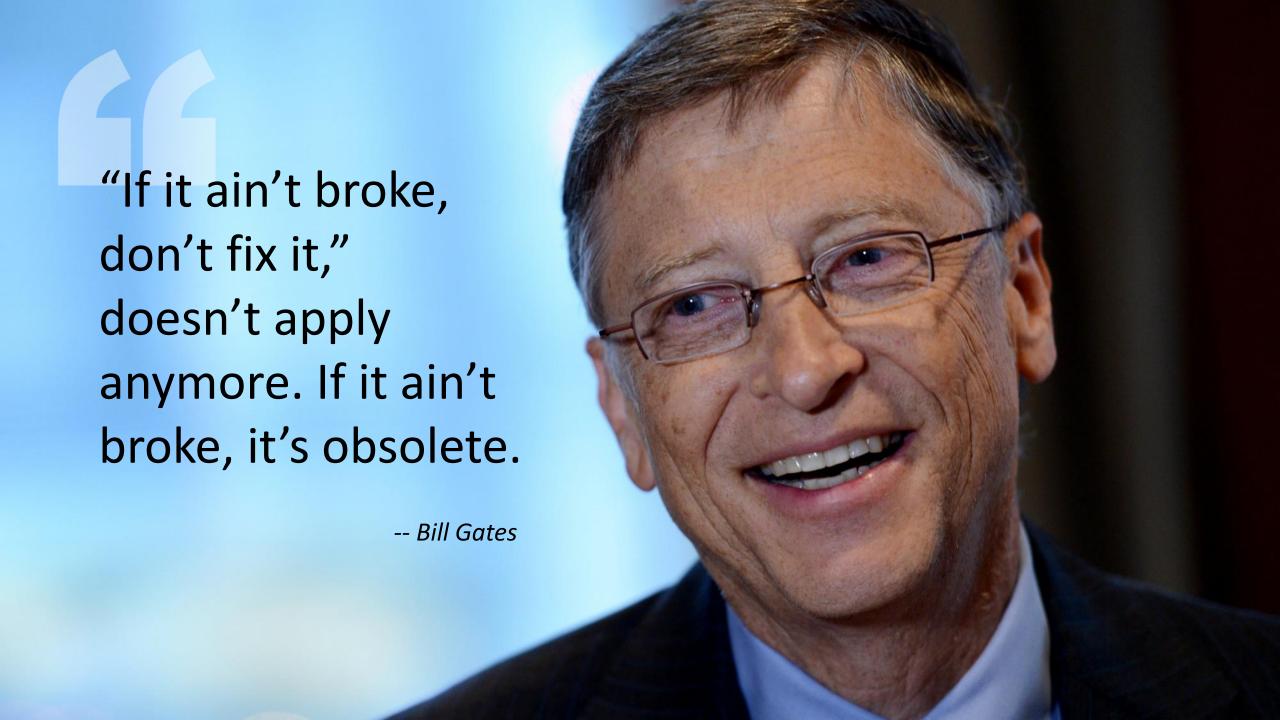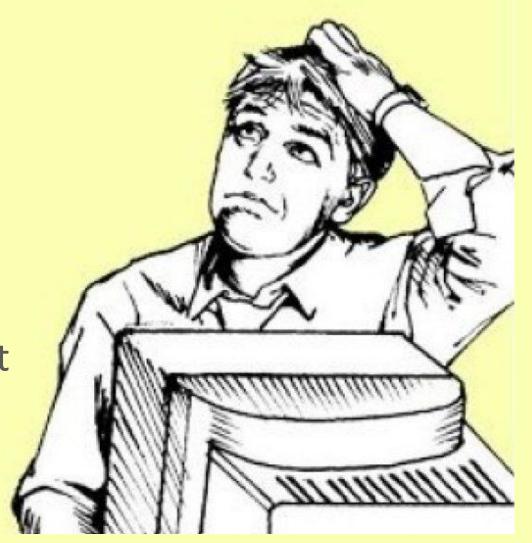
DO YOU KNOW WHY?

Because people don't work productively:

- if they don't know what to do

- if they don't know how to do it

- if they don't know why they do it

TRUST ME, I'M AN ENGINEER

IF IT LOOKS STUPID BUT WORKS

IT AIN'T STUPID
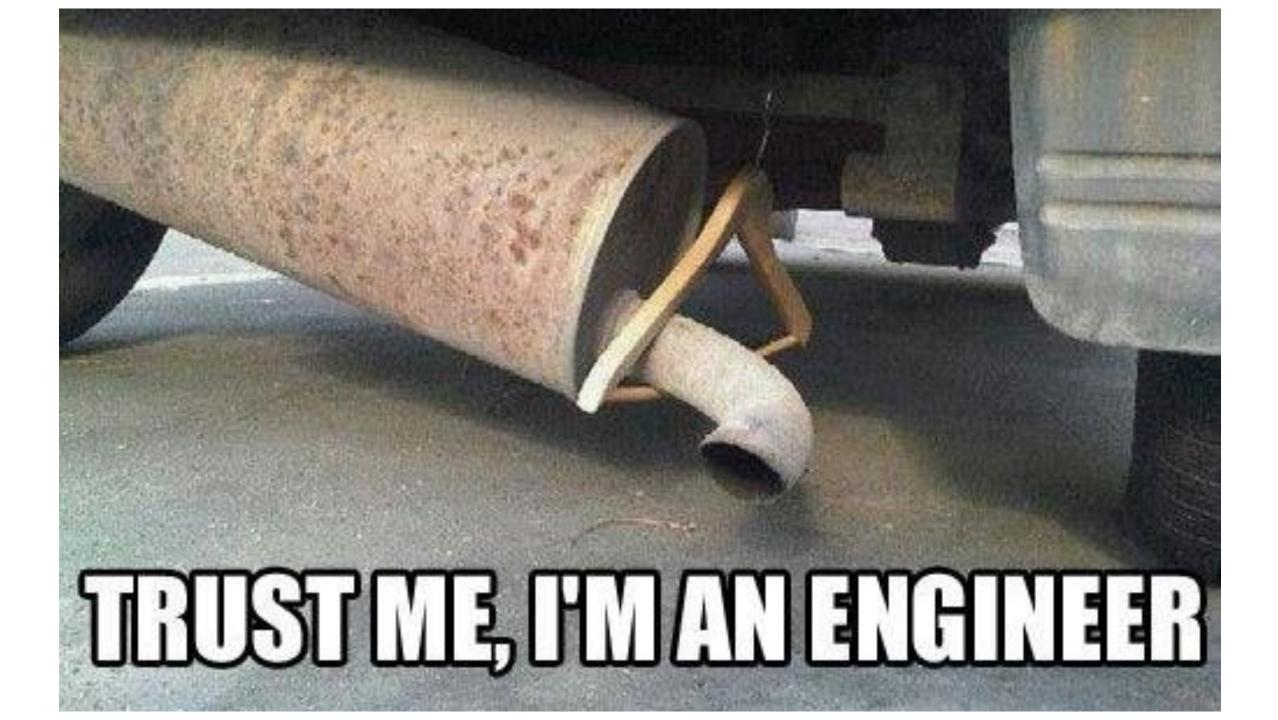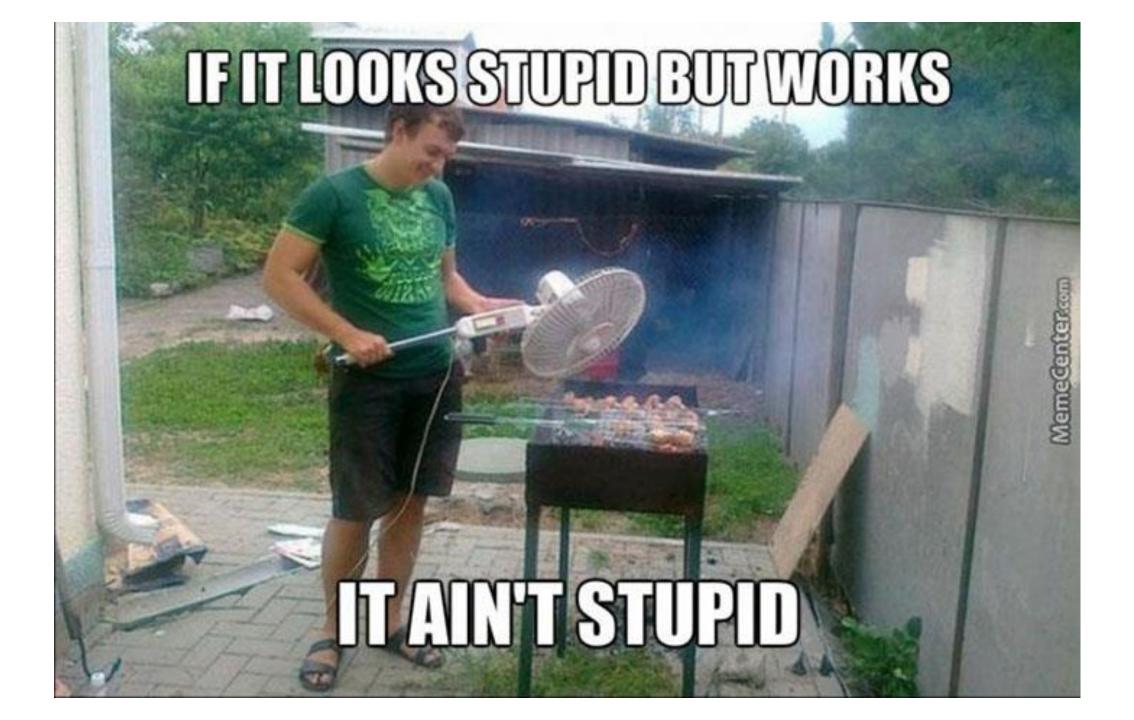
The customer was served because in... ocesses and proc... es.

You end up with policies, processes and procedures that:

- are undocumented

- are semi-functional

- are inconsistent and possibly at odds with others

- change with personnel changes or circumstances

- are not based on anything except expediency

EDUCATION

OFFICE

E-MAIL

MAINTENANCE

MARKETING

TECHNICIANS

YOU

INSTALL

I.T.

SERVICE

BILLING

PROGRAMS

REFERRALS

SALES

We LOVE Our Customers!

How Do I Know if I Need a Policy?

- If, during the course of any discussion about a company task, someone asks the question, "But, why should we do that?"

- If someone asks about the goals of the company in a particular area, and there is no direct, clear answer.

- A new circumstance arises that changes the way you do business, but the purpose of the change has not been determined yet.

- A new law or regulation has been announced that forces a change or creates a new circumstance in the way you do business.

How Do I Know if I Need a Policy?

- If, during the course of any discussion about a company task, someone asks the question, "But, why should we do that?"

- If someone asks about the goals of the company in a particular area, and there is no direct, clear answer.

- A new circumstance arises that changes the way we do business, but the purpose of the change has not been determined yet.

- A new law or regulation has been announced that forces a change or creates a new circumstance in the way we do business.

Policy is always about

- Good policies rarely change.

- Policy change is not sudden or ill-considered.

- Policy change is preceded by company input and buy-in, and implemented through communication.

COMPANY POLICIES

SICK DAYS

We no longer accept a doctor's note as proof of sickness. If you are able to got to the doctor, you are able to come to work.

PERSONAL DAYS

Each employee will receive 104 personal days a year. They are called Saturdays and Sundays.

VACATION DAYS
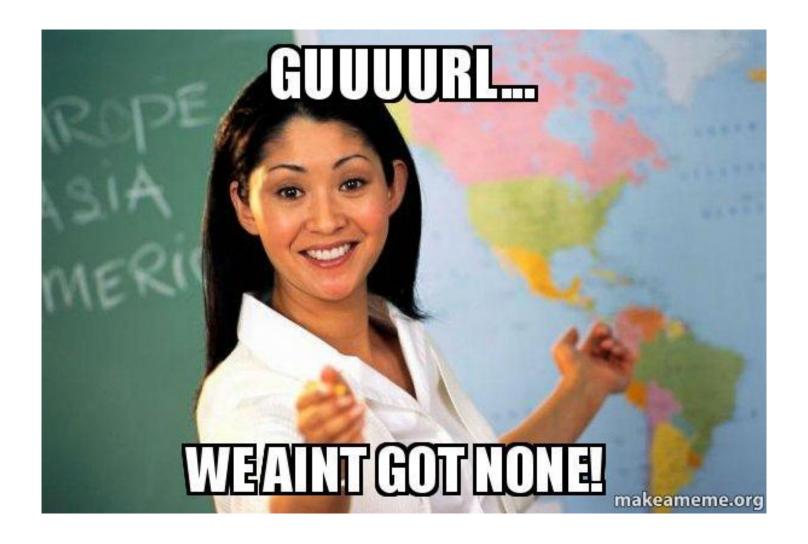
All employees will take their vacation at the same time every year. Vacation days are as follows: January 1, Memorial Day, July 4, Labor Day, December 25.

THANK YOU

MANAGEMENT

What is the company policy?

Sounds too hard.☹

https://www.thebalancecareers.com/sample-human-resources-policies-and-procedures-1918876

Sample Human Resources Policies and Procedures

Use These Sample HR Policies and Procedures for Employee Management

▶ Employment Law

DRESS CODES

ARTICLE TABLE OF CONTENTS Skip to section

EXPAND +

Employee Handbook

Harassment Policy

Dress Code

Benefits Options

PROCESSES VS PROCEDURES

Process vs Procedure

Process

- It crosses departments
- It has a decision tree and calls for a judgment on the part of the participant

Procedure

- It doesn't cross departments
- If it has a decision tree with predefined "if then" statements that eliminate decision making on the part of the participant, it's a procedure
- Can be done with a checklist

05
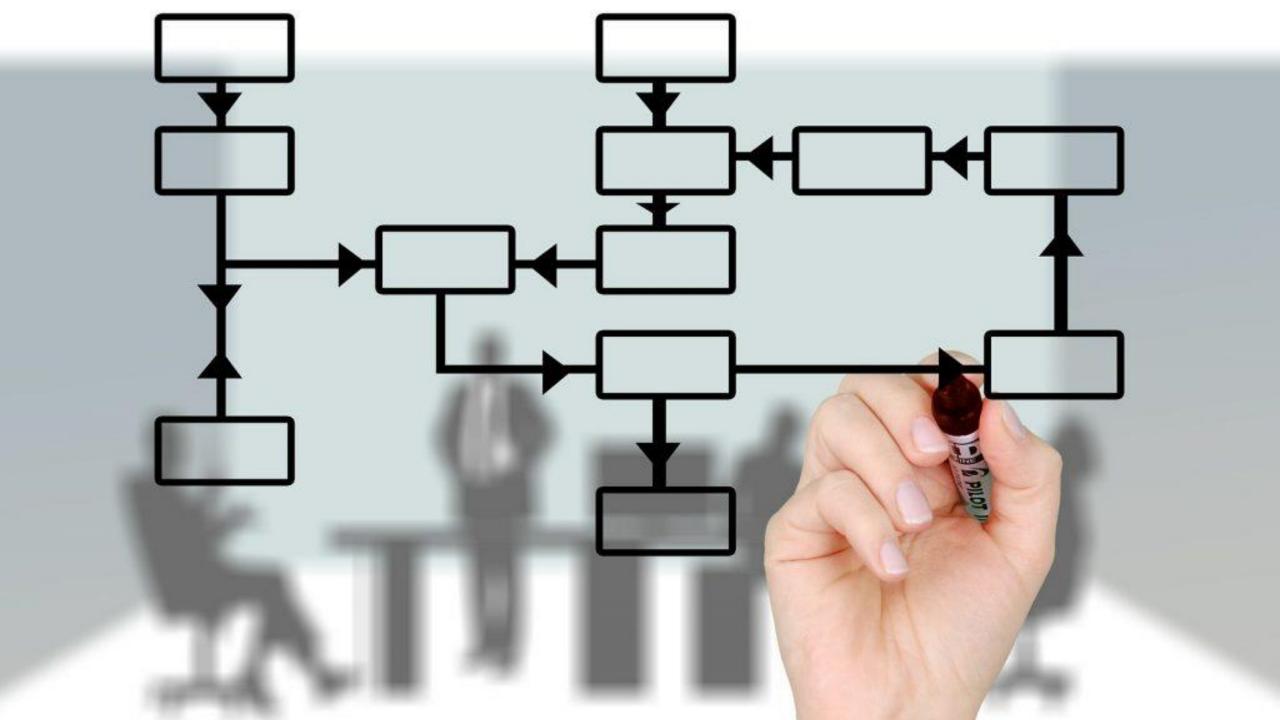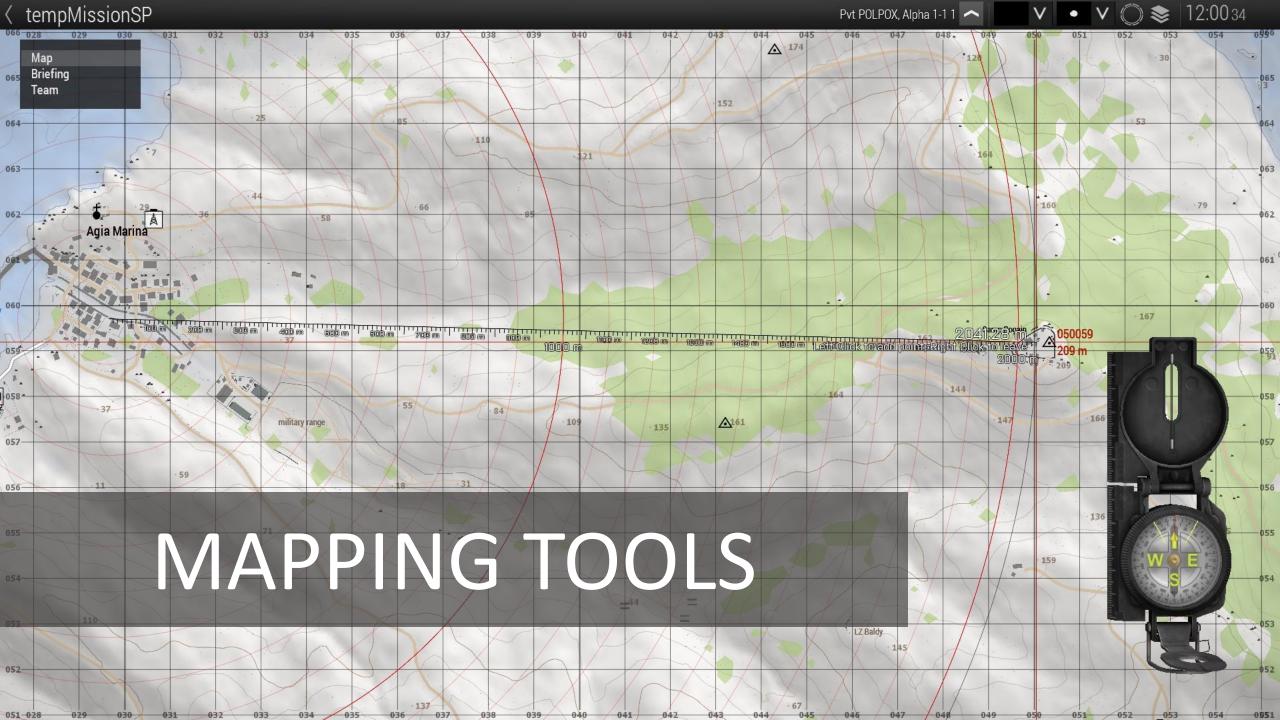
5 STEPS TO CREATE AND IMPROVE YOUR PROCESSES
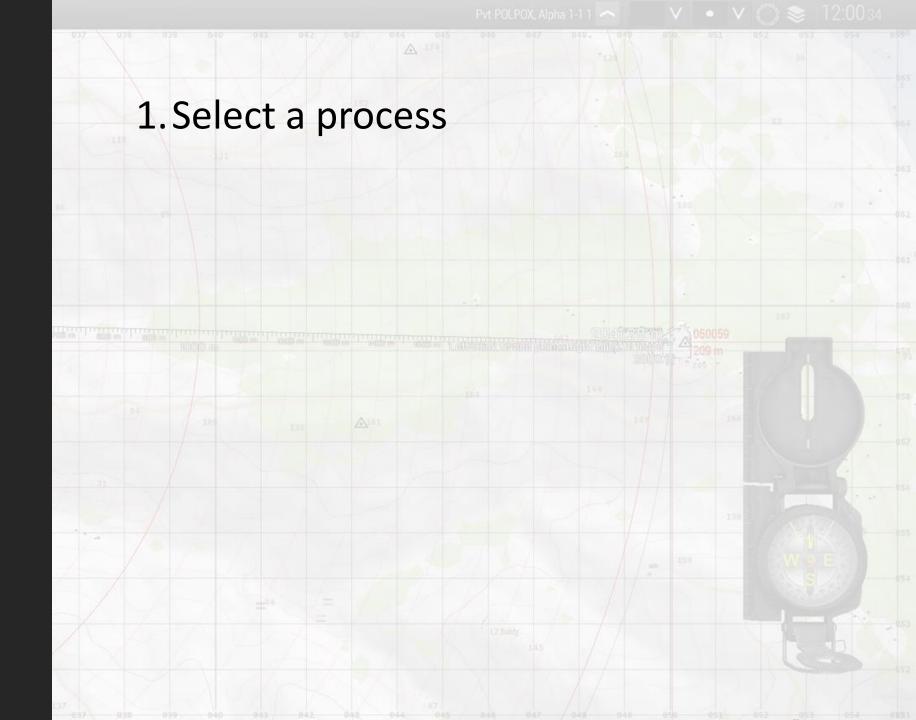
MAP YOUR PRESENT PROCESS

You can't fix what you don't know is wrong.

Steps in Mapping a Process
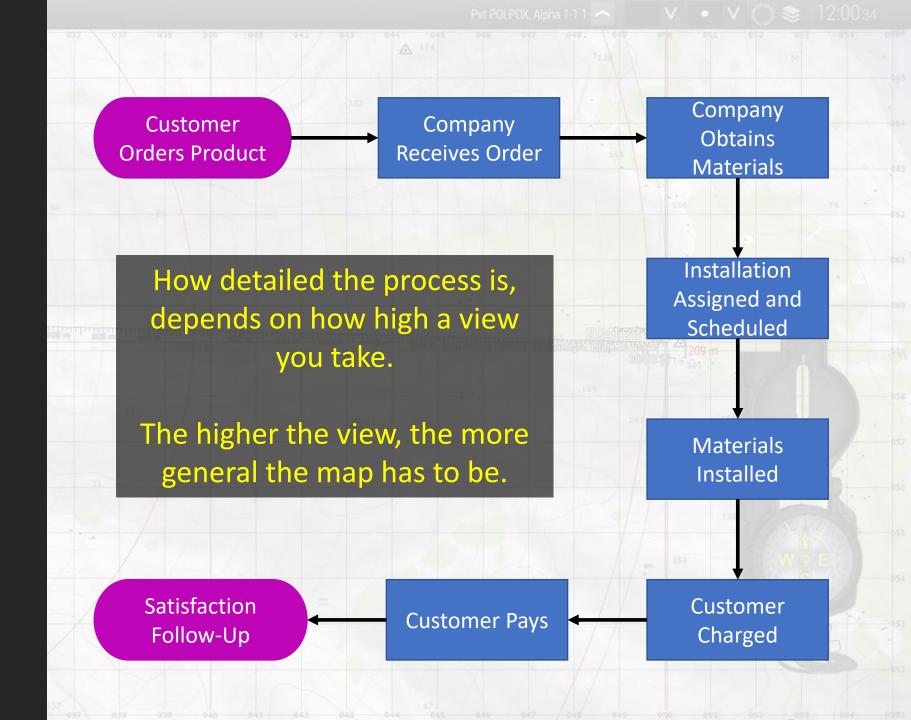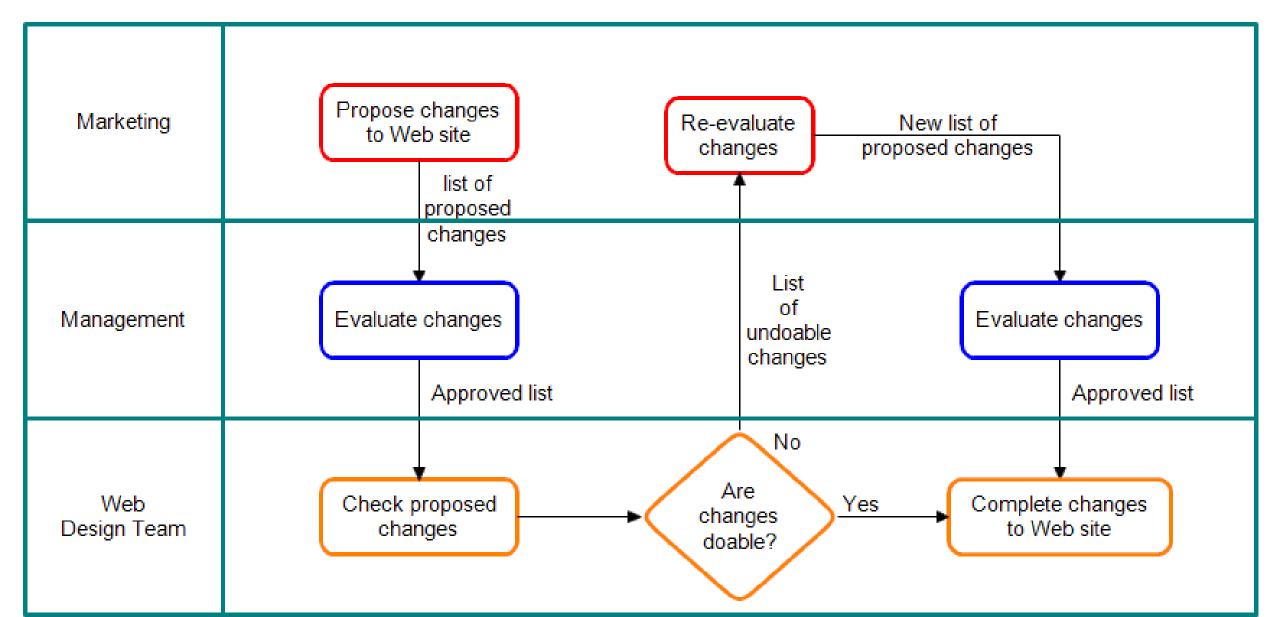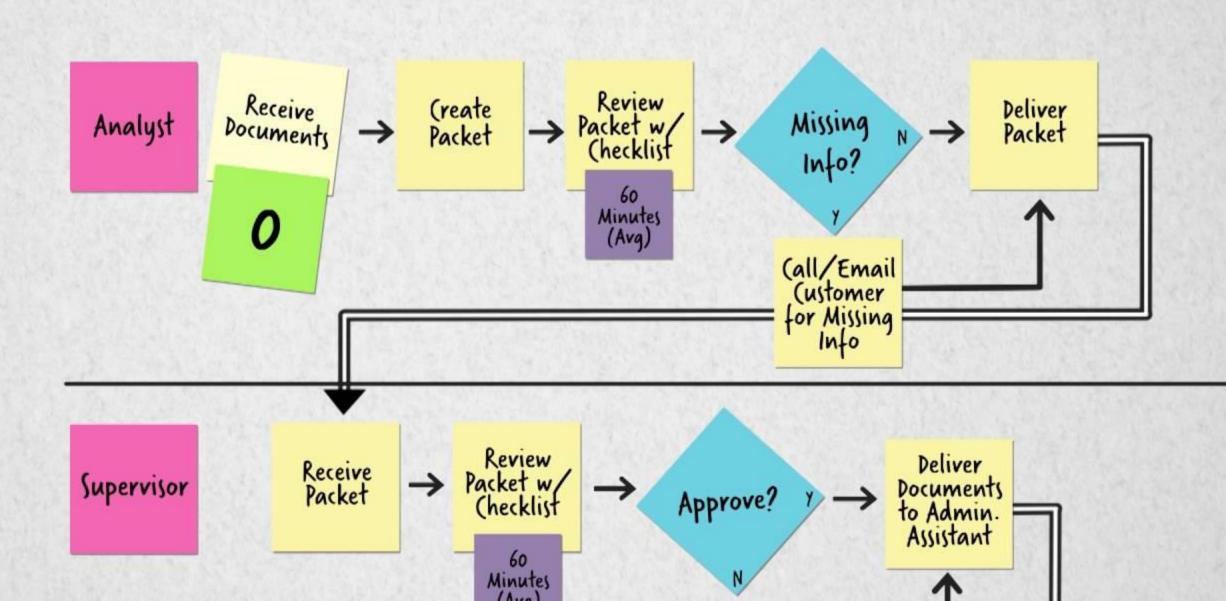
1. Select a process

Cross-Functional Process Map
Web Site Changes

Marketing	Propose changes to Web site	Re-evaluate changes — New list of proposed changes
Management	Evaluate changes	Evaluate changes
Web Design Team	Check proposed changes	Are changes doable?

list of proposed changes

Approved list

List of undoable changes

Approved list

No

Yes

Complete changes to Web site

Steps in Mapping a Process

1. Select a process

2. Interview every person who touches the process from end to end

3. Make no judgments during this phase

4. The goal is to find out what happens now

5. Create a visual representation of that process

Analyst

Receive Documents

0

→ Create Packet → Review Packet w/ Checklist

60 Minutes (Avg)

→ Missing Info?

N → Deliver Packet

Y → Call/Email Customer for Missing Info

Supervisor

Receive Packet → Review Packet w/ Checklist

60 Minutes (Avg)

→ Approve?

Y → Deliver Documents to Admin. Assistant

N

2

QUESTION THE PRESENT PROCESS

The "5 Why" method may help here.

Question the Process

1. Is every step necessary?

2. Are any steps missing?

3. Are the steps in the most efficient order?

4. Are all tools in place to accomplish the step?

5. Can any part of the process be automated?

ASK WHY **5** TIMES

TO GET TO THE ROOT CAUSE

Question the Process

Problem
Our client is refusing to pay for the leaflets we printed for him

Why?

The delivery was late, so the leaflets couldn't be used

Why?

The job took longer than expected

Why?

We ran out of printer ink

Why?

The ink was all used on a large, last-minute order

Why?
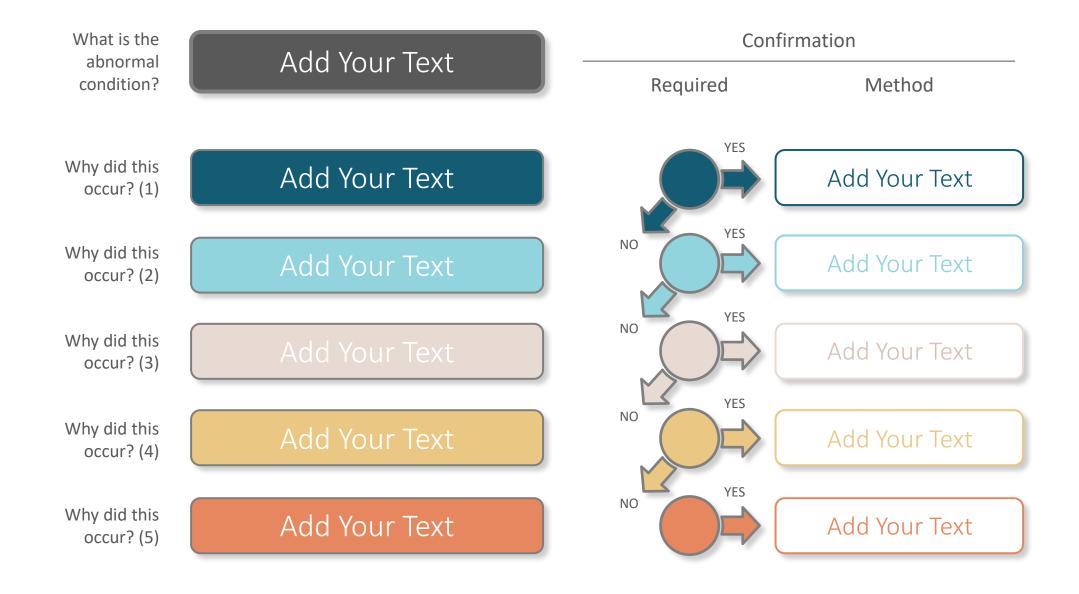
We didn't have enough ink in stock, and couldn't order in time
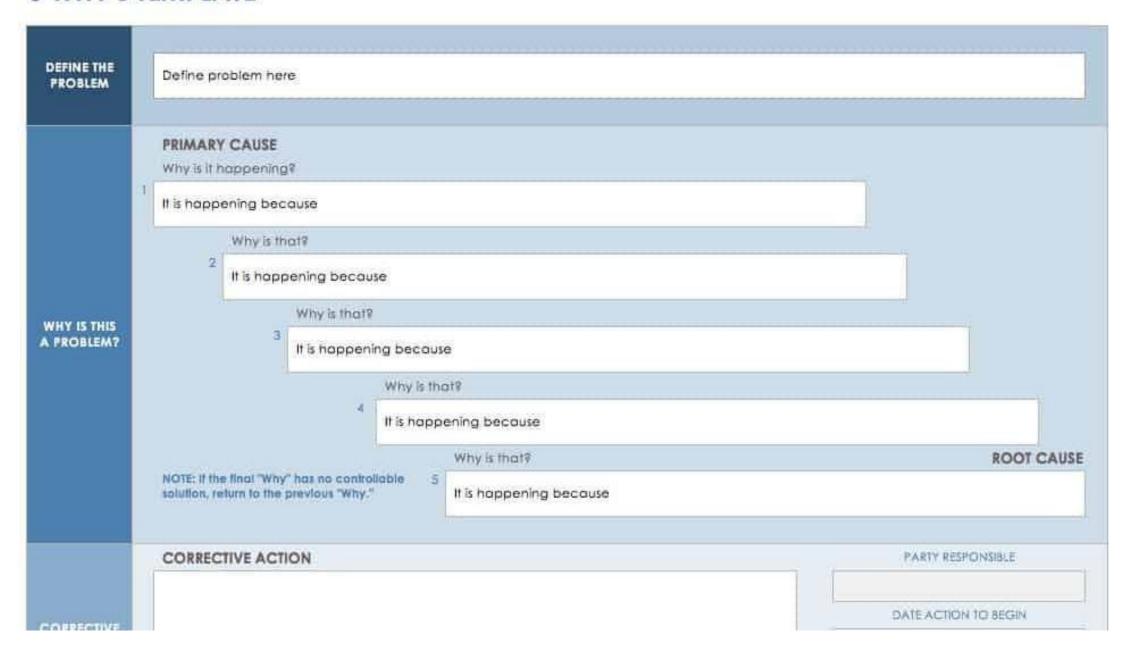
Solution
Find ink supplier who can deliver at short notice

The 5 Whys Analysis

			Confirmation	
What is the abnormal condition?	Add Your Text			
			Required	Method
Why did this occur? (1)	Add Your Text	YES	→	Add Your Text
		NO ↓		
Why did this occur? (2)	Add Your Text	YES	→	Add Your Text
		NO ↓		
Why did this occur? (3)	Add Your Text	YES	→	Add Your Text
		NO ↓		
Why did this occur? (4)	Add Your Text	YES	→	Add Your Text
		NO ↓		
Why did this occur? (5)	Add Your Text	YES	→	Add Your Text

5 WHY's TEMPLATE

DEFINE THE PROBLEM	Define problem here

WHY IS THIS A PROBLEM?

PRIMARY CAUSE

Why is it happening?

1. It is happening because

Why is that?

2. It is happening because

Why is that?

3. It is happening because

Why is that?

4. It is happening because

Why is that?

ROOT CAUSE

NOTE: If the final "Why" has no controllable solution, return to the previous "Why."

5. It is happening because

CORRECTIVE ACTION

PARTY RESPONSIBLE

DATE ACTION TO BEGIN

CORRECTIVE

3

IMPROVE THE PROCESS

Design and redesign

improvement process

Improve the Process

1. Streamlining
2. Think outside the box
3. Ask everybody
4. Automation tools
5. Look at how changes impact other processes
6. Always keep the process goal in mind
7. May have to redesign from scratch
8. Always keep the customer in mind
9. How will you track?

4

TEST THE PROCESS

What is its impact?

SKIP TO THE END!

"A Little Neglect May Breed Great Mischief"

For want of a nail, the shoe was lost.
For want of a shoe, the horse was lost.
For want of a horse, the rider was lost.
For want of a rider, the message was lost.
For want of a message, the battle was lost.
For want of a battle, the kingdom was lost,
And all for the want of a horseshoe nail.

-- Benjamin Franklin, Poor Richard's Almanac 1758

Testing the Process

1. Scenarios – does it solve the problem?

2. Follow the process two or three steps beyond to gauge its impact on other processes

3. Take the customer's eye view.

4. Take the employee's eye view.

5. What effect does it have on the budget/bottom line?

99.9%
SURE
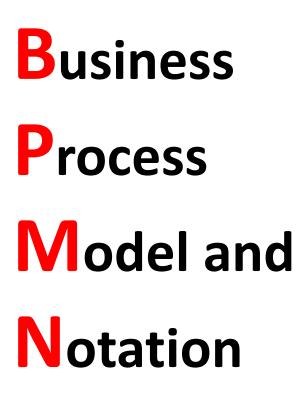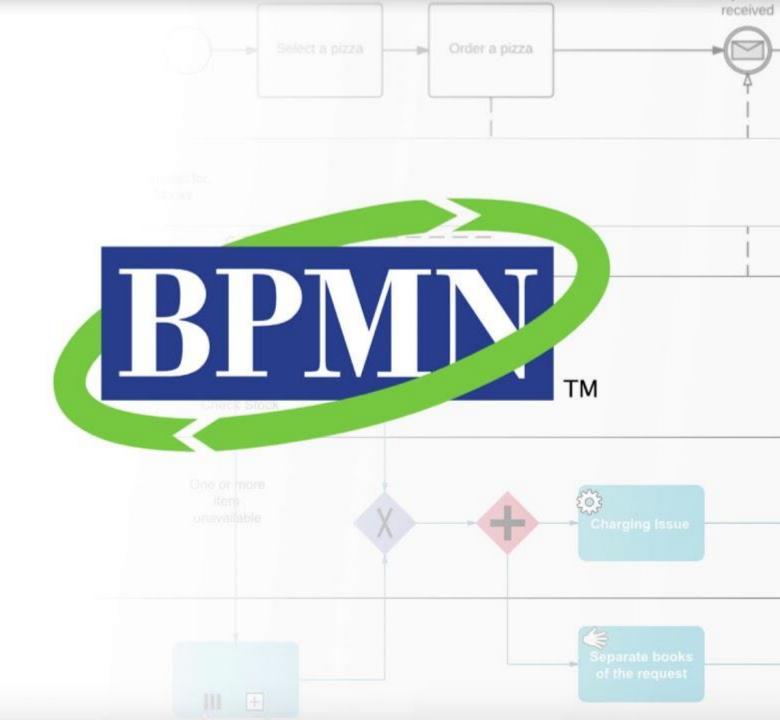
- They are in accordance with the organizational values
- They align with the legislation, i.e. business laws
- You are convinced after reading them that your organization will function efficiently
- They promote fairness in decision-making and continuity in operation of the business
- They give the staff authority and power to be effective
- They save time in dealing with problems and handle them quickly
- They promote stability and equality among the employees
- The performance of the employees is assessed
- The responsibilities of the employees are laid out
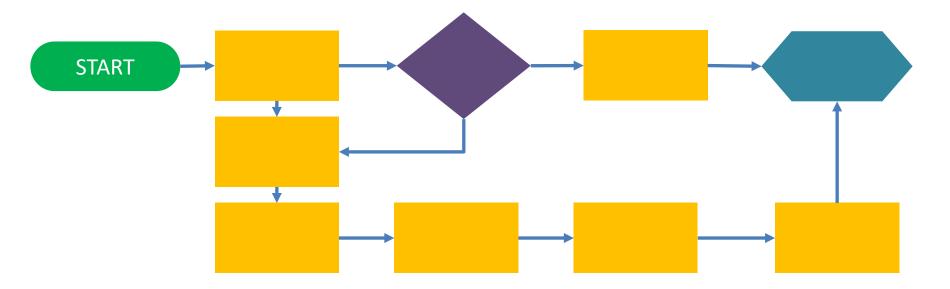
Process to be documented

_____

_____

_____

Table Purpose	Responsible Group/Role	Sub Process
Step 1		
Step 2		
Step 3		
Step 4		
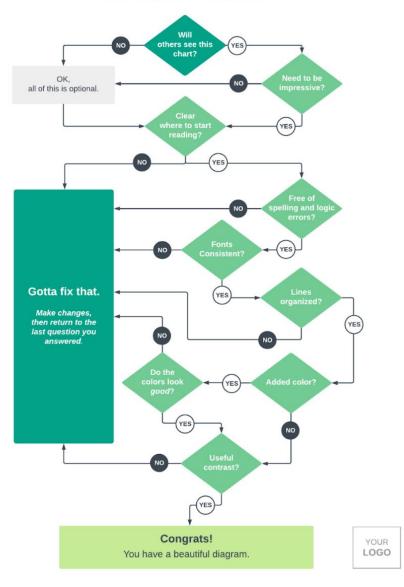
BUSINESS PROCESS DOCUMENTATION
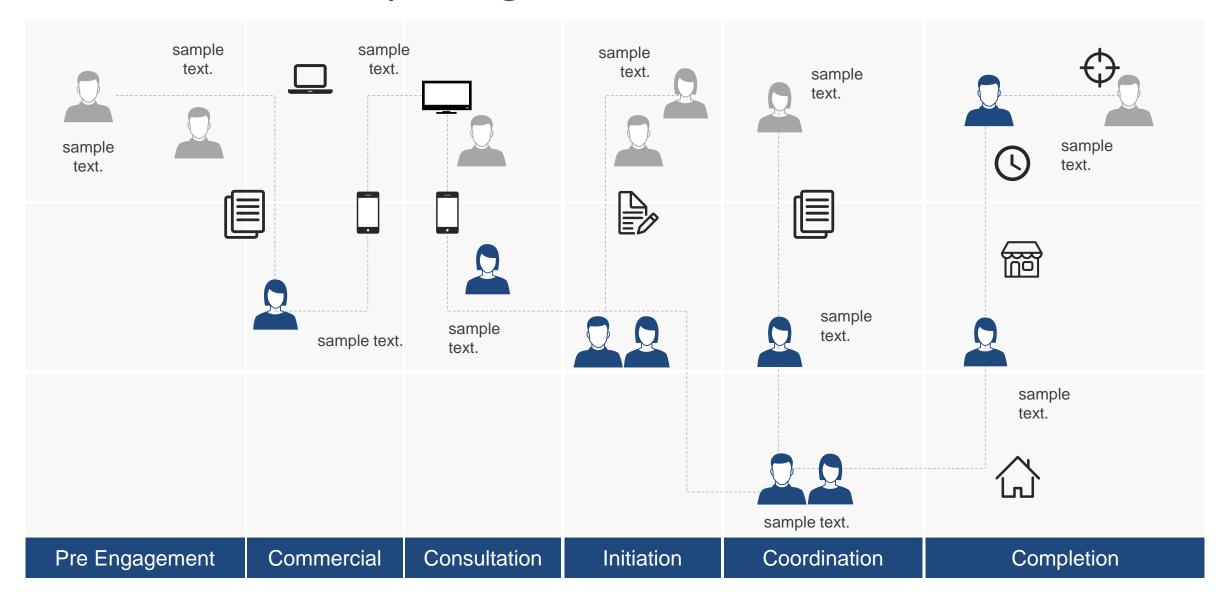
Process Flow	Responsible Role	To Be Informed	Documents	Task
	Step 1			
	Step 2			
	Step 3			
	Step 4			
	Step 5			
	Step 6			
	Step 7			
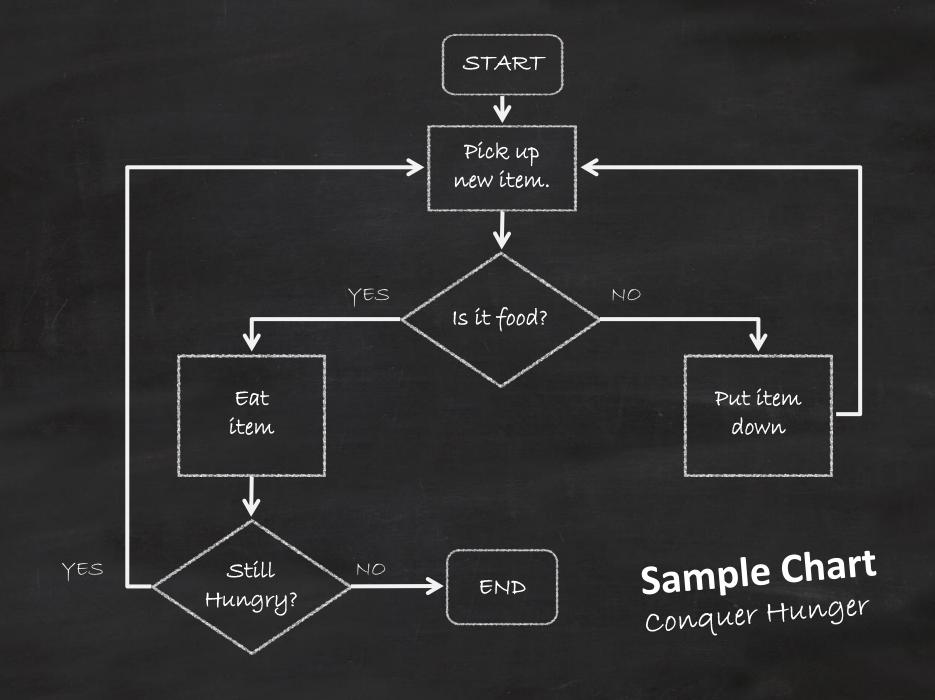
1. Stick to one process at a time.
2. Break down the big picture into sub-processes.
3. Make a flowchart.
4. Keep it as short as possible.
5. Refer to people by title, not name.
6. Make it clear how processes connect to each other.
7. Make documents editable and accessible.
8. Label process documents carefully.
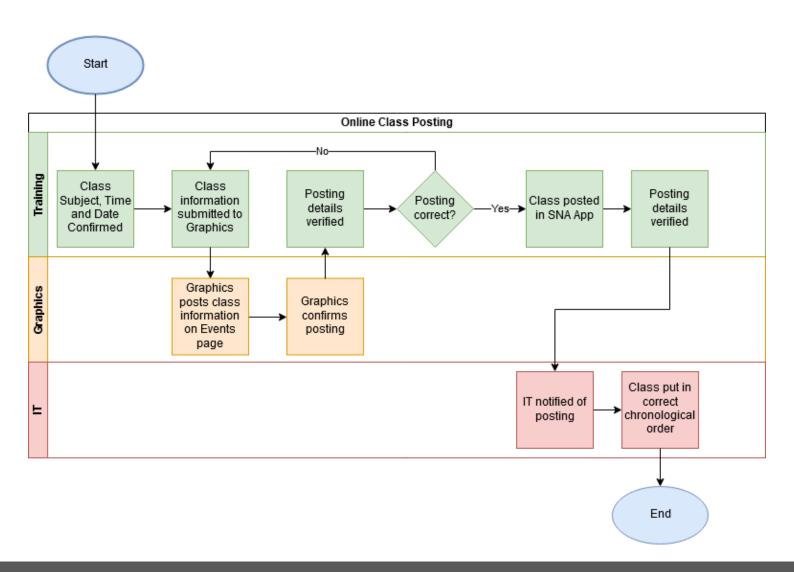
Customer Journey Design

sample text.

sample text.

sample text.

sample text.

sample text.

sample text.

sample text.

sample text.

sample text.

sample text.

sample text.

| Pre Engagement | Commercial | Consultation | Initiation | Coordination | Completion |
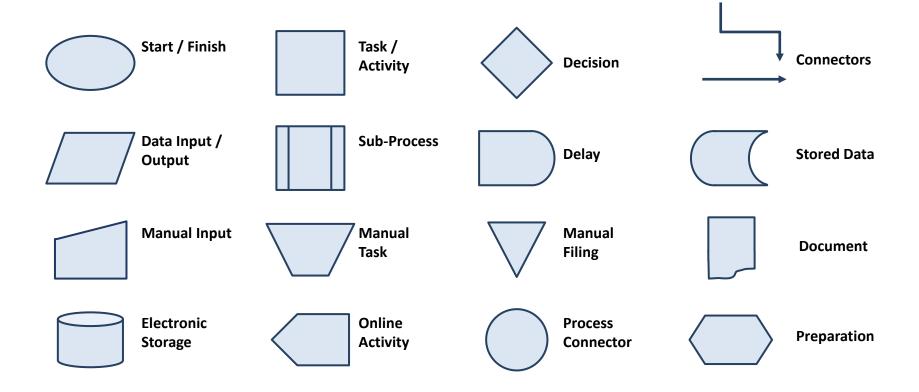
Online Class Posting Process

David M. Graham

Online Class Posting

Training
- Start
- Class Subject, Time and Date Confirmed
- Class information submitted to Graphics
- Posting details verified
- Posting correct?
- Class posted in SNA App
- Posting details verified

Graphics
- Graphics posts class information on Events page
- Graphics confirms posting

IT
- IT notified of posting
- Class put in correct chronological order
- End

No / Yes

PROCESS MAPPING ICONS

Start / Finish	Task / Activity	Decision	Connectors
Data Input / Output	Sub-Process	Delay	Stored Data
Manual Input	Manual Task	Manual Filing	Document
Electronic Storage	Online Activity	Process Connector	Preparation

PROCESS MAP EXAMPLE – HIRING INTERVIEW PROCESS

A PROCESS MAP

Start / Finish Input / Output

Task / Activity

Decision

Flow

Hiring Interview Process

HIRING INTERVIEW PROCESS

PROCESS MAP EXAMPLE – HIRING INTERVIEW PROCESS W/ SWIM LANES

HIRING INTERVIEW PROCESS WITH SWIM LANES

HUMAN RESOURCES RESPONSIBLE

START Resumes

NO — Inform Applicants

YES — Schedule Interview

NO — Inform Applicants — END Rejection

END Offer Letter

FUNCTIONAL TEAM IS RESPONSIBLE

Review & Score Resumes

Interview ?

Interview & Score

Offer?

YES — Congratulate & Negotiate

File   Edit   View   Arrange   Extras   Help   📧 UpdatedAWS.drawio ⊕

100%   ⊕ ⊖   ↺ ↻   🗑   ⧉ ⧉   🖉 📏 ▢   → ▾ ⌐ ▾   ✛ ▾   Save & Exit   Exit   ⤢ ▤

Search Shapes   🔍

▾ Scratchpad   ? ✛ 🖉 ✕

    Drag elements here

▾ General

▭ ▢ Text Heading ⬭
◻ ⬤ ▭ ◇ ▱
⬡ ▷ ⬟ ☁ ▱
▤ ▦ ⬠ ⬭ ⎚
�auto ▱ 💬 🧍 ◗
◺ ▱ ꙰ ⬈ ⬀
╱ ╱ ╱ ⬈ ↗

▸ Misc

▸ Advanced

▸ Basic

▸ Arrows

▸ UML

✛ More Shapes...

Amazon CloudWatch   Amazon SNS

AWS Cloud

Amazon DynamoDB

CloudWatch Event

Amazon CloudWatch Event

Lambda

Cross-Account Role   Lambda Function

Amazon CloudWatch Event

Amazon S...

Lambda Function   Amazon CloudWatch

Amazon S3 Bucket

Template

Diagram   ✕

Viewer Settings

☐ Simple Viewer
☑ Lightbox
☐ High Res Preview

Toolbar   Top ▾
Links   Automatic ▾
Zoom   100% ⊕

Page and Layers

⦿ First Page (All Layers)
◯ Current Editor State
◯ Custom   Customize

View

☑ Grid   10 pt ⊕ ▭
☑ Page View
☐ Background   Image

Edit Data

Clear Default Style

⋮   Page-1   ✛

File Edit View Arrange Extras Help

UpdatedAWS.drawio

100%

Save & Exit   Exit

Search Shapes

Scratchpad   ? + ✎ ✕

Drag elements here

General

Text

Misc
Advanced
Basic
Arrows
UML

+ More Shapes...

Page-1

Amazon CloudWatch

Amazon SNS

Amazon DynamoDB

Amazon CloudWatch Event

Amazon CloudWatch Event

Lambda

Amazon S...

Lambda Function

Amazon CloudWatch

Amazon S3 Bucket

Template

AWS Cloud

CloudWatch Event

Cross-Account Role

Lambda Function

Diagram

Viewer Settings

Simple Viewer
Lightbox
High Res Preview

Toolbar   Top
Links   Automatic
Zoom   100%

Page and Layers

First Page (All Layers)
Current Editor State
Custom   Customize

View

Grid   10 pt
Page View
Background   Image

Edit Data

Clear Default Style

draw.io

Swim Lane Metaphor for PowerPoint

START

END

START

END

START

END

START

END

START

END

CREATING A PROCESS FROM SCRATCH
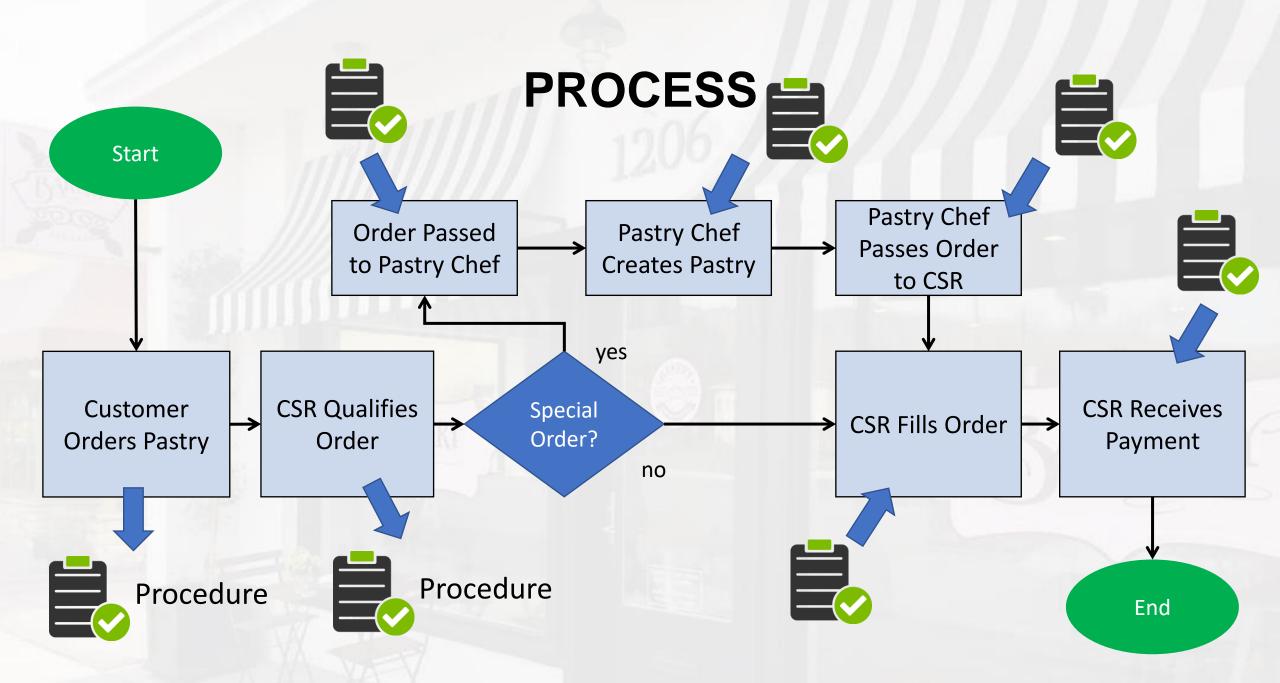
Creating a Process From Scratch

1. Starts with good design

2. Testing

3. Then comes good execution

4. Evolution through re-evaluation

5. Good results are automatic

PROCEDURES

PROCESS

Characteristics of a Procedure

1. Does not cross departments (i.e., either performed by single person, or people all in the same department)

2. Names the roles involved

3. Does not involve decision-making

4. Is step-by-step

5. Is linear

6. Is usually hands-on

PROCEDURES =
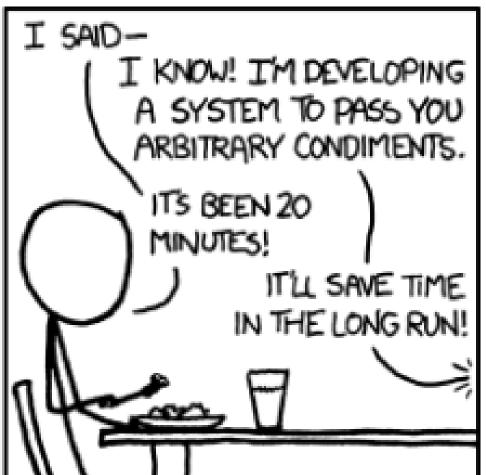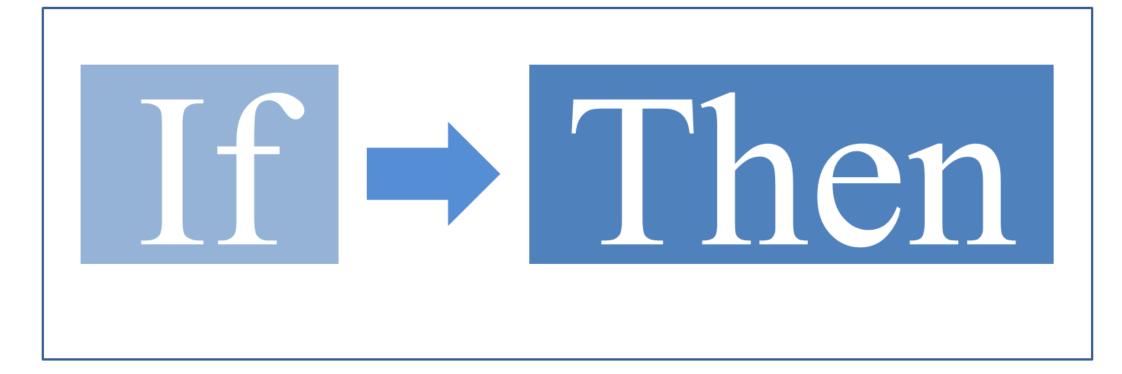
Creating a Procedure

1. Have the person who actually performs the procedure create the checklist (no judgment)

2. Have that person's supervisor annotate the checklist

3. Have an independent expert evaluate the checklist (if possible)

4. Do a huddle (committee evaluation and amendment)

5. If procedure is customer-facing, have a third party evaluate it from customer's point of view

Procedure Dos and Don'ts

1. DO write them down

2. DO include all steps

3. DO get appropriate input from everyone involved

4. DON'T be ambiguous

5. DON'T leave room for interpretation

6. DON'T ignore the needs of the person performing the procedure

7. DON'T assume anything

CREATING THE

If ➜ Then

PROCEDURE STATEMENT

Server Sidework Checklist

Opening Sidework Functions

Week Starting _____	MON	TUE	WED	THU	FRI	SAT	SUN
Station 1 – Wait Station:	Initials	Initials	Initials	Initials	Initials	Initials	Initials
Clean & wipe down wait station							
Stock & ice down milk & cream							
Stock sugar & sweeteners, coffee, decaf, tea, bottled drinks							
Stock glasses, straws, napkins, coffee cups & saucers							
Cut lemons & limes							
Ice down garnishes							
Brew coffee & tea							
Have back-up beverage canisters and CO_2 tanks ready to replace empties							

SERVICE NATION ALLIANCE

Excavation Start to Shoring Checklist

Use this checklist any time you are performing this type of repair. Don't just assume you did everything. Always double-check and mark each one complete.

Procedure Checklist
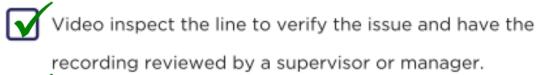
☑ Video inspect the line to verify the issue and have the recording reviewed by a supervisor or manager.

Diagram/Notes:

Use this area to write, draw or sketch out anything useful or unusual.

SERVICE NATION ALLIANCE

Excavation Start to Shoring Checklist

Use this checklist any time you are performing this type of repair. Don't just assume you did everything. Always double-check and mark each one complete.

Procedure Checklist

- ☑ Video inspect the line to verify the issue and have the recording reviewed by a supervisor or manager.
- ☑ Write a proposal and have the customer sign it.

Diagram/Notes:

Use this area to write, draw or sketch out anything useful or unusual.

SERVICE NATION ALLIANCE

Excavation Start to Shoring Checklist

Use this checklist any time you are performing this type of repair. Don't just assume you did everything. Always double-check and mark each one complete.

Procedure Checklist

- ☑ Video inspect the line to verify the issue and have the recording reviewed by a supervisor or manager.
- ☑ Write a proposal and have the customer sign it.
- ☑ Locate the line and mark in green paint.

Diagram/Notes:

Use this area to write, draw or sketch out anything useful or unusual.

SERVICE NATION ALLIANCE

Excavation Start to Shoring Checklist

Use this checklist any time you are performing this type of repair. Don't just assume you did everything. Always double-check and mark each one complete.

Procedure Checklist

- [x] Video inspect the line to verify the issue and have the recording reviewed by a supervisor or manager.
- [x] Write a proposal and have the customer sign it.
- [x] Locate the line and mark in green paint.
- [x] Have the utilities located and record the ticket number. The job WILL NOT be started until this is done.

  Ticket Number_____

Diagram/Notes:

Use this area to write, draw or sketch out anything useful or unusual.

Excavation Start to Shoring Checklist

Use this checklist any time you are performing this type of repair. Don't just assume you did everything. Always double-check and mark each one complete.

Procedure Checklist

- ☑ Video inspect the line to verify the issue and have the recording reviewed by a supervisor or manager.
- ☑ Write a proposal and have the customer sign it.
- ☑ Locate the line and mark in green paint.
- ☑ Have the utilities located and record the ticket number.

  The job WILL NOT be started until this is done.

  Ticket Number_____#54794_____

Diagram/Notes:

Use this area to write, draw or sketch out anything useful or unusual.

Excavation Start to Shoring Checklist

SERVICE NATION ALLIANCE

Use this checklist any time you are performing this type of repair. Don't just assume you did everything. Always double-check and mark each one complete.

Procedure Checklist

- [x] Video inspect the line to verify the issue and have the recording reviewed by a supervisor or manager.
- [x] Write a proposal and have the customer sign it.
- [x] Locate the line and mark in green paint.
- [x] Have the utilities located and record the ticket number. The job WILL NOT be started until this is done.

  Ticket Number_____#54794_____
- [x] Have any necessary equipment delivered.

Diagram/Notes:

Use this area to write, draw or sketch out anything useful or unusual.

Excavation Start to Shoring Checklist

Use this checklist any time you are performing this type of repair. Don't just assume you did everything. Always double-check and mark each one complete.

Procedure Checklist

- [x] Video inspect the line to verify the issue and have the recording reviewed by a supervisor or manager.
- [x] Write a proposal and have the customer sign it.
- [x] Locate the line and mark in green paint.
- [x] Have the utilities located and record the ticket number. The job WILL NOT be started until this is done.

  Ticket Number_____#54794_____

- [x] Have any necessary equipment delivered.
- [x] Have the shoring delivered. Make sure that the tabulated data is included.

Diagram/Notes:

Use this area to write, draw or sketch out anything useful or unusual.

Use this checklist any time you are performing this type of repair. Don't just assume you did everything. Always double-check and mark each one complete.

Procedure Checklist

- ☑ Video inspect the line to verify the issue and have the recording reviewed by a supervisor or manager.

- ☑ Write a proposal and have the customer sign it.

- ☑ Locate the line and mark in green paint.

- ☑ Have the utilities located and record the ticket number. The job WILL NOT be started until this is done.

  Ticket Number_____ #54794 _____

- ☑ Have any necessary equipment delivered.

- ☑ Have the shoring delivered. Make sure that the tabulated data is included.

Diagram/Notes:

Use this area to write, draw or sketch out anything useful or unusual.

☑ Verify the whole crew is trained in trench safety.

☑ Verify the whole crew is trained in trench safety.

☑ Are all employees using the correct PPE?

- ✅ Verify the whole crew is trained in trench safety.
- ✅ Are all employees using the correct PPE?
- ✅ Have a competent person on site.

☑ Verify the whole crew is trained in trench safety.

☑ Are all employees using the correct PPE?

☑ Have a competent person on site.

☑ Hold a pre-project safety and procedure meeting.

☑ Verify the whole crew is trained in trench safety.

☑ Are all employees using the correct PPE?

☑ Have a competent person on site.

☑ Hold a pre-project safety and procedure meeting.

☑ Ensure that there are no conflicts in communication.

Have a bi-lingual employee onsite to act as a spotter.

- [x] Verify the whole crew is trained in trench safety.
- [x] Are all employees using the correct PPE?
- [x] Have a competent person on site.
- [x] Hold a pre-project safety and procedure meeting.
- [x] Ensure that there are no conflicts in communication.
- [ ] Have a bi-lingual employee onsite to act as a spotter.
- [x] Is/are the machine operator/operators wearing a seat belt?

- ☑ Verify the whole crew is trained in trench safety.
- ☑ Are all employees using the correct PPE?
- ☑ Have a competent person on site.
- ☑ Hold a pre-project safety and procedure meeting.
- ☑ Ensure that there are no conflicts in communication.

    Have a bi-lingual employee onsite to act as a spotter.
- ☑ Is/are the machine operator/operators wearing a

    seat belt?
- ☑ Once the desired trench depth has been reached, install

    the shoring according to the manufacturer's instructions.

☑ Verify the whole crew is trained in trench safety.

☑ Are all employees using the correct PPE?

☑ Have a competent person on site.

☑ Hold a pre-project safety and procedure meeting.

☑ Ensure that there are no conflicts in communication. Have a bi-lingual employee onsite to act as a spotter.

☑ Is/are the machine operator/operators wearing a seat belt?

☑ Once the desired trench depth has been reached, install the shoring according to the manufacturer's instructions.

☑ Install a ladder (or ladders) to ensure safe egress, if needed. Ladder needs to extend at least 3 feet above the top of the trench.

- ☑ Verify the whole crew is trained in trench safety.
- ☑ Are all employees using the correct PPE?
- ☑ Have a competent person on site.
- ☑ Hold a pre-project safety and procedure meeting.
- ☑ Ensure that there are no conflicts in communication. Have a bi-lingual employee onsite to act as a spotter.
- ☑ Is/are the machine operator/operators wearing a seat belt?
- ☑ Once the desired trench depth has been reached, install the shoring according to the manufacturer's instructions.
- ☑ Install a ladder (or ladders) to ensure safe egress, if needed. Ladder needs to extend at least 3 feet above the top of the trench.
- ☑ Spoils pile at least 2 feet from the trench.

- ☑ Verify the whole crew is trained in trench safety.
- ☑ Are all employees using the correct PPE?
- ☑ Have a competent person on site.
- ☑ Hold a pre-project safety and procedure meeting.
- ☑ Ensure that there are no conflicts in communication.

  Have a bi-lingual employee onsite to act as a spotter.
- ☑ Is/are the machine operator/operators wearing a

  seat belt?
- ☑ Once the desired trench depth has been reached, install

  the shoring according to the manufacturer's instructions.
- ☑ Install a ladder (or ladders) to ensure safe egress, if

  needed. Ladder needs to extend at least 3 feet above

  the top of the trench.
- ☑ Spoils pile at least 2 feet from the trench.
- ☑ Have a Competent Person inspect the trench and the

  surrounding area to ensure safety.

SERVICE NATION ALLIANCE

Excavation Start to Shoring Checklist

Use this checklist any time you are performing this type of repair. Don't just assume you did everything. Always double-check and mark each one complete.

Procedure Checklist

- ☑ Video inspect the line to verify the issue and have the recording reviewed by a supervisor or manager.
- ☑ Write a proposal and have the customer sign it.
- ☑ Locate the line and mark in green paint.
- ☑ Have the utilities located and record the ticket number. The job WILL NOT be started until this is done.
  Ticket Number_____**#54794**_____
- ☑ Have any necessary equipment delivered.
- ☑ Have the shoring delivered. Make sure that the tabulated data is included.
- ☑ Verify the whole crew is trained in trench safety.
- ☑ Are all employees using the correct PPE?
- ☑ Have a competent person on site.
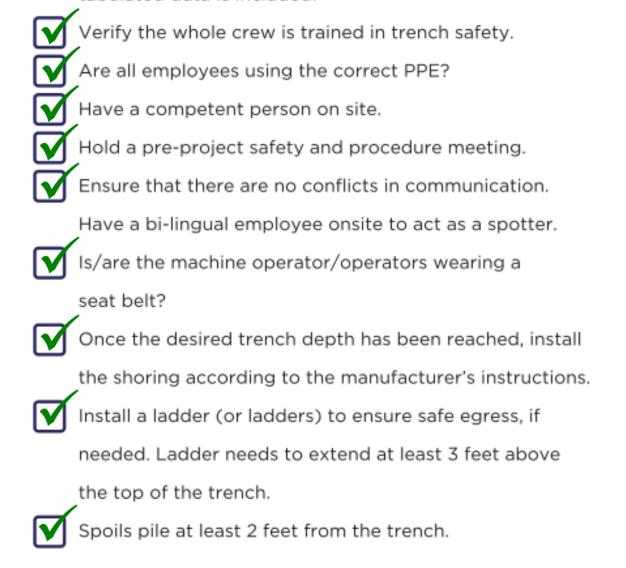- ☑ Hold a pre-project safety and procedure meeting.
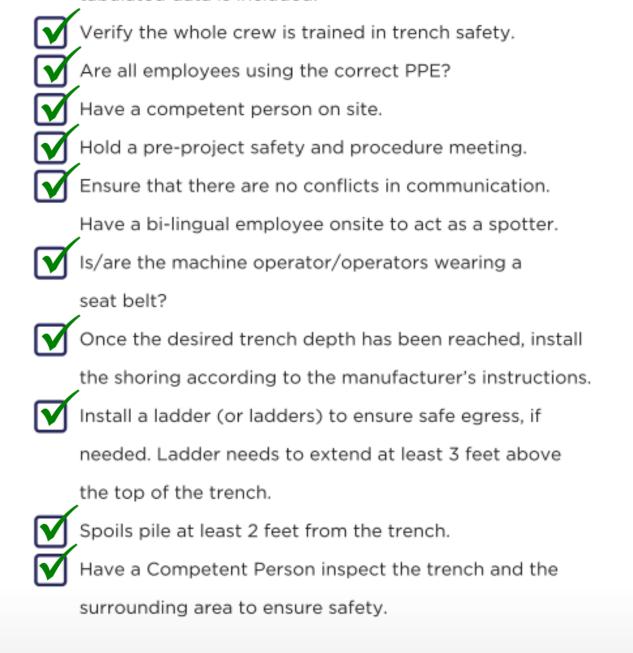- ☑ Ensure that there are no conflicts in communication. Have a bi-lingual employee onsite to act as a spotter.
- ☑ Is/are the machine operator/operators wearing a seat belt?
- ☑ Once the desired trench depth has been reached, install the shoring according to the manufacturer's instructions.
- ☑ Install a ladder (or ladders) to ensure safe egress, if needed. Ladder needs to extend at least 3 feet above the top of the trench.
- ☑ Spoils pile at least 2 feet from the trench.
- ☑ Have a Competent Person inspect the trench and the surrounding area to ensure safety.

DB

Diagram/Notes:

Use this area to write, draw or sketch out anything useful or unusual.

Make sure to leave enough room between the sidewalk and the cleanout.
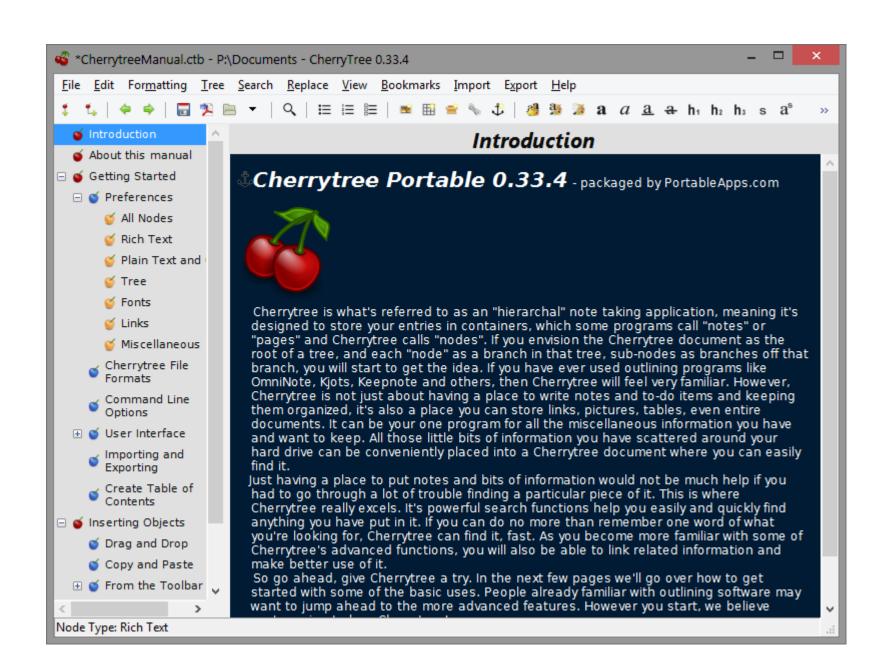
My Policies, Processes and Procedures

Where do I keep them?

PRIORITY MAIL — UNITED STATES POSTAL SERVICE — Medium Flat Rate Box

HANDOUTS — Successful Investing & Money Management — THE MONEY COURSE

Demihumans of the Realms

SANCTUARY / RAKE'S HOLD / ORCS OF GALAZAR

H4 WG4 GOTHEA'S INN

CHANCE'S FOLLEY ADVENTURE — LICH HOME ADVENTURE

THE WILL / WAY / PSIONICS OFF-LINE SUPPLEMENTS

RAVENLOFT CAMPAIGN

NIGHTFALL — 01

RoUM1 ROUGH DRAFT

THE SAVAGE COAST MC

DUNGEON/DRAGON HANDOUTS MODULE HANDOUTS

WIT - WIS DROW DICT RANDOM DUNG - CAVERENS

D AND D SPELLS

DMGR2 THE CASTLE GUIDE

FORGOTTEN REALMS CAMPAIGN

THE COMPLETE BARD AND PSIONICS HANDBOOKS PSYCHIC JOURNEY

OS2 ALLEN

GR3 TREASURE MAPS
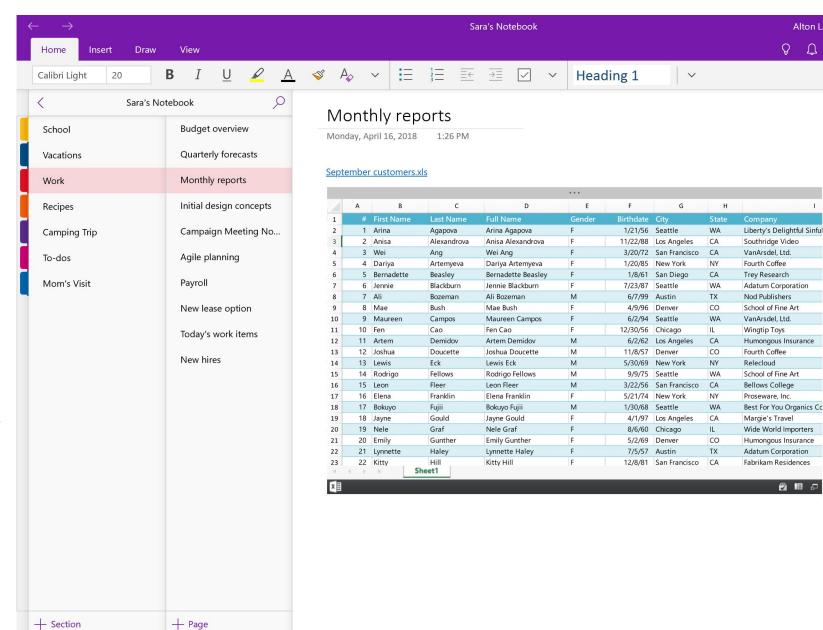
CORE RULES CD-ROM / CAM. MAPPER

Free/Freemium Hierarchical Note Takers

- Evernote
- CherryTree
- Microsoft OneNote
- Simplenote
- Zim
- wikidPad

Microsoft OneNote

- Pages
- Subpages
- Uses HTML
- Pictures
- Links

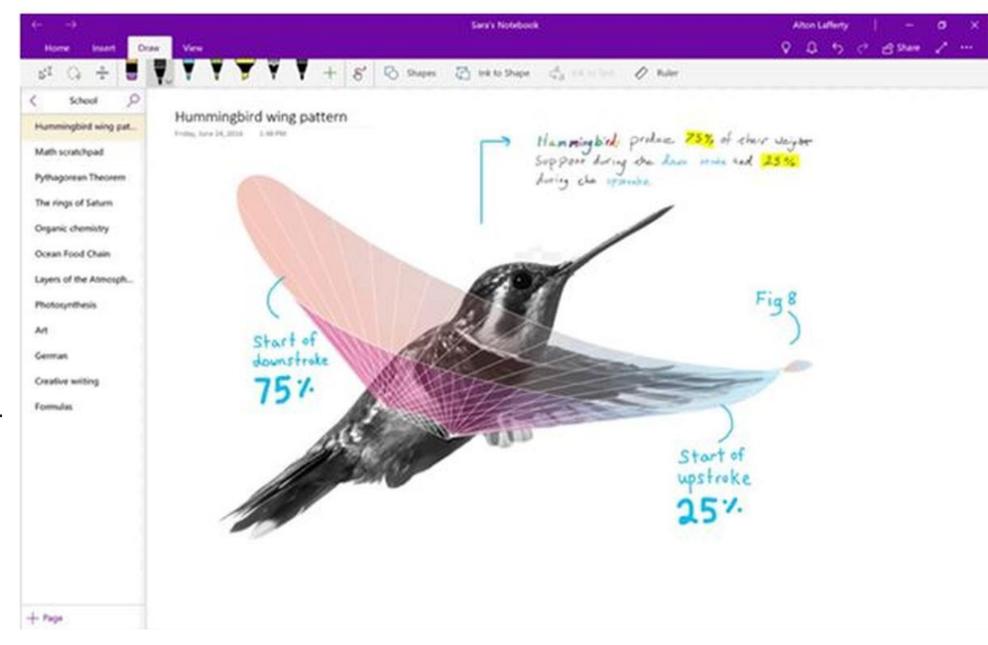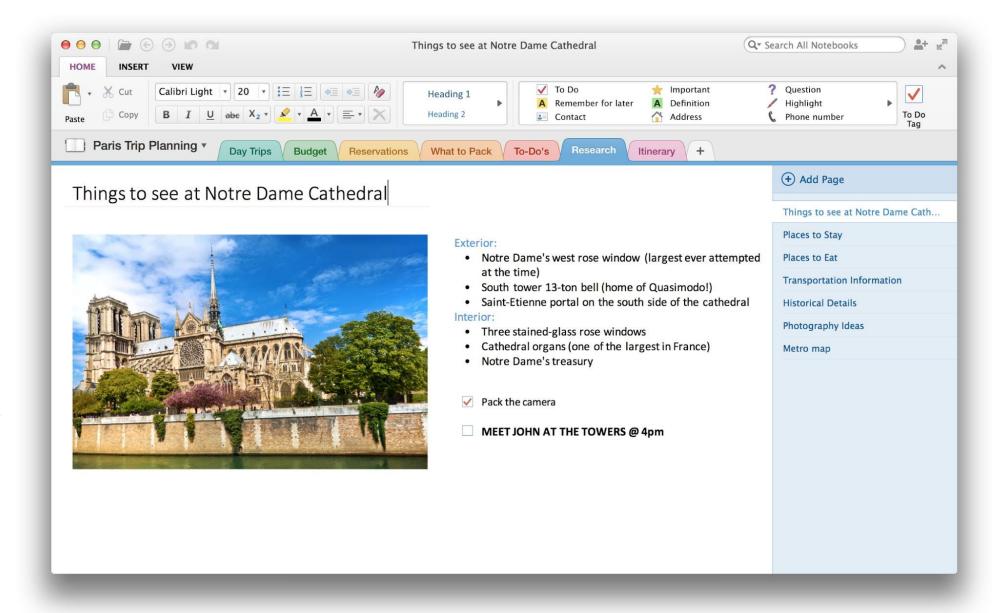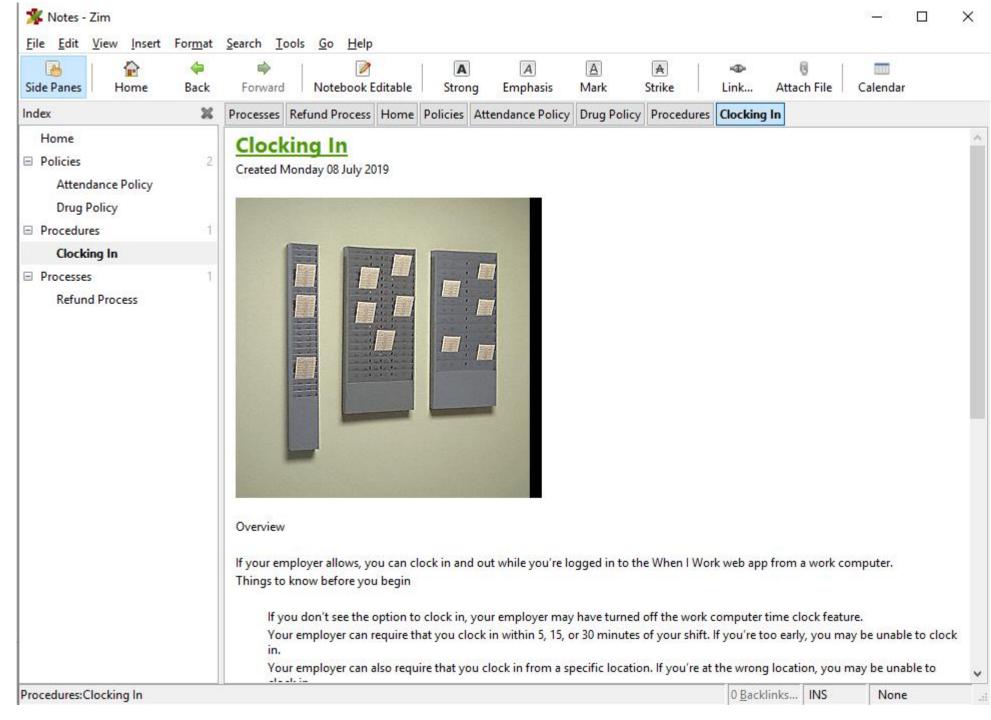# Microsoft OneNote
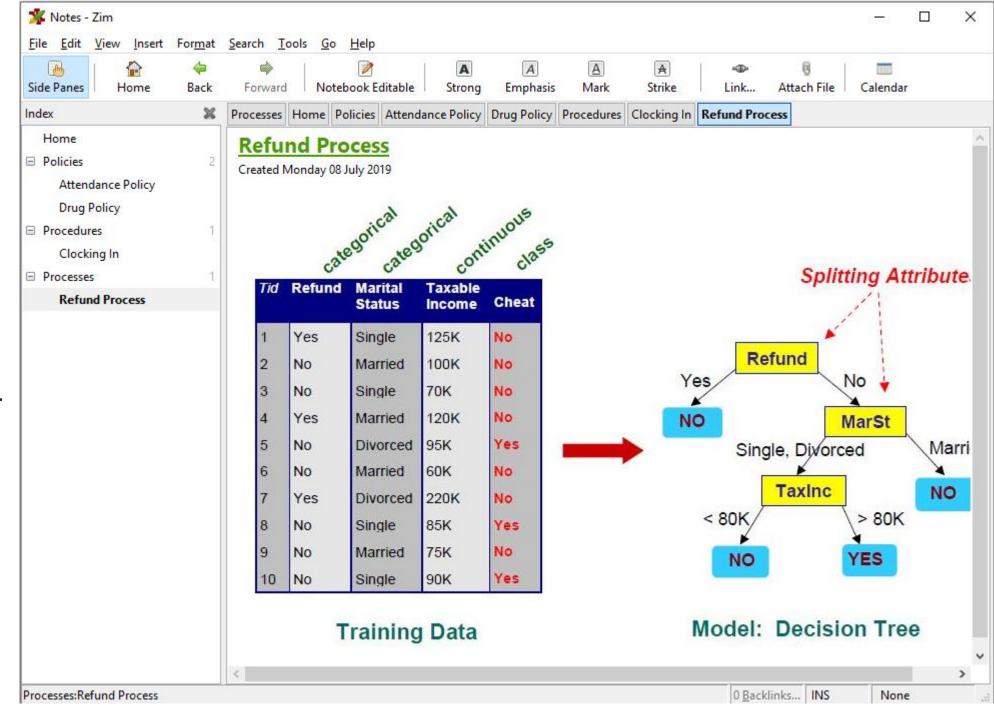
- Pages
- Subpages
- Uses HTML
- Pictures
- Links

ZIM

- Pages
- Subpages
- Uses HTML
- Pictures
- Links

ZIM

- Pages
- Subpages
- Uses HTML
- Pictures
- Links

TAKEAWAYS

1. **Policies** – State the goals of the company (think results).

2. **Processes** – Show the path to the accomplishment of the goals.

3. **Procedures** – The step-by-step "nuts and bolts" of how each process will be accomplished. Lists the order of the steps, the roles, and what happens next.

4. **Without All Three, You Run the Risk of Poor Service and Compliance** – If all of these are not documented, your goals may be fuzzy, and employees may be unclear about their duties and responsibilities.

5. **Use the Steps to Write Effectively** – Don't skip anything, just because it's boring or hard. ☺

6. **Publish Your Documents for Convenience** – Don't just print them out, put them in a binder, and never look at them again.

7. **There's No Harm in Stealing** – You don't have to reinvent the wheel. Find example policies, processes and procedures that you agree with and appropriate them.

QUESTIONS
Everybody's Got Them

THE END

Thanks for attending this training.
Have a great day!