

FIELD SUPERVISOR

Field Recipe Book — your edition. Your day in order, your if/then card, nothing that isn't yours.

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HOW TO USE THIS BOOK

This booklet is your full day, written like a recipe: **what you need before you start** (your kit), **the day in order** (keyed to moments, not clock times — start times change by market, and the nightly schedule post tells you when and where), and **the if/then card** for when things go wrong, so nobody freezes and nobody guesses. New hire: read your chapter the night before day one, carry it your first two weeks. It pairs with the Workforce Playbook (NU-OPS-001): the Playbook says what must happen; this book shows you how to do it with zero help.

Why the if/then cards matter: every rule on them is a decision already made. Follow the card and the right person hears the right problem at the right time — and the Owner's phone stays quiet unless it truly shouldn't.

THE LADDER — WHO YOU CALL, IN ORDER

Crew Member → Crew Lead → Field Supervisor → Owner. Gas in the air or anyone hurt beyond first aid: **911 first**, always, then the ladder. On a utility strike, the Supervisor calls the utility's emergency line and the Owner — one caller, no double-calling.

THE OWNER GETS CALLED ONLY FOR

- An injury needing more than first aid
- A utility strike with damage
- A job shut down by police or an inspector
- A customer threatening legal action
- Unplanned spend over \$500

Everything else stops at the Crew Lead or the Supervisor. That is the system working.

THE PAPERWORK THAT RUNS THE DAY (KNOW THESE NAMES)

ARTIFACT	WHAT IT IS	WHO OWNS IT
Nightly schedule post	Posted in the crew chat before the Supervisor goes home: start time, market/yard, crew assignments with work-order number per crew, and the Driver's truck, trailer, and run sequence.	Supervisor
JSA	The daily job safety brief. Every person stands in it, names a hazard, signs it — before any work, every day.	Crew Lead runs it; Supervisor files it
Crossing sheet	One line per utility crossing on a bore: the utility, its measured depth, the clearance the bore needs, and the pothole photo. Filled by the Locator on the path walk; signed by the Operator before the rig moves ; rides with the bore log into the DFR.	Locator
Bore log	One log per shot — rod number, depth, pitch, written by the Locator as each rod goes, countersigned by the Operator at end of shot. What billing and strike defense both run on.	Locator writes; Operator countersigns

DFR (Daily Field Report)	Per crew, per day: units installed, hours, photos before backfill and after restoration. Compiled by the Crew Lead, approved by the Supervisor the same day, and entered by the Supervisor into the Nova app (Softtr) — the app is the tracker of record . Work not on a DFR does not get billed.	Crew Lead compiles; Supervisor approves & enters in app
DVIR	Driver's vehicle inspection report — pre-trip and post-trip, truck AND trailer. Open defects go to the mechanic the same night.	Driver
Damage report	Internal one-pager, filled the SAME DAY for any damage — a utility, private property, a vehicle, a machine — whether we caused it or found it already broken. Facts and photos only, never fault language. Reporting it first is how a repair stays a repair instead of a claim.	Whoever found it; Supervisor reviews; Owner sees it
Timekeeping app	Your clock-in/out — the pay record. What you tell your crew lead is billing units. Both must happen, and they must match. [name the app here]	Everyone

CH. 5 FIELD SUPERVISOR

Reports to: Owner · **The order of every day: SAFETY → QUALITY → QUANTITY. Production never jumps the line.** · Daily proofs: morning status · midday update · every DFR approved · **production entered in the Nova app** · hours approved · Driver's package collected · tomorrow's schedule posted · **This chapter is the one that gets the Owner out of daily operations. The Owner hears summaries, not surprises.**

Every crew works safe, hits its numbers, and every foot they put in the ground is reported the same day — the Owner hears summaries, not surprises.

BEFORE YOU START — YOUR KIT

- Today's work orders with prints and unit budgets for every active job — one per crew.
- Crew roster with a number for every man; every crew lead's cell saved.
- Locate ticket status (valid dates, positive responses) for every site working today AND tomorrow — from the Locator's nightly ticket text.
- Access that works: yard keys/gate code, fuel cards, crew chat posting rights, the Nova app (Soft) login for production entry, hours-approval rights in the timekeeping app.
- A truck fueled and able to reach every site today.
- The escalation card: the five Owner calls, plus 811 and utility emergency numbers.
- Blank JSA forms and spare PPE in your truck — a missing vest should never stop a crew.
- Client rep and inspector names and numbers for every active job.

THE DAY

AT THE YARD, BEFORE ANY CREW ARRIVES

1. Pull up every work order running today. For each: the site, the units the crew must hit, what the print shows.
2. Check locate status for every site — ticket valid, positive response from every utility. A site without clean locates does not get a crew today; re-plan that crew now, not at the gate.
3. Check assignments against who actually confirmed. Flag anyone shaky — new hires, this week's no-shows — and have a fallback in your head.
4. Walk the yard: every machine rolling today is fueled, on its trailer, with the right tooling — heads, reamers, rod, reels. A crew that leaves without the right reamer loses half a day.
5. Check material against each WO: right conduit size and footage, vaults, handholes, tracer wire — loaded or staged.

Done when: for every crew you can say from memory their site, their unit target, that their locates are clean, and that their iron and material is loaded.

AT START TIME, WHEN CREWS SHOW UP

1. Confirm every man clocked in. Match faces to the roster, not just the app — the app lies, the parking lot doesn't.
2. Someone missing? One call, one message, move on — reshuffle so every machine still runs. A parked drill earns nothing. Note it for payroll.
3. Watch each crew hold its JSA. Every signature before anyone touches a tool. No signed JSA, that crew doesn't leave the yard.
4. Take the Driver's read-back — truck, trailer, run sequence, out loud — and hand him the material tickets for every drop.
5. Before each crew rolls, the crew lead repeats back: site, today's units, ticket number, and that marks are fresh on the ground — a "clear" ticket with faded paint is how strikes happen.
6. Send the Owner the morning status: crews out, headcount, unit targets, any holes and what you did about them. Three lines. He should never need to ask.

Done when: every crew is rolling with valid locates, a signed JSA, and materials aboard; the Driver has tickets and a confirmed run order; the Owner has the morning summary in his phone.

WHEN THE LAST CREW LEAVES THE YARD

1. Hit every site, worst first — and **any site breaking new ground today comes before everything**. Nothing touches the ground there until: the area is secured — traffic control set per plan, safety signs and cones counted OUT (counted back IN at close) — and you or the crew lead has **walked the full project path and photographed it BEFORE work**: driveways, curbs, sidewalks, mailboxes, sprinklers, landscaping, and any damage that already exists. Timestamped, into the work-order folder. Those before-photos are what kill a bogus damage claim.
2. At each site check three things IN ORDER: safety (pits barricaded, PPE, traffic control standing), quality against the print (depth, alignment, conduit), then pace (footage by mid-morning vs today's units — do the math, don't ask "how's it going"). Take DURING photos as you go: work in progress, product in the ground before backfill, traffic control up.
3. Confirm the crew potholed every marked crossing before boring through it — one strike costs more than the whole job pays.
4. A crew waiting on material, an inspection, a conflict — clearing it is YOUR job. On the phone before you leave the site.
5. Client rep asks for anything off the WO — stop it before it happens. Ask in writing, office for a change order. Work done free stays free.
6. Crew looks slow — count footage yourself against the print stationing. Numbers, not vibes; you'll need them for the wrap-up talk.

Done when: you've laid eyes on every site, every blocker has an owner and a next step, no out-of-scope work is happening anywhere — and before/during photos are landing in the WO folders.

AT LUNCH

1. Check tomorrow FIRST: locates live for tomorrow's sites, permits in hand, materials on hand or ordered. Tomorrow's problem found at lunch is fixable; found at the gate it's a lost day.
2. Locate expiring soon? The site's Locator calls the refresh now — 811 takes days, not hours. No Locator assigned, you call it.
3. Order or stage anything a crew runs out of before end of day.
4. Midday update to the Owner and office: units so far vs plan per crew, problems plus what you already did. **Never send a problem without your fix attached.**

Done when: tomorrow has no known blocker, and the Owner and office have the midday numbers without asking.

LAST HOUR, WHEN CREWS WRAP UP

1. Collect a DFR from every crew before anyone heads home: units, hours, photos — before backfill and after restoration. Work not reported does not get billed, period.
2. **Enter every crew's production into the Nova app the same day** — footage, units, hours, costs, issues, per crew and work order. The app is the tracker of record: if it is not in the app, it did not happen and it does not bill.
3. Check DFR units against your own eyes. DFR says 800 feet, you counted 500 at lunch — ask today. Today it's a correction; tomorrow it's a fight.
4. Approve hours same day. Anything odd — early clock-ins, missing lunches, hours that don't match the DFR — gets a call now, not at payroll.
5. Collect the Driver's package — both DVIRs, fuel receipts, delivery confirmations. Route any open defect to the mechanic TONIGHT; delivery proofs go to the office with the DFRs.
6. Confirm every site is closed out: pits backfilled or plated and barricaded, no open holes, tools loaded, marks legible. Take AFTER photos of every restored area, and count signs and cones back IN against the morning count. An open hole overnight is a lawsuit with your name on it.
7. Log redo work (failed inspections, callbacks) against its WO so the margin hit shows where it happened.

Done when: every DFR in and approved, production posted in the Nova app, every hour approved or flagged, the Driver's package collected and routed, every site safe for the public overnight.

BEFORE YOU LEAVE

1. Build tomorrow's schedule: start time, market/yard, crew assignments with the WO number per crew, and the Driver's truck, trailer, and run sequence.
2. Sanity-check it against your lunch check — never schedule a crew to a site whose locates or materials you haven't confirmed.
3. Post it in the crew chat before you go home. Crews plan their lives around that post; a late schedule makes tomorrow's no-shows.
4. Anything today the Owner will hear from someone else — he hears it from you first. A short text tonight beats a surprise call tomorrow.

Done when: tomorrow's schedule is posted, and there is nothing about today the Owner will learn from anyone but you.

THE DAILY CAPTURE LIST — WHAT MUST EXIST IN EVERY WO FOLDER, EVERY DAY

- **BEFORE:** project-path photos at every new-ground site — surfaces, structures, landscaping, and pre-existing damage — plus the locate marks visible on the ground.
- **DURING:** potholes with the tape showing depth · product in the trench or bore before backfill · traffic control standing · work in progress.
- **AFTER:** restoration at every site — the yard looking like we were never there.
- **PAPER:** signed JSA per crew · crossing sheet and countersigned bore log · DFR with units, hours, photos · production entered in the app · a damage report filed the same day if ANYTHING got hit, dinged, or found already broken.
- **THE TEST:** if a client, a homeowner, or a lawyer asks about this job in two years, the WO folder answers without anyone's memory. That is the standard — we capture it for ourselves AND for the client.

WHEN THINGS GO WRONG — THE IF/THEN CARD

IF THIS HAPPENS	DO THIS	WHO YOU CALL
Crew member no-shows at start	One call, one message, move on. Reshuffle so every machine runs, even a man short. Tell affected leads the new lineup before rolling. Note it for payroll and the pattern.	Nobody — handle it. Owner sees it in the morning status only if it killed a crew's day
Two crews need the same machine	Higher-dollar units or hard client deadline wins. The other crew gets real WO work — potholing, restoration, staging — so nobody stands around. Rent only if the math works and it's under \$500.	Nobody — handle it. Owner before spend over \$500
Client rep asks for work not on the WO	Stop it before a shovel moves. Friendly: "Happy to — soon as it's on a change order." Ask in writing (text/email), scope and units to the office same hour.	Office same hour. Owner ONLY if the rep threatens to pull work or go legal
You suspect sandbagging	Verify with your own eyes first — footage against stationing, against that crew's normal. Talk to the lead alone, set a concrete number for the rest of the day, check at wrap-up. Write both down.	Nobody — handle it. Owner hears the pattern in the weekly note, not the one-off
Inspector fails restoration	Get exactly what failed and the standard he wants — photos and his words before he leaves. Lock the re-inspect date on the spot. Schedule the fix crew; log redo hours to the WO.	Handle it; midday/end-of-day update. Owner immediately ONLY if he shuts the job down
A crew hits a utility	Crew stops and secures. Gas: evacuate, public back, 911 and the utility emergency line first . Photograph everything untouched — marks, pothole evidence, damage, ticket number. Those photos decide who pays.	Owner immediately — any strike with damage, no exceptions. YOU call the utility; he hears it from you within minutes
A DFR is missing at end of day	Call the lead before he's home — memory dies overnight. Can't produce it tonight: he sits with you at the yard before his crew rolls tomorrow. No hour approval until the DFR matches.	Nobody — handle it. Repeat offender goes in the weekly note
Bad weather coming	Clear-cut forecast: call it the night before, post it with the schedule. Morning-of: decide and post before crews leave home — a scrub at the yard costs show-up pay. Options in order: run it, delayed start, shop day, full scrub.	Nobody — your call. It goes in the morning status
New hire starts tomorrow	Put him with your steadiest lead, name that lead in the schedule post. Text the hire tonight: yard, what to bring, boots and PPE. Tell the lead: JSA walkthrough first, shadow-only near machines day one.	Nobody — handle it
Marks missing or faded at a site	No digging there — "dig careful" is not a plan. The site's Locator calls the re-mark now (no Locator = you call it). Move the crew to workable footage or another WO. Log lost production.	Nobody — handle it. Shows up as lost production in the midday update

Someone gets hurt	More than first aid: medical care first, secure the scene, witness names, photos of the setup. First-aid-only: treat, write up, note in the DFR anyway — undocumented small injuries become big claims.	Owner immediately if more than first aid; first-aid-only goes in the end-of-day summary
Machine down, fix or rental costs real money	Crew tries the obvious 15 minutes max. You get the mechanic or dealer on the phone. Under \$500: authorize, keep the crew on hand work. Over \$500: get the number AND your recommendation before you call.	Owner before unplanned spend over \$500 — call with the number and your recommendation, not just the problem

NEVER — THESE END CAREERS

- Never let a crew dig without a valid ticket with positive responses. One strike can erase a month of profit.
- Never let out-of-scope work happen on a handshake. No written change order, no work.
- Never approve hours you can't tie to a DFR you checked — that gap is exactly where payroll and billing leak.
- Never sit on a strike or injury to "handle it quietly." Late notice turns a bad day into a lawsuit.
- Never end the day without tomorrow's schedule posted — a late schedule manufactures tomorrow's no-shows.
- Never bounce a problem to the Owner that isn't on the card. Everything else is yours — that is the job.

YOUR PROOFS — WHAT THE OWNER CHECKS

- Tomorrow's schedule posted — start time, market/yard, crews + WO numbers, Driver's truck/trailer/run — timestamped before end of day.
- One signed JSA per crew per day, filed where the office can find it.
- A DFR from every crew, reviewed and approved same day; production entered in the Nova app; hours approved to match.
- Before / during / after photos landing in every WO folder, every day; damage reports filed same-day when anything gets hit or found broken.
- The Driver's package collected — DVIRs, receipts, delivery confirmations — defects routed to the mechanic the same night.
- Morning status and midday update in the Owner's thread — he can read the whole day without calling.
- Every out-of-scope ask captured in writing for a change order BEFORE the work — zero free work.

I have read this chapter, been trained on it, and can run this day. Supervisor: _____ Date: _____ Owner: _____
 _____ Date: _____