

FIELD RECIPE BOOK

A day in the boots of every role — what you need, what you do, and what to do when it goes sideways.

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NU-OPS-002	1.3	July 12, 2026	Adam Pelewski, Owner	All W-2 field personnel

HOW TO USE THIS BOOK

Each chapter is one role's 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. 6 CREW LEAD

Reports to: Field Supervisor · Daily proofs: signed JSA filed · DFR compiled & handed off same day · tool count out AND in · machine keys collected · every off-plan ask in writing · **You are the hub of this book: you run the JSA, own the DFR, hold the tool count and the keys, and you are the first call on almost every if/then card in every other chapter. When someone on your crew doesn't know what to do, the answer is you.**

A good day: your crew worked safe, hit its units, and every foot they built is proven — signed, photographed, counted, and on a DFR in the Supervisor's hands before anyone rolls home.

BEFORE YOU START — YOUR KIT

- Tonight's schedule post: your site, your work order number, your crew by name, your unit target. You should be able to say all four from memory before you sleep.
- The work order and prints for your job — downloaded or on paper. You cannot lead a crew to a target you haven't read.
- Blank JSA forms and a DFR pad (or the app equivalents), plus a pen that works. The paperwork IS the job.
- Every crew member's number saved, and the Supervisor's. A no-show at 6am is a phone problem before it's a crew problem.
- Charged phone with a working camera — your photos and your crew's photos are how the work gets billed and how a bogus claim dies.
- Spare PPE in the truck: glasses, ear plugs, gloves. Somebody forgets; the day doesn't stop for it.
- First-aid kit stocked and where you can grab it blind; fire extinguisher charged on the truck.
- The load plan for tomorrow's work — tools, tooling, materials — thought through tonight, not invented at the gate.

THE DAY

THE NIGHT BEFORE — WHEN THE SCHEDULE POSTS

1. Read the post and confirm your crew saw it — a thumbs-up from every name. Chase anyone silent tonight, not at start time.
2. Open the WO folder: prints, yesterday's stopping point, today's target units. Know where the first rod or first bucket goes.
3. Build the load plan: tools, tooling (bits, reamers, rod), materials (conduit size and footage, vaults, tracer wire), water and mud for the soil.
4. Anything missing for tomorrow — material short, machine question, a man doubtful — text the Supervisor tonight. Tomorrow's problem solved tonight is free.

Done when: every crew member confirmed the post, you know the first task cold, and the Supervisor already knows about anything that could stall your morning.

WHEN YOU ARRIVE AT THE YARD

1. Confirm every man clocked in — faces, not just the app. Someone missing: one call, one message, then reshuffle your plan and tell the Supervisor in your read-back. The machine still runs.
2. Hand out the load plan and put names on it — who loads tools, who checks straps, who fuels. Same spots on the truck every time so tonight's count is easy.
3. Verify the load yourself before you accept "loaded and strapped." Their word plus your eyes — a missing reamer costs the crew half a day.
4. Get the ticket status from the Locator (or through the Supervisor): valid ticket, positive response from every utility. **No clean locates, your crew doesn't leave the gate** — ask for re-plan, don't roll and hope.
5. Give the Supervisor your read-back before rolling: site, today's units, ticket number, and that marks are fresh on the ground. Say it out loud — that sentence is the contract for the day.

Done when: full crew accounted for, load verified by your eyes, locates confirmed, and the Supervisor heard your read-back.

ON SITE, BEFORE ANY WORK

1. Park where you planned it: out of the travel lane, off the locate marks, clear of the bore path. You direct the trucks in — nobody freelances a parking spot onto fresh paint.

2. Walk the site once before the crew spreads out. New ground today: photograph the whole project path BEFORE work — driveways, curbs, sprinklers, mailboxes, existing damage, and the locate marks on the ground. Timestamped, into the WO folder. Those photos kill bogus claims.
3. Set traffic control per the card (NU-OPS-007 Card 3) and count signs and cones OUT loud — you count them back IN at close.
4. Run the JSA: every person stands in it, names a hazard out loud, signs. You run it as a real brief, not a signature drill — today's specific hazards, not last week's. No signature, no work, including yours.
5. Confirm with the Locator: path walked, every crossing potholed and measured, crossing sheet filled, Operator briefed and signed. The rig does not move until that chain is complete.
6. Assign the day: who potholes, who runs support, who handles restoration behind the bore. Every man rolls into a task, not a huddle.

Done when: before-photos and traffic control are up and photographed, the JSA is signed by every name, the crossing chain is complete, and every crew member is working a named task.

WHILE THE CREW WORKS

1. Keep the order straight: safety → quality → quantity. You check them in that order at every walk-through, and production never jumps the line.
2. Do the footage math at mid-morning against today's target — numbers, not vibes. Behind: find the blocker and fix the sequence now, not at 3pm.
3. Confirm every pothole yourself before you authorize backfill: utility exposed, depth measured, tape in the photo. Your word closes a hole — make it worth something.
4. Take DURING photos as the work goes: product in the ground before backfill, potholes with tape, traffic control standing.
5. Any ask that isn't on the work order — a resident, a client rep, an inspector — you stop it before a shovel moves. Friendly: "happy to, once it's papered." Get the ask in writing (text is fine) and send it to the Supervisor the same hour.
6. Watch your people, not just the work: water breaks called in heat, rotations on the hard holes, the new guy shadow-only near the drill until you clear him — that clearance is yours to give, not his to assume.
7. Handle residents and inspectors yourself — calm, no fault, no promises. Your crew's only line is "let me get my lead."

Done when: pace is known against target, every closed hole had your eyes first, during-photos are landing in the WO folder, and zero off-plan work has happened anywhere on your site.

AT LUNCH

1. Count production so far — footage, pits, units — and send it to the Supervisor for his midday update. He should never have to ask.
2. Materials check for the afternoon AND tomorrow: anything running short gets flagged to the Supervisor now, while there's still time to stage it.
3. Spot-check the paper: bore log current to the last rod (Locator and Operator both on it), your morning photos actually uploaded — not sitting in someone's camera roll.
4. Eyes on the crew: everyone eating, drinking, out of the sun for a few minutes. An afternoon heat casualty starts at a skipped lunch.

Done when: the Supervisor has your midday numbers, afternoon materials are confirmed, and the morning's paper and photos are current.

LAST HOUR ON SITE

1. Call the stopping point while there's light left for restoration — a rushed cleanup is tomorrow's callback.
2. Restoration to standard: backfill in lifts (NU-OPS-007 Card 7), yards raked, pavement hosed, the homeowner-never-calls standard from Ch. 1.
3. Inspection coming? Run the pre-inspection QC walk (NU-OPS-007 Card 4) yourself, checklist in hand, AS IF you were the inspector — and sign it. We never call an inspection we haven't already passed.
4. AFTER photos of every restored area; cones and signs counted back IN against the morning count.
5. Tool count out loud with the crew against the morning load. Missing or broken gets reported now — a reported loss is a line item, a hidden one looks like theft.
6. Machine keys collected — physically in your hand. Open holes that stay open overnight: plated or fenced and coned, with your sign-off.

7. Collect production from every man in plain units — “2 potholes, 300 feet, 3 yards restored” — while it’s fresh.

Done when: the site is safe for the public overnight, after-photos are taken, cones and tools are counted back, keys are in your pocket, and you have every man’s numbers.

BACK AT THE YARD — THE DFR IS THE DAY

1. Compile the DFR: units by pay item, hours per man, photos referenced, bore log and crossing sheet attached, delays and extra work flagged for change orders.
2. Check the numbers against your own eyes before you sign. The DFR says 800 feet and you counted 500 at lunch — resolve it now.
You sign what you send.
3. Hand it to the Supervisor before anyone’s day ends — the crew’s day closes when the DFR is in, not when the truck parks. Work not on a DFR does not get billed, period.
4. Confirm hours: what each man tells you must match his clock-in/out. A mismatch gets a conversation today, not at payroll.
5. Report machine needs in writing in the crew chat — even “none.” Trucks below half a tank got fueled on the way in.
6. Check tomorrow’s post and confirm your crew saw it. Then release them — your nod ends the day.

Done when: the Supervisor has a DFR you personally verified, hours match tasks, machine needs are in writing, and every man knows tomorrow’s plan before he drives off.

WHEN THINGS GO WRONG — THE IF/THEN CARD

IF THIS HAPPENS	DO THIS	WHO YOU CALL
A man no-shows at the yard	One call, one message, move on. Re-cut the assignments so the machine still runs a man short. Note it for payroll and the pattern.	Supervisor in your morning read-back — with your new plan, not just the hole
Client rep or resident asks for work not on the WO	Stop it before a shovel moves. Friendly hold: “happy to, soon as it’s papered.” Get the ask in writing — a text counts.	Supervisor the same hour with the written ask; he routes it for a change order
Your Operator wants to push past something the Locator called uncertain	The Locator wins. Stop-work stands, every time — back him out loud in front of the crew so the pressure dies right there.	Supervisor before the rig restarts, so the pressure lands on him, not your Locator
The crew’s numbers don’t match what you saw	Count it yourself against the print stationing before the DFR goes in. Fix it with the man today — today it’s a correction, tomorrow it’s a fight.	Nobody if it resolves; Supervisor if the same man’s numbers drift twice
Anyone hurt on your crew	More than first aid: 911 first , secure the scene, witness names, photos of the setup. Band-aid level: treat it, write it in the DFR anyway — undocumented small injuries become big claims.	Supervisor immediately if more than first aid; he runs the ladder to the Owner
Your crew hits a utility	Stop and secure. Gas: engines off, everyone upwind, 911 first . Nothing touched, nothing covered — photograph the scene, marks, and pothole evidence exactly as they sit. Have the ticket number ready.	Supervisor immediately — HE calls the utility’s emergency line and the Owner. One caller, no double-calling
Inspector fails the work or stops the job	No arguing. Get exactly what failed and the standard he wants — his words, plus photos — before he leaves. Lock the re-inspect date on the spot.	Supervisor now; a shutdown is an Owner-level call the Supervisor makes
Behind pace at mid-morning	Find the blocker — material, sequence, a struggling man — and fix the plan, not the standard. Corners never buy back footage; they buy callbacks and strikes.	Supervisor at midday with the number AND your fix attached
Tool missing at the evening count	The truck doesn’t roll until it’s found or reported. Ten minutes of looking now beats a \$400 tamp gone forever.	Supervisor same day — it goes on the DFR either way
Two of your guys running hot at each other	Separate them now — opposite ends of the site, different tasks. Cool-down first, one-on-one talks after. Nobody swings a shovel angry near a gas line.	Nobody for a one-off you settled; Supervisor if it’s a pattern or anyone threatened anyone

Storm or lightning rolling in	Crew out of open holes and into the trucks — you call the pause, nobody plays through lightning. Protect open excavations first if it's safe to.	Supervisor if the day looks lost — he makes the scrub call
Property damage found — by us or before us	Photo it and file the damage report the SAME DAY, facts only, no fault language — whether we did it or found it broken. Us reporting first keeps a repair a repair.	Supervisor same day; he reviews and the Owner sees it

NEVER — THESE END CAREERS

- Never let the rig bore a crossing you haven't personally seen potholed, measured, and photographed.
- Never sign or send a DFR you didn't check against your own eyes. You sign what you send.
- Never let anyone's day end before the tool count and the DFR are done — both, every day.
- Never allow off-plan work on a handshake, no matter who's asking. Paper first, always.
- Never run the JSA as a signature drill. Hazards named out loud, every voice, every day.
- Never sit on bad news to "handle it quietly." Bad news fast is a fix; bad news late is a firing — including yours.

YOUR PROOFS — WHAT THE SUPERVISOR CHECKS TONIGHT

- Today's JSA with every crew member's signature and real hazards named, filed with the Supervisor.
- The DFR — units, hours, photos, bore log and crossing sheet attached — handed off and approved same day.
- Tool count matched to the morning load, confirmed out loud; losses and breaks reported, not hidden.
- Machine keys physically collected; every open excavation plated or fenced and coned with your sign-off.
- Before / during / after photos in the WO folder for your site, today.
- Every off-plan ask forwarded in writing to the Supervisor the same hour it happened.

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