

# WORKFORCE PLAYBOOK

*Onboarding & Daily Operations — “How we do this is how we do everything.”*

| DOCUMENT NO. | REVISION | EFFECTIVE DATE | OWNER                | APPLIES TO                     |
|--------------|----------|----------------|----------------------|--------------------------------|
| NU-OPS-001   | 1.1      | July 3, 2026   | Adam Pelewski, Owner | All field and office personnel |

## PURPOSE

This document is the standard for how people join Nova Underground and how each role runs its day. It exists so the company runs on a system, not on any one person’s memory. Framework: **Daily Start → Daily Mid → Daily Close**, per role, with **proof of done** at every step. Daily duty schedules apply to W-2 employees; 1099 subcontractors work to scoped agreements and site safety rules (§6, Decision 1).

## CONTENTS

1.0 Operating principle: proof of done

2.0 Status: what is built and in force

3.0 Onboarding runbook (Phases A–D)

4.0 Daily duties by role (5 role standards, signature-ready)

5.0 Accountability spine: the five daily proofs

6.0 Decisions register

7.0 Roadmap and revision history

## APPROVAL

| PREPARED BY                  | REVIEWED BY          | EFFECTIVE ON SIGNATURE |
|------------------------------|----------------------|------------------------|
| Adam Pelewski    Date: _____ | _____    Date: _____ | _____    Date: _____   |

## 1.0 OPERATING PRINCIPLE: PROOF OF DONE

A checklist does not hold anyone accountable; a visible artifact does. Every time block in this playbook ends with something another person can verify — a signed JSA, a filed inspection, a bore log, a submitted report. The supervisor's evening duties are checking everyone else's proofs; the owner checks the supervisor's. **If it is not reported, it did not happen.**

## 2.0 STATUS: BUILT AND IN FORCE

| COMPONENT                                                    | CONTENTS                                                               | STATUS |
|--------------------------------------------------------------|------------------------------------------------------------------------|--------|
| Master SOP index                                             | 30 company processes mapped across win / plan / build / get paid / run | Built  |
| Field Crew Daily Playbook                                    | Job execution flow; JSA and Daily Field Report forms                   | Built  |
| New Hire Onboarding module                                   | 8 topics, welcome through training sign-off                            | Built  |
| Crew Fundamentals training                                   | Trailer, pre-trip, load securement, truck standard, equipment, conduct | Built  |
| Trade Skills training                                        | Locating/811, HDD bore, conduit & cable, FDH & fiber, restoration      | Built  |
| Daily duties by role                                         | 5 roles × start/midday/close with proofs (§4)                          | Built  |
| Onboarding runbook                                           | 4 phases, every step owned and proven (§3)                             | Built  |
| Training tracker                                             | Who is signed off on which skill                                       | Built  |
| Screening policy, W-2/1099 split, role scorecards, field app | See §6 Decisions register                                              | Open   |

### 3.0 ONBOARDING RUNBOOK

A new hire arrives with four questions: *What is my job? What do I actually do? What do I wear? Who do I report to, and when?* This runbook answers all four **before day one**. Every step has a numbered ID, a named owner, and a proof — a step with no owner is how people walk into chaos.

#### 3.1 — PHASE A: THE DAY THEY SAY YES

| ID | STEP                                                                                                                             | OWNER          | WHEN          | PROOF                                  |
|----|----------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|----------------------------------------|
| A1 | Confirm the offer in writing: role, pay, start date, W-2 or 1099 track (Nova runs both — pick the track first).                  | Owner / Office | Same day      | Signed offer or confirmed text on file |
| A2 | Send the Day One text: report date/time, exact yard address, who to ask for by name and phone, what to wear, what to bring.      | Office         | Within 24 hrs | New hire replies confirming            |
| A3 | W-2 packet: application, W-4, I-9, direct deposit, screening consent, employment agreement, manual acknowledgment.               | Office         | Before day 1  | Packet returned or set for day one     |
| A4 | 1099 packet: W-9, subcontract agreement, certificate of insurance, safety / site-rules acknowledgment.                           | Office         | Before day 1  | Packet returned; COI current           |
| A5 | Screening per policy (§6, Decision 2): minimum drug screen for operators and drivers.                                            | Owner / Office | Before day 1  | Results on file before solo work       |
| A6 | Internal prep: crew and trainer assigned BY NAME, PPE pulled in their sizes, timekeeping/app access created, added to crew chat. | Supervisor     | Day before    | Trainer knows who is coming, and when  |

#### DAY ONE TEXT TEMPLATE

Welcome to Nova! You start [DAY, DATE].  
Report: [TIME] at [YARD / ADDRESS].  
Ask for: [NAME] — [PHONE].  
Wear: work boots, long pants, work shirt. We issue your PPE.  
Bring: driver's license + one more ID for the I-9, and a voided check or bank info for direct deposit.  
Day one: orientation, PPE, meet your crew. Reply YES to confirm.

#### 3.2 — PHASE B: DAY ONE

| ID | STEP                                                                                                                        | OWNER               | WHEN         | PROOF                            |
|----|-----------------------------------------------------------------------------------------------------------------------------|---------------------|--------------|----------------------------------|
| B1 | Met on arrival by the supervisor or trainer, by name. A new hire never stands in the yard wondering who to talk to.         | Supervisor          | Posted start | Supervisor confirms pickup       |
| B2 | Admin orientation: clock-in, parking, paperwork location, PPE issued and fitted, app access shown.                          | Supervisor / Office | First hour   | PPE issue signed; clock-in works |
| B3 | Finish and file remaining paperwork; copy ID documents.                                                                     | Office              | Day one      | Employee file complete           |
| B4 | Expectations talk: attitude, safety first, no gossip, see something say something, phone policy, work week and pay cadence. | Supervisor          | Day one      | Acknowledgment signed            |
| B5 | Introduce to staff and crew; hand off to the named trainer.                                                                 | Supervisor          | Day one      | Trainer takes over               |

|           |                                                                                                 |                     |         |                                            |
|-----------|-------------------------------------------------------------------------------------------------|---------------------|---------|--------------------------------------------|
| <b>B6</b> | Site orientation on a live job: do's and don'ts, morning routine, breaks, how to report or ask. | Trainer / Crew Lead | Day one | <b>Day-one checklist signed by trainer</b> |
|-----------|-------------------------------------------------------------------------------------------------|---------------------|---------|--------------------------------------------|

### 3.3 — PHASE C: WEEK ONE

| ID        | STEP                                                                                            | OWNER              | WHEN        | PROOF                            |
|-----------|-------------------------------------------------------------------------------------------------|--------------------|-------------|----------------------------------|
| <b>C1</b> | Shadow the trainer daily; run the role's daily duties (start / midday / close) supervised.      | Trainer            | All week    | <b>Trainer initials each day</b> |
| <b>C2</b> | Complete Crew Fundamentals: trailer, pre-trip, secure a load, truck standard, equipment checks. | New hire + Trainer | All week    | <b>Topics completed</b>          |
| <b>C3</b> | First skills sign-offs where ready (pre-trip, truck standard).                                  | Trainer            | End of week | <b>Training tracker updated</b>  |
| <b>C4</b> | End-of-week check-in: what's clicking, what's not, feedback both ways.                          | Supervisor         | Day 5       | <b>Week-one note in file</b>     |

### 3.4 — PHASE D: FIRST 30 DAYS

| ID        | STEP                                                                                | OWNER                | WHEN      | PROOF                              |
|-----------|-------------------------------------------------------------------------------------|----------------------|-----------|------------------------------------|
| <b>D1</b> | Complete all core sign-offs for the role (training tracker).                        | Trainer / Supervisor | By day 30 | <b>Tracker shows signed off</b>    |
| <b>D2</b> | Run the role's daily duties unsupervised, proofs landing every day.                 | New hire             | Weeks 2–4 | <b>Proofs land without chasing</b> |
| <b>D3</b> | 30-day sit-down: performance, culture fit, next skills.                             | Supervisor + Owner   | Day 30    | <b>30-day review on file</b>       |
| <b>D4</b> | Explicit decision: cleared to work / extend training / not a fit. Never by default. | Owner / Supervisor   | Day 30    | <b>Status set in tracker</b>       |

## 4.0 DAILY DUTIES BY ROLE

Start times vary by market and day. What makes that work: **the supervisor publishes tomorrow's schedule — start time, market/yard, crew assignments — before end of day, every day.** If crews do not know tomorrow's start time tonight, that is a supervisor miss, not a crew excuse. Each role standard below is signature-ready: train to it, sign it, file it. After signature, the standard is the expectation.

### NIGHTLY SCHEDULE MESSAGE TEMPLATE

```
NOVA – [tomorrow's date]
Market/yard: _____ Start time: _____
Crew 1: [names] → [job / WO#, first task]
Crew 2: [names] → [job / WO#, first task]
Special: [gear, inspections, weather]
Sent by the supervisor in [channel] by [cutoff time]. No crew guesses tomorrow.
```

## 4.1 GENERAL LABORER — Daily Standard

Reports to: Crew Lead · Daily proofs due: clock-in · signed JSA · hours in the Daily Field Report

| #                      | DUTY                                                                      | PROOF                       |
|------------------------|---------------------------------------------------------------------------|-----------------------------|
| <b>MORNING — START</b> |                                                                           |                             |
| 1                      | Clock in by the posted start time for today's market, in uniform, PPE on. | Clock-in on record          |
| 2                      | Load and stage tools and materials per the crew lead's plan.              |                             |
| 3                      | Assist the pre-trip: cones, straps, fuel, trailer hookup checks.          |                             |
| 4                      | Attend the JSA brief, name a hazard, sign it.                             | Signed JSA                  |
| <b>MIDDAY</b>          |                                                                           |                             |
| 5                      | Keep the site organized: spoils contained, tools staged, walkways clear.  |                             |
| 6                      | Hand-dig / pothole and assist the bore crew as directed.                  |                             |
| 7                      | Take breaks per policy; hydrate in heat.                                  |                             |
| 8                      | Flag anything off-plan or out of scope to the crew lead before doing it.  | Midday site check passes    |
| <b>CLOSE</b>           |                                                                           |                             |
| 9                      | Site cleanup: trash out, spoils handled, restoration assisted.            |                             |
| 10                     | Load and secure all tools and equipment; nothing left behind.             | Tool count confirmed        |
| 11                     | Report hours and tasks to the crew lead.                                  | Hours in Daily Field Report |
| 12                     | Truck cleaned to standard before clock-out.                               |                             |

I have been trained on this standard and can perform it. Employee: \_\_\_\_\_ Date: \_\_\_\_\_ Trainer: \_\_\_\_\_  
Date: \_\_\_\_\_

## 4.2 DRIVER — Daily Standard

Reports to: Supervisor · Daily proofs due: pre-trip DVIR · post-trip DVIR · receipts and mileage

| #                      | DUTY                                                                              | PROOF                          |
|------------------------|-----------------------------------------------------------------------------------|--------------------------------|
| <b>MORNING — START</b> |                                                                                   |                                |
| 1                      | Clock in by the posted start time; full pre-trip inspection on truck and trailer. | Pre-trip DVIR filed            |
| 2                      | Connect the trailer per standard; test all lights before rolling.                 |                                |
| 3                      | Verify the load is secured: straps rated, heavy items low and forward.            |                                |
| 4                      | Confirm today's route, deliveries, and site sequence with the supervisor.         |                                |
| <b>MIDDAY</b>          |                                                                                   |                                |
| 5                      | Position the truck safely at each site: chocks, cones, out of traffic.            |                                |
| 6                      | Run material and equipment moves as dispatched.                                   |                                |
| 7                      | Walk-around after every leg: tires, straps, leaks, lights.                        |                                |
| 8                      | Keep the driver log and delivery notes current as you go, not from memory.        | Log current at midday          |
| <b>CLOSE</b>           |                                                                                   |                                |
| 9                      | Post-trip inspection; report any defect or damage the same day.                   | Post-trip DVIR filed           |
| 10                     | Refuel so the truck is ready for tomorrow's posted start.                         |                                |
| 11                     | Cab cleaned to standard; truck and trailer secured at the yard.                   |                                |
| 12                     | Turn in fuel receipts, mileage, and delivery confirmations.                       | Receipts and mileage turned in |

I have been trained on this standard and can perform it. Employee: \_\_\_\_\_ Date: \_\_\_\_\_ Trainer: \_\_\_\_\_  
Date: \_\_\_\_\_

### 4.3 OPERATOR (HDD / MINI-X) — Daily Standard

Reports to: Crew Lead / Supervisor · Daily proofs due: machine check log · bore log · production reported

| #                      | DUTY                                                                                                     | PROOF                            |
|------------------------|----------------------------------------------------------------------------------------------------------|----------------------------------|
| <b>MORNING — START</b> |                                                                                                          |                                  |
| 1                      | Clock in by the posted start time; daily machine check: fluids, tracks, hoses, guards; log engine hours. | Machine check logged             |
| 2                      | Any fault found = machine flagged and reported before use. Never run a flagged machine.                  |                                  |
| 3                      | Review the bore/dig plan; confirm locates valid and crossings potholed BEFORE the machine moves.         |                                  |
| 4                      | Set up on stable, level ground; HDD: mud system mixed for the soil.                                      |                                  |
| <b>MIDDAY</b>          |                                                                                                          |                                  |
| 5                      | Operate to plan; HDD: record rod-by-rod with the locator; keep separation from utilities.                |                                  |
| 6                      | Frac-out or any utility contact: stop, contain, report. Never cover a strike.                            |                                  |
| 7                      | Grease and fluid check at lunch; keep the machine fed and clean.                                         |                                  |
| 8                      | Keep the bore log / dig record current in real time.                                                     | Bore log current at midday       |
| <b>CLOSE</b>           |                                                                                                          |                                  |
| 9                      | Proper shutdown and end-of-day machine check; log engine hours.                                          | Hours logged                     |
| 10                     | Report production: footage bored, pits dug, units placed.                                                | Production in Daily Field Report |
| 11                     | Secure the machine: staged or loaded, locked, keys out.                                                  |                                  |
| 12                     | Report any maintenance need before leaving, not tomorrow.                                                | Maintenance flag same day        |

I have been trained on this standard and can perform it. Employee: \_\_\_\_\_ Date: \_\_\_\_\_ Trainer: \_\_\_\_\_  
 \_\_\_\_\_ Date: \_\_\_\_\_

## 4.4 LOCATOR — Daily Standard

Reports to: Supervisor · Daily proofs due: crossing sheet · bore log · ticket status report · **Holds stop-work authority: an unmarked or unclear utility stops the job. No locator gets overruled on safety.**

| #                      | DUTY                                                                                   | PROOF                                   |
|------------------------|----------------------------------------------------------------------------------------|-----------------------------------------|
| <b>MORNING — START</b> |                                                                                        |                                         |
| 1                      | Verify every 811 ticket for today is valid with positive responses from all utilities. | Tickets confirmed before any rig starts |
| 2                      | Walk the bore path before the rig moves; confirm marks match the plan.                 |                                         |
| 3                      | Confirm crossings are potholed and depths documented with photos.                      | Crossing sheet complete                 |
| 4                      | Locator calibrated, batteries charged; brief the operator on every crossing.           |                                         |
| <b>MIDDAY</b>          |                                                                                        |                                         |
| 5                      | Track the bore head rod-by-rod; call depth and pitch to the operator.                  |                                         |
| 6                      | Log depth at each utility crossing with photos.                                        | Crossing log current                    |
| 7                      | Watch ticket life; request re-marks before anything expires.                           |                                         |
| 8                      | Unmarked or unclear utility = stop work and call it in.                                |                                         |
| <b>CLOSE</b>           |                                                                                        |                                         |
| 9                      | Complete the bore log with tracking data; hand it to the crew lead.                    | Bore log turned in                      |
| 10                     | Request locates / re-marks needed for tomorrow's work.                                 |                                         |
| 11                     | Charge batteries; stow and secure locating gear.                                       |                                         |
| 12                     | Report tomorrow's ticket status to the supervisor.                                     | Ticket report to supervisor             |

I have been trained on this standard and can perform it. Employee: \_\_\_\_\_ Date: \_\_\_\_\_ Trainer: \_\_\_\_\_  
 \_\_\_\_\_ Date: \_\_\_\_\_

## 4.5 SUPERVISOR — Daily Standard

Reports to: Owner · Daily proofs due: morning status · midday update · all DFRs approved · tomorrow's schedule published · **The supervisor's close is checking everyone else's proofs.**

| #                      | DUTY                                                                                | PROOF                                    |
|------------------------|-------------------------------------------------------------------------------------|------------------------------------------|
| <b>MORNING — START</b> |                                                                                     |                                          |
| 1                      | Before crews arrive: review today's work orders, crew assignments, locate status.   |                                          |
| 2                      | At start time: confirm clock-ins; handle no-shows and adjust crews immediately.     |                                          |
| 3                      | Verify every crew held and signed its JSA.                                          | <b>All JSAs confirmed</b>                |
| 4                      | Confirm each site has materials, equipment, and valid locates before crews roll.    | <b>Morning status to owner</b>           |
| <b>MIDDAY</b>          |                                                                                     |                                          |
| 5                      | Site visits: spot-check safety, quality against spec, production pace against plan. |                                          |
| 6                      | Unblock crews: materials, inspections, utility conflicts, customer issues.          |                                          |
| 7                      | Flag any out-of-scope work for a change order before it is done.                    |                                          |
| 8                      | Check tomorrow: locates valid, permits in hand, materials staged.                   | <b>Midday update to owner/office</b>     |
| <b>CLOSE</b>           |                                                                                     |                                          |
| 9                      | Collect and review every crew's Daily Field Report: units, hours, photos complete.  | <b>All DFRs reviewed and approved</b>    |
| 10                     | Approve hours; question discrepancies the same day, not at payroll.                 |                                          |
| 11                     | Confirm every site is closed out: restoration, cleanup, equipment secured.          |                                          |
| 12                     | Publish tomorrow's schedule: start time, market/yard, crew assignments.             | <b>Schedule out with time + location</b> |

I have been trained on this standard and can perform it. Supervisor: \_\_\_\_\_ Date: \_\_\_\_\_ Owner: \_\_\_\_\_  
 \_\_\_\_\_ Date: \_\_\_\_\_

## 5.0 ACCOUNTABILITY SPINE: THE FIVE DAILY PROOFS

End of every day, five proofs land. Any missing proof is a same-day conversation, not a payroll-week surprise.

| ROLE            | END-OF-DAY PROOF                                               | CHECKED BY |
|-----------------|----------------------------------------------------------------|------------|
| General Laborer | Hours and tasks in the Daily Field Report                      | Crew Lead  |
| Driver          | Post-trip DVIR filed; receipts and mileage turned in           | Supervisor |
| Operator        | Machine hours logged; production reported                      | Crew Lead  |
| Locator         | Bore log turned in; tomorrow's ticket status reported          | Supervisor |
| Supervisor      | Every DFR reviewed and approved; tomorrow's schedule published | Owner      |

## 6.0 DECISIONS REGISTER

| # | DECISION                                                                    | RECOMMENDATION                                                                                                                                                                                  | OWNER      | STATUS |
|---|-----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|
| 1 | W-2 vs 1099 by role. Nova runs a mix; each role must be assigned a track.   | Daily-duty schedules, set start times, and required training apply to W-2 only; 1099 subs get scoped work, site safety rules, production reporting. Attorney review before the next 1099 signs. | Adam       | OPEN   |
| 2 | Screening policy. Nothing runs today — no background check, no drug screen. | Minimum: drug screen for operators and drivers before solo work; background checks where client contracts require.                                                                              | Adam       | OPEN   |
| 3 | Employee manual. The onboarding packet references an acknowledgment.        | Confirm a current manual exists; if not, commission a short one (conduct, pay, discipline ladder, safety).                                                                                      | Adam       | OPEN   |
| 4 | Role details for scorecards.                                                | Set per role: pay basis, CDL / cert requirements, supervisor span, discipline ladder, named trainers.                                                                                           | Adam + Raj | OPEN   |

## 7.0 ROADMAP AND REVISION HISTORY

| NEXT                | WHAT IT DELIVERS                                                                                                        |
|---------------------|-------------------------------------------------------------------------------------------------------------------------|
| Role scorecards     | One page per role: mission, responsibilities, reports-to, proofs, pay basis, certs. Doubles as Indeed job descriptions. |
| Photos              | Training content carries a built-in shot list; crews photograph Nova's own trucks, trailers, rigs.                      |
| Field app           | This content on every crew phone (Softtr); 15–20 minute setup when ready.                                               |
| Money SOPs (Wave 1) | Work order creation → daily production → billing reconciliation, so nothing built goes unbilled.                        |

| REV | DATE         | CHANGE                                                                                                                     |
|-----|--------------|----------------------------------------------------------------------------------------------------------------------------|
| 1.0 | July 3, 2026 | Initial issue.                                                                                                             |
| 1.1 | July 3, 2026 | Restructured as a controlled document: numbered sections, doc control, signature-ready role standards, decisions register. |