



SYSTEM EVALUATION

KEY SYSTEM PERFORMANCE STANDARDS

1. Management of Financial Oversight and Profitability

A healthy, well-managed operation will generate a higher profit margin given diligent attention to financial matters within our control. Performance measurements in this key area include:

- a. **Responding to Key Performance Indicators (financials).** Project Managers will analyze financial data monthly and adjust operations as needed.
- b. **Conservative spending while maintaining quality operations.** Project Managers will operate with a cost-conscious and creative mindset.
- c. **Adjusting expenses and overhead (staffing) to current invoicing levels.** Project Managers will make appropriate cut backs during periods of low invoicing.
- d. **Accuracy and timeliness in daily invoice reporting and weekly invoice submission.** Project Managers will personally supervise invoice/billing data for their operation
- e. **Following correct PO Procedures and use of company credit card.** Project Managers will follow the required Purchase Order submission process on all expense items over \$100 and use company card for appropriate purchases only.
- f. **Maintaining appropriate composition of employee-to-subcontractor ratios.** Project Managers will strive to maintain a higher percentage of partner labor on OSP and a lower percentage of partner labor on IW.
- g. **Discovering new areas of revenue and profitability.** Project Managers will actively seek additional areas of invoicing/revenue and other potential clients.
- h. **Methods for reducing accidental damages/losses.** Project Managers will create methods for reducing financial loss caused by damages or accidents.

2. Management of Personnel/HR

A healthy, well-managed operation will be reflected in both quality care of employees and high expectations on staff and technicians. Performance measurements in this key area include:

- a. **Accuracy and timeliness of Human Resources documentation:**
 - New applicant forms/documents
 - New Hire Packet
 - Separation documentsProject Managers will ensure efficiency in proper and thorough HR documentation.
- b. **Responsible handling of benefit packets and enrollment periods.** Project Managers will ensure timely turnaround on enrollment packets.
- c. **Maintenance of accurate employee files.** Project Managers will keep orderly and complete employee records.
- d. **Professional appearance of staff and technicians.** Project Managers will ensure that all personnel maintain high grooming and uniform standards.
- e. **Consistency in staff meetings and team communications.** Project Managers will meet regularly with the leadership team to ensure efficient operations.
- f. **Consistency in routine and annual staff performance reviews.** Project Managers will follow a system of evaluation on each employee designed to enhance productivity.
- g. **Commendation and positive support to staff and field personnel.** Project Managers will lead from the front and be a source of encouragement and motivation to the team.
- h. **Decisive corrections and records of disciplinary actions.** Project Managers will ensure that performance corrections are utilized to safeguard quality work and all such actions are well documented.

3. Management of Customer/Client Relationship

A healthy, well-managed operation will be marked by a positive client relationship and a culture of “partnership”. Performance measurements in this key area include:

- a. **Consistent and professional communications.** Project Managers will take initiative in keeping clients “in the loop” and informed of operation progress and issues.
- b. **Promotion of partnership approach in all matters.** Project Managers will serve clients at such a personal and professional level to groom an ongoing a partnership mentality.
- c. **Priority on face-to-face meetings.** Project Managers will take initiative to meet personally with client personnel on a regular basis.
- d. **Timely response and follow-up to customer/client requests or issues.** Project Managers will respond quickly and efficiently to client requests or orders.
- e. **Quality daily representation of On Trac to our customer.** Project Managers will consistently promote a positive image of On Trac, Inc. and our corporate team to our client.

4. Management of Partner Subcontractors

A healthy, well-managed operation will be marked by positive performance by partner subcontractor technicians and positive relationship with partner company representatives. Performance measurements in this key area include:

- a. **Enforcing subcontractor standards.** Project Managers will be aware of all standards for subcontract partners as contracted in the Master Subcontractor Agreement and the Partner Project Agreement, and will enforce compliance.
- b. **Maintaining basic partner technician profiles.** Project Managers will keep basic contact information on partner technicians as well as documentation of certifications.
- c. **Reporting to partner companies on technician performance.** Project Managers will keep partner companies informed of technician issues and necessary technician changes.
- d. **Inspections of partner subcontractor vehicles.** Project Managers will routinely inspect partner subcontractor vehicles for safety and appearance- in compliance with the Subcontractor Vehicle Standards document.
- e. **Holding partner subcontractors to appearance standards.** Project Managers will ensure that all partner technicians maintain high grooming and uniform standards.
- f. **Holding partner subcontractors to Best Practices.** Project Managers will ensure that partner companies and partner technicians maintain BPM standards for workmanship.
- g. **Maintaining a team culture within the shop and before our customer.** Project Managers will create a “team culture” within the shop and the operation.

5. Management of Subscriber Relationship

A healthy, well-managed operation will be marked by positive end-user experience. Performance measurements in this key area include:

- a. **Effective damage reporting and resolutions.** Project Managers will work quickly and professionally to resolve subscriber damage issues.
- b. **Effective/timely resolutions to subscriber complaints.** Project Managers will personally respond quickly and professionally to complaints
- c. **Reductions of trouble calls/return trips.** Project Managers will train, re-train, correct and enforce Best Practices to reduce subscriber trouble calls.
- d. **Commendations from subscribers to customer/client.** Project Managers will keep record of all subscriber commendations/compliments and recognize technician performance in an appropriate manner.
- e. **Subscriber Satisfaction Survey processes.** Project Managers will oversee follow-up subscriber surveys (as allowed by client) and will respond appropriately to any negative survey result, and will keep records of all survey data.

6. Management of Fleet Resources

A healthy, well-managed operation will intentionally and carefully attend to the company's most costly capital assets. Performance measurements in this key area include:

- a. **Timely and accurate monthly Fleet Inspections and Reports.** Project Managers will conduct thorough inspection of all fleet vehicles each month and complete all required reporting to the Fleet Manager.
- b. **Adherence to Fleet Standards.** Project Managers will follow all required instructions in the Fleet Standards: Company Vehicles and Operators document.
- c. **Effective and timely scheduled maintenance and repairs.** Project Managers will attend to all scheduled vehicle maintenance according to the Fleet Report data and will promptly attend to any necessary mechanical or body repairs, as directed by the Fleet Manager.
- d. **Effective fuel management and fuel card records.** Project Managers will direct drivers to cost-effective fuel conservation and protect fleet fuel accounts from abuse.
- e. **Effective maintenance of fleet appearance/cleanliness.** Project Managers will ensure that all vehicles in operation are cleaned weekly and all decaling is free of damage.
- f. **Accurate fleet vehicle files and documentation.** Project Managers will maintain hard files on each assigned vehicle for vehicle maintenance history.
- g. **Inspection of equipment assigned to vehicles.** Project Managers will ensure that all assigned equipment (i.e. ladders, caddies, straps, etc.) are accounted for and in good working condition.
- h. **Reductions in vehicle accidents and damages.** Project Managers will create methods for reducing financial loss caused by vehicle accidents or break-ins.
- i. **Enforcing Vehicle Issue Agreement terms/standards.** Project Managers will enforce all stipulations set forth in the Drivers Handout and signed Vehicle Issue Agreement.
- j. **Accurate/timely documentation and submission of Accident Reports.** Project Managers will personally oversee accident reporting and documentation to the Fleet Manager in a timely manner, including police reporting and repair quotes.

7. Management of Tool/Equipment Resources

A healthy, well-managed operation will intentionally and carefully attend to our second most costly capital assets. Performance measurements in this key area include:

- a. **Monthly/quarterly splicer inspections.** Project Managers will follow all protocols for fusion splice machine accountability as set forth in the OTI Splice Machine Management program.
- b. **Maintaining accurate tool/equipment data.** Project Managers will ensure that all company-owned tools/meters are accounted for and in working order, along with accurate records to form the operation “inventory”.
- c. **Accurate issue agreements and documented return of assets to inventory.** Project Managers will ensure that all company-owned tools operating in the field are connected to signed issue agreements.
- d. **Methods for routine inspection of tools/equipment for damages.** Project Managers will create methods for inspections of company-owned assets in their inventory.
- e. **Timely transfer of tools/equipment for reassignment or repair.** Project Managers will promptly transfer tools/equipment upon request from corporate staff.
- f. **Holding Technicians accountable for damage to assigned tools/equipment.** Project Managers will recommend charge backs as appropriate for damaged or lost tools/equipment.
- g. **Assets kept secure and locked.** Project Managers will ensure that tool assets are stored in a safe and locked location.

8. Management of Daily Work Flow

A healthy, well-managed operation will execute all daily contracted work orders in an effective and professional manner. Performance measurements in this key area include:

- a. **Maintaining and enforcing daily check-in and work review with each technician.** Project Managers will directly oversee the daily receipt and documentation of completed work orders.
- b. **Utilization of system-specific work logs (Track Sheets).** Project Managers will utilize an appropriate technician work log system to track work order data and performance volume.
- c. **Effective review of work logs for accuracy and billing items.** Project Managers will ensure that work logs are carefully reviewed for accuracy related to billable units and that billing information is accurately transferred to invoicing.
- d. **Efficient distribution and turnaround of work orders.** Project Managers will ensure that work orders are distributed to technicians in such a manner to increase turnaround of completed jobs.
- e. **Consistent dispatch/follow-up with technicians in the field on work progress.** Project Managers will ensure that technicians are contacted routinely for progress on daily work orders and update work order data history as necessary.
- f. **Consistent presence of PM/LTs in the field for supervision and inspection.** Project Managers will lead from the front and be regularly in the field overseeing work progress.
- g. **Maintaining accurate work history (hard copy and/or digital).** Project Managers will ensure that all work order history is accurately entered into appropriate recording systems.

9. Management of Quality Control and Inspection

A healthy, well-managed operation will be reflected in quality workmanship and a high degree of technical craft. Performance measurements in this key area include:

- a. **Consistent daily QC field visits and documentation.** Project Managers will lead from the front in daily QC inspections with a goal of 50% penetration.
- b. **Maintaining digital photo records according to system photo QC specs.** Project Managers will ensure compliance with spec-sets on digital photo records and photo requirements.
- c. **Methods for routine review of digital photo records.** Project Managers will create systematic methods for digital photo record review, as well as storage/ID data systems for photo history.
- d. **Follow-up to failed QC inspections.** Project Managers will ensure that failed QC inspections will be addressed through documented repair and technician corrections or retraining.
- e. **Methods for utilizing QC inspections and photos for ongoing Technician training.** Project Managers will create methods for using the QC process as training/refining tools.
- f. **Maintain appropriate QC data/history.** Project Managers will keep file copies of QC records as documentation of QC penetration and thoroughness.

10. Management of Technician Training and Safety

A healthy, well-managed operation will focus on quality technical training **and industry safety standards**. Performance measurements in this key area include:

- a. **Maintenance of appropriate training model mock-up systems.** Project Managers will ensure that trainees have access to installation models and training mock-ups appropriate to the operation scope of work.
- b. **Effective completion of PQTR training documents.** Project Managers will ensure that no trainee progresses to certification without careful completion of the Primary Quality Training Requirements.
- c. **Appropriate personnel and time frame for quality technician training.** Project Managers will carefully select and evaluate technician trainers and maintain full time frames for certification field experience.
- d. **Application of appropriate BPM testing, field testing, and PM approval systems.** Project Managers will effectively use the Best Practices Manual along with field-testing to evaluate trainee progress before trainee is approved for certification testing.
- e. **Utilization of Damage Prevention materials in training and tech meetings.** Project Managers will incorporate Damage Prevention as part of training protocols.
- f. **Documentation of weekly Safety Meetings and topics.** Project Managers will prioritize weekly technician Safety Meetings and document attendance as well as topics covered.
- g. **Routine field safety inspections.** Project Managers and team will conduct routine safety inspections in the field to evaluate work site safety practices.
- h. **Implementation of key safety courses.** Project Managers will effectively integrate the Bucket Truck Safety curriculum and the Drivers Awareness training for all technicians.
- i. **Technician tool and equipment inspections.** Project Managers will ensure that routine technician-owned tools/equipment are routinely inspected for safe operation.
- j. **Timely documentation and submission of Injury Reports.** Project Managers will ensure that all work-site injuries or accidents are quickly attended to and documented by Injury Reports.

11. Management of Warehouse/Materials

A healthy, well-managed operation will be marked by diligent care and thorough documentation of customer/client owned materials and inventory. Performance measurements in this key area include:

- a. **Effective material inventory system.** Project Managers will implement and enforce an accurate inventory management system with redundancies and data back-up.
- b. **Effective distribution format for request/issue of materials.** Project Managers will ensure an effective format for issuing consigned materials to technicians.
- c. **Regular reporting on material counts, consignments, and reconciliations.** Project Managers will ensure that accurate inventory/material counts are reported to our client and to corporate.
- d. **Maintain secure area for materials under lock.** Project Managers will ensure that all client inventory is kept secure and locked at all times.
- e. **Routine spot-check of stock and quantities.** Project Managers will conduct routine spot-checks of shelf materials and truck counts against stated inventory.
- f. **Methods to reduce material waste/loss.** Project Managers will create effective methods to reduce material waste, misuse, and loss.
- g. **Methods for fiber/cabling discards and cardboard/pallets.** Project Managers will create effective methods for recycling and/or disposal of material discards.

12. Management of Operation Center/Facilities

A healthy, well-managed operation will be marked by attention to a quality, well-kept operation center. Performance measurements in this key area include:

- a. **Establish professional appearance of building(s) and grounds.** Project Managers will create and sustain quality facility and grounds that exhibit a professional business environment.
- b. **Establish and maintain professional appearance of office spaces.** Project Managers will create and sustain quality office spaces and common areas that exhibit a professional business environment.
- c. **Methods for upkeep/cleaning.** Project Managers will create effective methods for maintain the daily cleanliness of offices, work areas, warehouse, etc.
- d. **Maintaining appropriate technician space.** Project Managers will create and sustain quality technician space for check-in, meetings, and trainings.
- e. **Stocking appropriate supplies/materials.** Project Managers will maintain necessary supplies to effectively operate facilities in a professional manner.
- f. **Liaison with facility owners/landlords.** Project Managers will serve as corporate representative to facility owners to effectively manage repairs and improvements.