

Thinking About Our 2010 Goals

Our leads are developing some very important new skills, including how to communicate with their BlackBerries and how to take effective pictures on the job site. Mastering these skills will improve our communications between the field, the office and the customer and ultimately will increase our collective efficiency.

The most important skill we are working on now is the use of Ty Cards, primarily because Ty Cards teach us how to plan our jobs, set daily goals, and keep a crew focused on achieving those goals. The end result is that we do our projects better and faster and thereby **Master the Art of Lean Operations**, which is one of our four main goals this year.

Our use of Ty Cards is also helping us to **Ensure Company-wide Customer Delight**. By putting the Ty Cards in front of our customers every morning, we show them our goals and plan for the day, and that information helps them do their job and better understand our job.

I can't tell you how many customers have commented on how great the Ty Cards are. So let's get really effective at using them. We've packed this Gazette with information that should help you.

Mark Vignoles

The Origin of Ty Cards

It was a few minutes past 7:00 on the morning of February 12, 2009 when a young, novice lead stood up at a meeting of the East Bay master leads to explain how he had used a Magic Marker and some poster boards to organize the work, motivate his crew, and communicate with the client on a recent multi-day installation.

The lead was **Thai ("Ty") Doan**, whose nickname we use both to honor the source of a great idea and to identify the poster sets that have become a standard tool of Service West leads.

It's Time to Get Time Sheets Right!

Let's get squared away on some critical points about the handling of time sheets.

First, please make sure your time sheets show the date and time. And time should be indicated as AM or PM.

Second, time sheets are due to Payroll by 9:00 AM Pacific Time the next day. (By 9:00 AM Monday in the case of weekend work.) Remember that 9:00 AM is when the branches must have all their time sheets submitted to Payroll. So turn your time sheets into your local office as soon as possible, preferably the same day you complete the work.

Third, time sheets can be dropped off, faxed or emailed. Here are the appropriate fax numbers and email addresses:

East Bay

Fax to 510 430 0969 OR email Nancy Nguyen (nancy@servicewest.com) or Ana Frizado (ana@servicewest.com) OR drop off in Dispatch.

South San Francisco

Fax to 650 827 0161 OR email Bob Revel (bohr@servicewest.com) OR drop off in office.

Sacramento

Fax to 916 649 3700 OR email Chris Hernandez (chris@servicewest.com) OR drop off in office.

Los Angeles

Fax to 714 779 5777 OR email Anne Trotter (anne@servicewest.com) OR drop off in office.

Las Vegas

Fax to 702 399 7105 OR email Jim Milano (jim@servicewest.com) OR drop off in office.

Safety Meetings Next Tuesday

Leads are reminded to hold the March safety meeting with their crews next Tuesday, 9 March. Please cover the topic provided on page 2 of this Gazette: Back Protection.

Why We Use Ty Cards

The key benefits of using Ty Cards are as solid and important now as the day that Ty Doan first presented his idea:

- ➔ Ty Cards provide a clear and simple framework for planning each day of a job, including the manpower and equipment requirements.
- ➔ Ty Cards help the lead come up with a sensible division of labor and a strategy for maximizing individual and team efficiency.
- ➔ Ty Cards force the lead to be crystal-clear about what is expected of each crew member, every day.

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Quote of the Week

The quality of a leader is reflected in the standards they set for themselves.

RAY KROC (1902-1984)
FOUNDER OF MCDONALD'S

CLASS A DRIVER WANTED

Service West-Las Vegas is seeking candidates for a driver position. Must have Class A license, good driving record, demonstrated competence in loading and securing furniture, and knowledge of the Las Vegas area. Furniture installation experience is a plus. Please email contact information and experience summary to Guy Casciola, Branch Manager (guys@servicewest.com).

DRESS CODE FOR FIELD STAFF

- ✓ Keep shirt tucked in at all times.
- ✓ Wear black pants or blue jeans. No camouflage pants.
- ✓ Keep pant waist at waist height and wear a belt or suspenders.
- ✓ Ankle-high leather boots with steel toes are required footwear.
- ✓ If you wear a hat while on a job site, wear a Service West hat and keep it on straight, not backwards or sideways.

ALWAYS...

- * Remember to say "Thank You" to your co-workers who help and to our clients who give us business.
- * Fax your paperwork daily before 9 AM.
- * Keep the following OFF the job site: radios, iPods, MP3 players or similar devices; private cell phones; food and drink. (Note: Having food and drink on site may be allowed in situations where lunch on site is allowed, in which case the lead man will let you know in advance.)
- * Bring your company ID, union card, and tools (including hard hat, orange safety vest, safety glasses) to work—even night jobs.
- * Help our drivers fold pads.
- * Come to work showered, groomed and shaved. When you look like a professional, you'll be treated like a professional.
- * Call in your equipment counts daily.
- * Get signatures on all work orders, change orders, delivery tickets, freight bills, and dealer paperwork.

SERVICE WEST TRIVIA

2/19 Winner: Peter Birger.

Correct Answer: The term Ty Card comes from the originator of the idea, Service West lead Thai "Ty" Doan.

New Question: History will forever link Maewyn Succat with what country, and why?

Send answers to trivia@servicewest.com or call your branch office. Answers must be received by 12:00 PM PDT on the Friday following publication of this Gazette issue. The prize is FIVE Service West Bucks, good for Service West apparel and equipment items.



Thank you,
Mark

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61 2 9905 9966

Why We Use Ty Cards continued

➔ Ty Cards are the natural focus for the crew's morning meeting. They're a great tool for motivating crew members and testing their understanding of the lead's expectations.

➔ The information provided on Ty Cards is continuously available to whomever may need it—Service West staff, dealer staff, other on-site contractor staff, and end users.

How to Use Ty Cards

➔ Use Ty Cards for every installation job except those that are under 10 stations.

➔ Prepare your Ty Cards before you arrive on site.

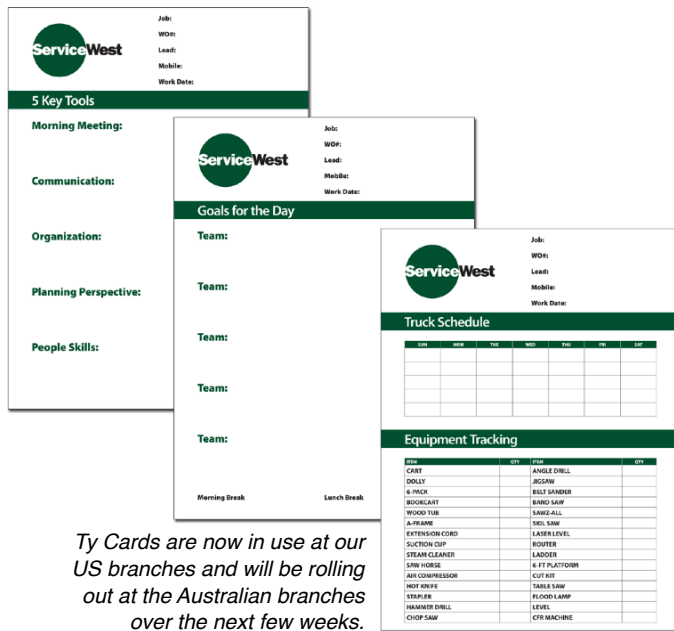
➔ Post your Ty Cards in a prominent location on the job site. Your crew should be able to easily refer to the Ty Cards throughout the day. Customers and visitors should be able to easily spot them.

➔ Make your Ty Cards the focus of your crew's morning meeting.

➔ Shoot a photo of your Ty Cards at the start of every day and attach it to the check-in email you send to your customer contact, your Service West account manager, your Service West branch manager, Tony Navarro, John Luque and Mark Vignoles.

➔ Use only dry-erase markers and cleaning cloths on your Ty Cards.

➔ Don't allow marker writing to remain on your Ty Cards for a long period of time as it can become almost impossible to remove. It's best to wipe Ty Cards clean after each use.



Ty Cards are now in use at our US branches and will be rolling out at the Australian branches over the next few weeks.

Compliments & Thanks

An interesting set of missions. Thanks to all for your close attention to our clients' needs. — Mark

MOVE TEAM: Herb Faatz (lead), Carlos Ceron, Charlie Vela

[SSF-WO126412] The SSF team supported one of our key GSA Region 9 customers by handling the relocation of the snack bar at a downtown federal building from its original site to a temporary location and, later, to the newly remodeled store. The job included moving the stock room to the new storage area and transferring goods from the old shelves to the new. The regional concessions officer for GSA Region 9 wrote a letter to Herb which reads as follows:

"I would like to thank you for Service West's excellent job on the relocation of Mr. Sam Tang's Snack Bar at the Appraisers Building, 630 Sansome Street, San Francisco.

"Not only were the physical moves into 'swing' space and the renovated Snack Bar handled with the utmost professionalism, but you went 'above and beyond' with the

adjustments to Mr. Tang's new shelving. Your efforts have enabled Mr. Tang to work comfortably in his new surroundings. Given the fact that Mr. Tang is visually impaired, your help is all the more appreciated.

"Please accept our thanks for a job very well done."

INSTALLERS: Dave Fyffe, Craig Harkin AM: Robert Fyffe

Here's one to make your head spin: a competitor praising our guys' work and complaining about the price. On a Wednesday night in mid-February, Rob Fyffe got a call from a client dealer in distress. The dealer was using another installation company on a job that had to be completed the next day. He'd just received word that the company's entire team had been "poached" by still another company. So now the dealer is asking Rob if Service West can provide two installers the next day to "help out" the other install company. Ever committed to our clients' success, Rob accommodated the dealer's request and the job proceeded to completion. Late Thursday, Rob got a call from the owner of the other installation company. He was full of praise and thanks, adding:

"You're more expensive than other companies but you definitely get your money's worth. I wish I had guys as good as your installers."

MOVE TEAM: Herb Faatz (lead), Edgar Alderete, Frank Grimesey

[SSF-WO125690] The team earned a nice compliment upon completing a job of a type that has become repeat business for a client law firm: moving legal documents and equipment to a remote office that's being established near a trial site, then returning the materials to the home office once the case is closed. The client point of contact wrote:

"Everything went great. The guys are really, really good! Many thanks for everything you have done to make this process much easier. I look forward to working with you in the future."

Safety Topic: Back Protection

Have you ever given much thought to your back? It's there when you need it, but only if you don't abuse it.

The back is made up of four major parts: the spine, nerves, muscles, and the spinal cord. There are 33 bones in the spine and 31 pairs of nerves branching out from the spinal cord. All of them must work together. If they don't, you could end up with anything from a strain to a ruptured disk, fractured vertebrae, and/or a debilitating disease like arthritis.

To help prevent a back injury you should exercise, practice good posture, eat the right foods, and watch your weight. Check with your doctor for muscle strengthening exercises for the back.

Other things you can do to prevent back injuries include using work-saving devices—hand trucks, forklifts, wheelbarrows, and dollies can assist you. When you have an object to lift that is too heavy or

bulky, ask a co-worker for assistance. Remember, two backs are stronger than one.

What can you do when you have to do some lifting? Check out the object to be lifted. Think about how you are going to grasp the load and make sure there is a clear path of travel so you won't stumble. Before you lift, stand close to the object, bend at the knees and straddle it, get a good grip, and lift with your legs while keeping your back straight. The secret is to let your legs do the work.

It doesn't have to be a heavy load—even a small, very light object lifted incorrectly can trigger a back injury.

Back injuries can be painful, disabling, paralyzing, and sometimes even fatal. Protect your back by following the guidelines above. You're here today—we want you BACK tomorrow. **THINK BEFORE YOU LIFT, THEN DO IT CORRECTLY.**