

Manager and Captain Responsibilities

Why do what we do?

- It's not a snow business but rather a safety and security service for our clients.
- The goal is to provide a laid back, fun, family atmosphere for our fellow employee.

Manager Responsibilities

- Primary
 - Communicate with administrators to establish a service plan for each event.
 - Communicate with Captains to establish a plan unique to each event. Answer their questions. Confirm site completions with a check off list. Captains report to you.
 - Let captains "Own" their accounts.
 - Float and monitor your dedicated service area.
 - Fill in for captains if they are unavailable to oversee an event.
 - Track and maintain assets during a slow period to verify they are in good working condition.
- Secondary
 - Operating equipment.

Captain Responsibilities

- Primary
 - Communicate with your area Manager to establish a service plan for each event.
 - Communicate with your employees to schedule each event, answer their questions, confirm site completion using a check off list. Employees report to you throughout the event and before they leave.
 - Complete site visits with employees who cannot make it to the initial site visit. Cover site details and requirements with those employees.
 - Operate equipment.

Both

- Make sure that services are being provided efficiently with high quality and in a timely manner. Most customers want someone onsite within 1 hour or sooner of a service call.
- Make sure employees are being rotated. Learn the details of availability of each employee.
- Try to partner experienced operators with non-experienced employees and people who can shovel and not shovel. Most routes don't have a shoveling crew assigned to it. The operators are the shovelers. Make it clear to them that they "own" their sites and are responsible for the final quality of the site.
- Interact with clients to resolve site issues, cart corrals etc.
- Stress the importance of a salt budget.
- Learn the details of each account: times, curbs, walks, specific requirements. Educate your employees on these details.
- Refer to your binders/folders for info on accounts and employees.
- Communication is very important.