

Exhibit G

TABLE OF CONTENTS  
OF OPERATIONS MANUAL





# Administration Manual

## Table of Contents

<b>Business Planning</b> .....	<b>1.1</b>
Introduction.....	1.1
What's the purpose of the Administration Manual?.....	1.1
Overview and Definition .....	1.1
Why is business planning so important? .....	1.1
What is business planning? .....	1.3
Key Concepts.....	1.4
What are some of the key concepts needed to develop a strategic business plan? .....	1.4
Analyzing Your Business .....	1.6
How do I analyze my business? (Where is my business today?).....	1.6
Projecting and Setting Goals .....	1.8
How do I determine my cash flow and income projections?.....	1.8
How do I make projections, set goals and determine where I want to be? (Where do I want my business to be?).....	1.8
Strategies and Action Planning.....	1.9
How will I reach my goals? (How will I get there – strategies and action planning?) .....	1.9
Measuring Results .....	1.10
How will I measure results? (Measuring).....	1.10
Where can I find the Monthly Royalty Report?.....	1.10
What is a Profit Maximization Analysis (PMA) Report?.....	1.10
What Chart of Accounts do I use? .....	1.11
How do I analyze the hourly rate and labor cost?.....	1.11
What should an Income Statement include?.....	1.11
What should a Balance Sheet include?.....	1.11
What reports are provided by Home Office?.....	1.12
<b>TWO MEN AND A TRUCK® Profit Maximization Analysis (PMA) Report</b> .....	<b>1.13</b>
Chart of Accounts.....	1.15
Income Statement .....	1.23
Balance Sheet.....	1.27



**Administration .....2.1**

- What is the business of TWO MEN AND A TRUCK®? ..... 2.1
- When should our offices be open? .....2.1
- Growing Your Business.....2.2
- What kind of volume can I expect? .....2.2
- When should I get another truck?.....2.2
- How do I increase Employee loyalty and retention? .....2.2

**Satellite Offices .....3.1**

- Purpose ..... 3.1
- What is the purpose of opening Satellite Offices? ..... 3.1
- How do I know when I need to open a Satellite Office? ..... 3.1
- How do I select a location for my Satellite Office? ..... 3.2
- What kind of Satellite Office do I want? ..... 3.2
- What should I look for when selecting a location for my Satellite Office?..... 3.2
  - Office Space..... 3.2
  - Truck Space ..... 3.2
  - Exterior ..... 3.3
- What else do I need for start-up? ..... 3.3
  - Requirements ..... 3.3
  - Legal Issues and Insurance ..... 3.3
  - Equipment and Materials..... 3.3
  - Trucks ..... 3.4
- What about the operation of the Satellite Office? ..... 3.4
  - Policies..... 3.4
  - Forms ..... 3.4
  - Accounting and Financial Management ..... 3.4
  - Hours of Operation ..... 3.4
  - Staffing Levels..... 3.4
  - Dress Code..... 3.5
  - Communication Between Offices..... 3.5
  - Damages ..... 3.5
  - Moving Services ..... 3.5
- How do I provide exceptional Customer service from a Satellite Office? ..... 3.5
- Do I market my Satellite Office differently than my franchise office? ..... 3.6



**Warehouse Storage Facility .....4.1**

- Storage Methods ..... 4.1
  - Who is authorized to provide storage warehouse services? ..... 4.1
  - What storage method should I use at my warehouse? ..... 4.1
  - How should the floor space be arranged?..... 4.1
  - What are the advantages and disadvantages of using stacking containers?..... 4.1
    - Advantages ..... 4.1
    - Disadvantages ..... 4.1
  - What are the advantages and disadvantages of keeping storage containers on the ground level without stacking them?..... 4.2
    - Advantages ..... 4.2
    - Disadvantages ..... 4.2
  - Should I use a fixed container or floating container inventory system?..... 4.2
- Supplies ..... 4.2
  - What supplies do I need to operate my warehouse storage facility? ..... 4.2
    - Floor Storage Method ..... 4.2
    - Container Method ..... 4.3
  - What forms do I need to document and process records? ..... 4.3
- Rates ..... 4.4
  - How do I set storage rates? ..... 4.4
    - Square Footage ..... 4.4
    - Weight ..... 4.5
- Footage-Based Warehousing ..... 4.6
  - What procedures should I use for processing Customer storage orders in a footage-based warehousing system?..... 4.6
    - Booking the Move ..... 4.6
    - Upon Arrival ..... 4.6
    - Move-In Day ..... 4.6
    - After Move-In ..... 4.7
    - Before the Move-Out Date ..... 4.7
    - Move-Out Day ..... 4.7
    - Forms ..... 4.7
- Weight-Based Warehousing ..... 4.8
  - What procedures should I use for processing Customer storage orders in a weight-based warehousing system?..... 4.8
    - Booking the Move ..... 4.8
    - Upon Arrival ..... 4.8



*Table of Contents*

Move-In Day..... 4.8

After Move-In..... 4.9

Before the Move-Out Date ..... 4.9

Move-Out Day ..... 4.9

Forms ..... 4.9

Inventory ..... 4.10

    What is the best way to keep track of Customer’s containers when storing their belongings?..... 4.10

        Index Card ..... 4.10

        Filing Storage Contracts ..... 4.10

        Billing Options ..... 4.10

        Processing Payments ..... 4.10

        Customer-Removed Inventory..... 4.11

Storage Guidelines..... 4.11

    Are there any guidelines for storing sofas and overstuffed chairs? ..... 4.11

    What is the storage capacity of containers and how much do they cost?..... 4.11

Loading and Unloading Containers ..... 4.12

    What are the guidelines for loading and unloading containers?..... 4.12

        Loading a Container ..... 4.12

        Unloading a Container..... 4.12

Insurance..... 4.13

    What kind of insurance will I need for my warehouse storage facility?..... 4.13

Advertising ..... 4.14

    How should I advertise the storage capabilities of my warehouse? ..... 4.14

        Customer Service Representative ..... 4.14

        Yellow Pages ..... 4.14

        Printed Materials..... 4.14

        Target Markets..... 4.14

        Signage ..... 4.15

Safety and Quality Assurance..... 4.15

    What is the best way for maintaining standards of safety and quality assurance at my storage warehouse? ..... 4.15

        Safety and Security ..... 4.15

        Quality Assurance..... 4.16

Providing Other Services..... 4.16

    What other services can I provide to increase my warehouse revenue?..... 4.16

        Loading Dock ..... 4.16

        Unused Space ..... 4.16



# Frontline Management Manual

## Table of Contents

**Customer Service ..... 1.1**

Introduction..... 1.1

    What is the purpose of this manual?..... 1.1

    What is good Customer service? ..... 1.1

    What is the **TWO MEN AND A TRUCK®** Mission Statement? ..... 1.2

    What are the **TWO MEN AND A TRUCK®** Core Values? ..... 1.2

    What are the **TWO MEN AND A TRUCK®** Three Steps of Service?..... 1.3

    What are the **TWO MEN AND A TRUCK®** basics that help accomplish our Mission?1.3

    How do I get Customers to need and value my service? ..... 1.5

    How do I build trust with my Customers?..... 1.5

    How does the **TWO MEN AND A TRUCK®** operating system increase trust with Customers? ..... 1.6

    Why is it important to build a relationship with Customers?..... 1.6

    How do I establish relationships with Customers?..... 1.6

**Staff Responsibilities ..... 2.1**

Franchisee ..... 2.1

    What are some of my regular responsibilities as the Franchisee? ..... 2.1

Manager ..... 2.2

    What are the ongoing responsibilities of the Manager? ..... 2.2

Customer Service Representative ..... 2.3

    What are the ongoing responsibilities of the Customer Service Representative? ..... 2.3

Driver/Trainer ..... 2.4

    What are the ongoing responsibilities of the Driver/Trainer? ..... 2.4

Mover..... 2.4

    What are the ongoing responsibilities of the Mover? ..... 2.4

Accountant..... 2.4

    What are the ongoing responsibilities of the Accountant? ..... 2.4

Manager’s Opening Checklist ..... 2.5

Manager’s Closing Checklist..... 2.6



**Incoming Calls .....3.1**  
Initial Contact ..... 3.1  
    Why is the initial contact with Customers so important? ..... 3.1  
    What about when Customers come into the office? ..... 3.1  
Customer Service Representative ..... 3.2  
    Who should take the incoming telephone calls? ..... 3.2  
    What tools does the Customer Service Representative need? ..... 3.2  
Types of Calls ..... 3.4  
    What type of calls will we receive? ..... 3.4  
Providing Information ..... 3.5  
    What information should I provide over the telephone to the Customer? ..... 3.5  
Service Recovery ..... 3.6  
    What if I have to call the Customer with bad news? ..... 3.6  
Selling Boxes ..... 3.8  
    What are the advantages of Customers using our boxes? ..... 3.8  
Selling Packing Services ..... 3.9  
    What are the advantages of Customers using **TWO MEN AND A TRUCK®**  
    to pack and unpack their belongings? ..... 3.9  
Box Guide ..... 3.10  
Box Invoice ..... 3.11  
Commercial Packing Supplies Guide ..... 3.12  
Packing Supplies Guide ..... 3.13  
Ten Excuses for Getting Out of Packing! ..... 3.14  
Ten Excuses for Getting Out of Packing! (with Box Guide) ..... 3.15

**Scheduling, Estimating, & Confirming Residential Moves ..... 4.1**  
Scheduling the Move ..... 4.1  
    What should I say when a Customer is ready to schedule a move? ..... 4.1  
    What if we cannot move a Customer’s belongings? ..... 4.3  
    What if a Customer wants to schedule “loading only” or “unloading only” services? ..... 4.3  
        “Loading Only” Procedures ..... 4.4  
        Confirming “Loading Only” Moves ..... 4.5  
        Confirming “Unloading Only” Moves ..... 4.5  
        “Unloading Only” Procedures ..... 4.6  
    What is the best way to coordinate a move with another  
    **TWO MEN AND A TRUCK®** franchise? ..... 4.6  
Estimating the Cost ..... 4.7  
    What information do I need from the Customer to calculate an estimate? ..... 4.7  
Residential Estimates ..... 4.7



# Table of Contents

How do I calculate an estimate for a residential move? ..... 4.7

Is there a general “rule of thumb” for estimating residential moves?..... 4.8

On-Site Estimates ..... 4.9

When do I need to conduct an on-site estimate? ..... 4.9

How should I conduct an on-site estimate? ..... 4.9

Can I charge extra for moving large, fragile, or expensive pieces?..... 4.10

Confirming the Move ..... 4.11

    When should I confirm the move with the Customer? ..... 4.11

    Do I always confirm a move by sending a Pre-move Letter to the Customer? ..... 4.12

Scheduling Movers ..... 4.13

    What is the best method to schedule Movers? ..... 4.13

    What is the Reply Card and how is it used? ..... 4.14

Incoming Call – Residential Sample Script..... 4.15

Receiving a Call..... 4.15

Rate Information..... 4.15

Scheduling the Move ..... 4.16

**Scheduling, Estimating, & Confirming Commercial Moves ..... 4.18**

    Scheduling the Move ..... 4.18

    What should I say when a Customer is ready to schedule a move? ..... 4.18

    Estimating the Cost..... 4.21

        What information do I need from the Customer to calculate an estimate? ..... 4.21

        Commercial Estimates..... 4.21

        What is the general rule of thumb for estimating commercial moves? ..... 4.21

        On-Site Estimates ..... 4.22

        Conducting a Commercial On-Site Estimate..... 4.22

        How should I conduct a commercial on-site estimate? ..... 4.22

        Can I charge extra for moving large, fragile, or expensive pieces?..... 4.23

    Confirming the Move ..... 4.24

        When should I confirm the move with the Customer? ..... 4.24

        Do I always confirm a move by sending a Pre-move Letter to the Customer? ..... 4.25

    Incoming Call – Commercial Sample Script ..... 4.26

    Receiving a Call..... 4.26

    Rate Information..... 4.26

    Scheduling the Move ..... 4.27

    Residential Estimate ..... 4.30

    Residential Estimate Cover Letter ..... 4.31

    Residential Estimate Expense Sheet..... 4.32





# Table of Contents

Residential Move Tally Sheet..... 4.33

Revision to Estimate..... 4.35

Commercial Estimate Expense Sheet..... 4.36

Commercial Tally Sheet (Option 1) ..... 4.37

Commercial Tally Sheet (Option 2) ..... 4.39

Pre-Move Confirmation Letter/Commercial ..... 4.43

Pre-Move Confirmation Letter/Local ..... 4.45

Pre-Move Confirmation Letter/Weight and Mileage Move ..... 4.47

Moving Into a Storage Unit? May We Suggest..... 4.49

Scheduling Worksheet..... 4.50

Employee Schedule ..... 4.51

Release of Liability..... 4.52

Moving Service Agreement..... 4.53

“Movers Who Care®” Move Sheet..... 4.54

**Residential Moving Day ..... 5.1**

Customer Relations..... 5.1

    What are good moving manners? ..... 5.1

    Where should we park our trucks when we arrive at a moving site? ..... 5.1

    What should we do when we first arrive on a job? ..... 5.2

Mover Safety ..... 5.3

    Are there any guidelines to protect Movers from injuring their backs? ..... 5.3

    What about being safe when moving during inclement weather? ..... 5.4

Moving Special Items..... 5.4

    Are there tips for moving special items? ..... 5.4

        Air Conditioners ..... 5.4

        Aquariums ..... 5.4

        Beds and Hide-a-Beds ..... 5.5

        Computers..... 5.5

        Copiers..... 5.5

        Dressers ..... 5.5

        Floor Coverings – Linoleum..... 5.5

        Freezers and Refrigerators (upright)..... 5.6

        Freezer (chest type)..... 5.6

        Grandfather Clock ..... 5.6

        Marble, Glass, or Slate ..... 5.7

        Oriental Rugs..... 5.7

        Partitions..... 5.7

        Particleboard..... 5.7



## Table of Contents

Pianos – Console .....	5.8
Pianos – Grand.....	5.8
Pianos – Uprights.....	5.9
Pianos and Stairs.....	5.9
Washers and Dryers .....	5.9
<b>Commercial Moving Day .....</b>	<b>5.11</b>
Customer Relations.....	5.11
What are good moving manners? .....	5.11
Where should we park our trucks when we arrive at a commercial moving site? .....	5.11
What should we do when we first arrive on a job? .....	5.12
Mover Safety .....	5.13
Are there any guidelines to protect Movers from injuring their backs? .....	5.13
How can I move safely during inclement weather?.....	5.14
Moving Special Items.....	5.14
Are there tips for moving special items? .....	5.14
Air Conditioners .....	5.15
Aquariums .....	5.15
Computers.....	5.15
Copiers.....	5.15
Fireproof Safes.....	5.16
Floor Coverings – Linoleum.....	5.16
Freezers and Refrigerators (upright).....	5.16
Freezer (chest type).....	5.16
Grandfather Clock .....	5.16
Marble, Glass, or Slate .....	5.17
Oriental Rugs .....	5.17
Partitions.....	5.17
Particleboard.....	5.17
<b>Packing and Unpacking .....</b>	<b>6.1</b>
Packing Household Goods.....	6.1
How much should we charge for packing Customers’ belongings?.....	6.1
How do we estimate the cost of a packing job?.....	6.1
Why are first impressions important when we arrive at a Customers’ packing site? .....	6.1
How should Packers prepare for packing? .....	6.1
What packing materials and supplies should Packers take with them?.....	6.2
What should Packers do when they arrive at a Customers’ site? .....	6.4



## Table of Contents

What else should Packers do to provide Customer service that exceeds the Customer's expectations? .....	6.4
What other "rules of thumb" do Packers need to keep in mind when packing the Customer's belongings? .....	6.5
Kitchen.....	6.6
When packing kitchen items, where is the best place to pack? .....	6.6
What is the best way to wrap items in paper? .....	6.6
What is the safest way to pack kitchen items? .....	6.6
General Rules .....	6.6
Dishpack .....	6.7
Cups .....	6.7
Small Appliances .....	6.8
Utensils .....	6.8
Boxed Food.....	6.8
Spices/Canned Goods .....	6.8
Canister Sets .....	6.8
Living Room and Dining Room .....	6.9
What is the best way to pack items in the living and dining rooms?.....	6.9
China Cabinet or Hutch .....	6.9
Lamps .....	6.9
Lampshades: .....	6.10
Bedrooms and Bathrooms.....	6.10
What is the best way to pack items in bedrooms and bathrooms? .....	6.10
Bedroom Closets.....	6.10
Curtains and Draperies .....	6.10
Hats.....	6.10
Shoes.....	6.10
Mattresses and Box Springs .....	6.11
Pictures and Mirrors .....	6.11
Miscellaneous Items .....	6.11
Money, Jewels, Stamps, and Bonds.....	6.11
Drawers.....	6.11
Bathrooms.....	6.11
Family Room .....	6.12
Are there special instructions for packing items in the family room or den? .....	6.12



*Table of Contents*

Books .....6.12

Phonographs .....6.12

CD Players .....6.12

DVD Players .....6.12

VCR's .....6.13

Computers.....6.13

Toys .....6.13

Basement and Garage .....6.13

    What is the best way to pack tools and equipment in the basement and/or garage? .....6.13

    Workbench Tools .....6.13

    Detergent, Irons, and Ironing Boards.....6.14

    Flammable Items and Aerosol Cans .....6.14

    Garden Tools .....6.14

    What should the Packers do when they have finished packing the Customer's belongings?  
    .....6.14

**Packing and Unpacking .....6.15**

    Packing Commercial Goods .....6.15

        How much should we charge for packing Customers' belongings?.....6.15

        How do we estimate the cost of a commercial packing job?.....6.15

        Why are first impressions important when we arrive at a Customers' packing site?.6.15

        How should Packers prepare for packing? .....6.15

        What packing materials and supplies should Packers take with them?.....6.16

        What should Packers do when they arrive at a Customers' site? .....6.18

    What else should Packers do to provide Customer service that exceeds the Customer's expectations? .....6.19

    What other "rules of thumb" do Packers need to keep in mind when packing the Customer's belongings? .....6.19

    What is the best way to pack office items?.....6.20

        Small Appliances.....6.20

        Lamps .....6.20

        Lampshades .....6.21

        Pictures and Mirrors .....6.21

        Money, Jewels, Stamps, and Bonds.....6.21



Table of Contents

Bathrooms.....6.21

Books.....6.21

CD Players.....6.21

Files.....6.22

DVD Players.....6.22

VCR's:.....6.22

Computers.....6.22

Flammable Items and Aerosol Cans.....6.22

What should the Packers do when they have finished packing the Customer's belongings?  
.....6.23

    Box Guide.....6.24

    Box Invoice.....6.25

    Commercial Packing Supplies Guide.....6.26

    Packing Supplies Guide.....6.27

    Ten Excuses for Getting Out of Packing!.....6.28

    Ten Excuses for Getting Out of Packing! (with Box Guide).....6.29

**Loading and Unloading a Truck.....7.1**

    Loading.....7.1

        Is there a specific way in which my Employees should load a truck?.....7.1

        What is the best way to load a truck?.....7.1

    Unloading.....7.4

        What is a safe way to unload a truck?.....7.4

        What are some key points that will help my Employees safely load and unload a truck?  
.....7.5

    Recommendations to Customers for Loading and Unloading.....7.6

**Damage Prevention & Control.....8.1**

    Damage Prevention.....8.1

        Can I prevent all damages?.....8.1

    Damage Control.....8.1

        What are the components of an effective damage control system?.....8.1

        How can I effectively control expenses related to damage?.....8.5

    Spot Checks.....8.5

        What is the purpose of conducting Spot Checks?.....8.5



# Table of Contents

What is the best method to conduct Spot Checks?..... 8.6

How should I explain my presence to the Customer? ..... 8.6

What kinds of things should I observe as I conduct a Spot Check? ..... 8.6

Look in the Truck ..... 8.7

Look at the Moving Site ..... 8.7

Communication and Teamwork ..... 8.7

Moving..... 8.8

What are some of the most common mistakes Movers make?..... 8.8

Movers' Most Common Mistakes ..... 8.9

What if I observe a problem during a Spot Check?..... 8.10

How long should I stay on-site doing a Spot Check? ..... 8.10

What do I do with the information obtained from the Spot Checks? ..... 8.10

Handling Damages..... 8.10

Why is Customer service important when handling damages? ..... 8.10

What should I do when a Customer calls to report a damage?..... 8.11

What information does my staff need to have about handling damages? ..... 8.11

What are the guidelines for handling damages? ..... 8.12

Are there any guidelines for settling damages? ..... 8.13

    Repairable Items ..... 8.13

    Unrepairable Items..... 8.13

Are there some Do's and Don'ts for settling damages? ..... 8.14

Customer Service..... 8.15

    What about the chronic complainer? ..... 8.15

    How can I tell if I have a chronic complainer? ..... 8.15

    What is the best way to deal with a chronic complainer?..... 8.16

        Spot Check Evaluation ..... 8.17

        Damage Report ..... 8.21

        Weekly Damage Summary ..... 8.22

        Damage Receipt..... 8.23

        Damage Log..... 8.24

        Previous Damage Report ..... 8.25

**Safety..... 9.1**

    Organizing a Safety Program..... 9.1

        How do I organize a safety program? ..... 9.1



## Table of Contents

Safety Manager .....	9.1
How do I select a Safety Manager? .....	9.1
What are the Safety Manager's responsibilities? .....	9.1
Creating a Safe Work Environment.....	9.2
What are some ways to create a safe environment? .....	9.2
Maintaining a Safe Work Environment.....	9.3
How do I maintain a safe work environment? .....	9.3
Are there any general workplace safety guidelines?.....	9.4
Risk Management .....	9.4
What are some risk management measures? .....	9.4
How can I make the exterior of my building safer?.....	9.5
How can we increase safety with Customers?.....	9.6
Safe Moves .....	9.6
What are the guidelines for safely parking the truck at Customers' premises?.....	9.6
What are some tips for lifting safely?.....	9.7
How should we safely prepare the work environment when moving?.....	9.7
Why is good communication part of a safe move?.....	9.8
What are the guidelines for walking on ice? .....	9.8
Preventing Workplace Violence .....	9.9
What is the best way to prevent violence in the workplace? .....	9.9
Injuries .....	9.10
How do we avoid on-the-job injuries? .....	9.10
What should I do if an Employee is injured on the job? .....	9.11
Injury Reporting.....	9.11
Injury Follow Up .....	9.11
Injury Information Sheet.....	9.12
<b>Customer Service Representative Handbook (Sample) .....</b>	<b>10.1</b>
<b>Mover's Handbook (Sample).....</b>	<b>11.1</b>



Table of Contents

What about a bonus program? ..... 3.3

Employee Benefits ..... 3.4

    What about my Employee benefits program? ..... 3.4

    What benefits must I provide my Employees? ..... 3.5

    What is COBRA? ..... 3.6

    When does COBRA apply to my business? ..... 3.7

    Who has the responsibility of notifying Employees about COBRA? ..... 3.7

    What forms do I need to administer COBRA? ..... 3.7

**Recruiting Employees ..... 4.1**

    Recruiting Objectives ..... 4.1

        Why do I need to recruit Employees? ..... 4.1

        When should I recruit Employees? ..... 4.1

        When, during the day, should I accept applications? ..... 4.1

        What are the objectives of recruitment? ..... 4.2

    Recruiting Methods ..... 4.2

        What are some of the best methods for recruiting Employees? ..... 4.2

            Current Employees ..... 4.2

            Former Employees ..... 4.2

            Other Businesses ..... 4.3

            Job Fair ..... 4.3

            Classified Ads in Newspapers ..... 4.3

            Employer of Choice ..... 4.4

            Temporary Employment Services ..... 4.5

            Other Sources ..... 4.6

        How do I write a recruitment ad? ..... 4.6

        How can I track recruitment ads? ..... 4.7

**The Interview Process ..... 5.1**

    Pre-Screening Applicants ..... 5.1

        Why should I pre-screen applicants? ..... 5.1

        How do I pre-screen applicants? ..... 5.1

        What should I say to applicants during the pre-screening? ..... 5.1

        What are the Telephone Pre-Screening Questions? ..... 5.3

        What if I decide the candidate is *not right* for the job during the Pre-Screening? ..... 5.3





# Table of Contents

What if the candidate seems *right* for the job during the Pre-Screening? ..... 5.3

Scheduling the Interview ..... 5.4

    What should I tell the candidate when I schedule an interview? ..... 5.4

    How do I handle walk-ins? ..... 5.4

    How should I schedule interviews? ..... 5.5

On-Site Interviews ..... 5.5

    Why conduct on-site interviews? ..... 5.5

    How should I prepare for the interview? ..... 5.5

    What should I observe about the candidate while they are in the office? ..... 5.5

    What are some ideas for beginning the interview? ..... 5.6

    Can I terminate the interview at this point? ..... 5.7

    What can help me when considering a job applicant? ..... 5.7

    Can I test the applicant? ..... 5.8

    How should I conduct an in-depth interview? ..... 5.8

    What questions and areas should I avoid during interviews with candidates? ..... 5.9

    How can I safely ask job candidates questions? ..... 5.13

    What are appropriate reasons for not hiring a candidate? ..... 5.15

    What questions should I ask during an in-depth interview? ..... 5.15

    What information should I provide to job applicants? ..... 5.15

    How should I close the interview? ..... 5.16

Telephone Pre-Screening Questions ..... 5.17

Employment Application ..... 5.18

Driver’s Application ..... 5.21

Assessing the Application ..... 5.25

Suggested Questions for In-Depth Interview ..... 5.26

In-Depth Interview Questions ..... 5.27

In-Depth Interview Answer Sheet ..... 5.28

## **The Hiring Process ..... 6.1**

Checking References ..... 6.1

    Why is it important to check an applicant’s references? ..... 6.1

    What information should I request when checking references? ..... 6.1

Selecting the Best Person ..... 6.2

    How do I decide the right person for the job? ..... 6.2

    What should I do after making my hiring decision? ..... 6.3

    What else should I do before the new Employee starts work? ..... 6.3



**Training Your Staff.....7.1**  
New Employee Orientation ..... 7.1  
    Why is the orientation of new Employees important?..... 7.1  
    What makes for a successful Employee orientation? ..... 7.1  
Staff Training..... 7.4  
    Why is it important to provide ongoing training for my Employees? ..... 7.4  
    What kind of training should I provide?..... 7.4  
    What should I do to prepare for training?..... 7.5  
    Are there general training principles to make training more effective? ..... 7.5  
    What steps are necessary to conduct an effective training program? ..... 7.6  
    Can I use meetings as an opportunity to train Employees? ..... 7.7  
    What does it take to be a good trainer? ..... 7.8  
New Employee Checklist ..... 7.9  
Confidentiality and Non-Competition Agreement ..... 7.10  
Employee Agreement ..... 7.12  
Employee Payroll Information..... 7.14  
Employee Emergency Information ..... 7.15  
Employee Schedule ..... 7.16

**Motivating and Rewarding Employees.....8.1**  
Motivating Your Team ..... 8.1  
    Who is responsible for motivating Employees? ..... 8.1  
    Can I use the same techniques to motivate everyone?..... 8.1  
    How do I motivate my Team ? ..... 8.1  
    What do people want from their jobs?..... 8.3  
Rewarding Your Team ..... 8.4  
    How can I reward and recognize my Employees? ..... 8.4  
Know Your Team Worksheet..... 8.6

**Reviewing Employee Performance.....9.1**  
Performance Reviews ..... 9.1  
    When should I tell Employees about performance expectations? ..... 9.1



Table of Contents

Why are performance reviews important? ..... 9.1

Why should I give feedback to Employees? ..... 9.1

How often should I conduct formal reviews? ..... 9.2

Are there general guidelines for conducting reviews? ..... 9.2

How do I prepare for performance reviews? ..... 9.3

How should I schedule the meeting with the Employee? ..... 9.4

How can Employees prepare for their performance review? ..... 9.4

Are there steps I can follow when conducting a performance review? ..... 9.5

What if the Employee and I disagree about performance? ..... 9.6

Are there things I need to know about documenting Employee performance? ..... 9.7

Coaching Employees ..... 9.8

    Why coach Employees? ..... 9.8

    What are the goals of coaching? ..... 9.8

    What are the key factors of an effective coaching session? ..... 9.8

    When should I coach my Team ? ..... 9.9

    What else do I need to remember about coaching? ..... 9.9

Employee Evaluation ..... 9.10

Corrective Action Memo ..... 9.11

Employee Statistics Breakdown ..... 9.12

Employee Time Off Request ..... 9.13

Personal Tardiness Report ..... 9.14

Personal Absences ..... 9.15

Spot Check Evaluation ..... 9.16

Trainee Evaluation ..... 9.20

**Disciplinary Action and Termination ..... 10.1**

Performance problems ..... 10.1

    What are some possible reasons for job performance problems? ..... 10.1

    What should I do when a performance problem occurs? ..... 10.1

Disciplinary Action ..... 10.2

    Why discipline? ..... 10.2

    What is progressive discipline? ..... 10.2

    What is the first step in a progressive discipline system? ..... 10.3

    When do I give a written warning? ..... 10.3

    Can suspension be used as a form of discipline? ..... 10.4

    Should I require an Employee to sign a corrective action notice? ..... 10.4



## *Table of Contents*

Termination .....	10.5
What is voluntary termination (resignation)? .....	10.5
When might involuntary termination (firing) be used? .....	10.5
What actions might warrant immediate termination?.....	10.6
Is there a systematic approach to termination?.....	10.6
Who can file for unemployment compensation benefits? .....	10.7
What is the value of performing exit interviews?.....	10.7
How do I conduct an exit interview?.....	10.8
Termination Checklist .....	10.9
Departing Employee Report .....	10.10
<b>Personnel Records .....</b>	<b>11.1</b>
Why maintain personnel records? .....	11.1
What Employee records must I keep? .....	11.1
How long should I retain Employee records?.....	11.2
What goes into an Employee's personnel file?.....	11.2
<b>Employee Handbook.....</b>	<b>12.1</b>



## Pre-Opening Manual

### Table of Contents

<b>Franchise Relations .....</b>	<b>1.1</b>
Purpose .....	1.1
What is the purpose of this manual?.....	1.1
Mission Statement .....	1.1
What is the <b>TWO MEN AND A TRUCK®</b> Mission Statement?.....	1.1
Why is the <b>TWO MEN AND A TRUCK®</b> Mission Statement important? .....	1.2
Core Purpose and Core Values.....	1.2
What is <b>TWO MEN AND A TRUCK®</b> 's Core Purpose and Core Values?.....	1.2
Why do we have Core Purpose and Core Values? .....	1.3
Franchising as a Business Strategy.....	1.3
What is the purpose of business?.....	1.3
What is franchising? .....	1.3
What are the advantages of franchising?.....	1.4
What is a “brand”?.....	1.4
How does “brand” advance a business? .....	1.5
How does franchising capitalize on the “brand” advantage? .....	1.5
What is an operating system? .....	1.5
Who benefits from the operating system? .....	1.6
Customer Service.....	1.7
How do I get Customers to need and value my service?.....	1.7
How do I build trust with my Customers?.....	1.7
How does the <b>TWO MEN AND A TRUCK®</b> operating system increase trust with Customers? .....	1.8
How does word-of-mouth influence the need for <b>TWO MEN AND A TRUCK®</b> services?.....	1.8
Why is it important for Franchisees to comply with the <b>TWO MEN AND A TRUCK®</b> operating system? .....	1.10
Will I receive ongoing support from my <b>TWO MEN AND A TRUCK®</b> Home Office? .....	1.10
The Franchise Relationship .....	1.11
Why is it important for <b>TWO MEN AND A TRUCK®</b> and Franchisees to speak the same language?.....	1.11
Do I own the franchise?.....	1.11
Can Franchisors sell franchises?.....	1.12



*Table of Contents*

What is my relationship with **TWO MEN AND A TRUCK**? ..... 1.13  
 What does the franchise fee cover? ..... 1.14  
 What are royalty fees? ..... 1.14  
 What is the Advertising Fund? ..... 1.15  
 Why is it important for **TWO MEN AND A TRUCK** to maintain a  
 Customer-driven culture? ..... 1.15

**Your Home Office Support & Services ..... 2.1**

First Gear Pre-Training ..... 2.1  
 When does First Gear Pre-Training begin? ..... 2.1  
 What is the First Gear Timeline? ..... 2.1  
 Organization Chart ..... 2.2  
 Who do I call for help? ..... 2.2  
 Licensing Department ..... 2.4  
 What is the responsibility of the Licensing Department? ..... 2.4  
 What is the Participating Supplier Program? ..... 2.4  
 Corporate Relations Department ..... 2.5  
 What role does the TEAM play? ..... 2.5  
 How will my Franchise Business Consultant help me? ..... 2.5  
 In what other ways will my Franchise Business Consultant assist me when getting  
 started? ..... 2.6  
 Will my Franchise Business Consultant provide ongoing support? ..... 2.6  
 Training Department ..... 2.7  
 What is **STICK MEN UNIVERSITY** and how do I sign-up to attend? ..... 2.7  
 What is the **TWO MEN AND A TRUCK** Mentor Program? ..... 2.7  
 Where do I obtain **TWO MEN AND A TRUCK** forms? ..... 2.8  
 Marketing Department ..... 2.9  
 How can the Marketing Department help me? ..... 2.9  
 How do I advertise my **TWO MEN AND A TRUCK** business? ..... 2.9  
 Should I advertise in my local Yellow Pages directory? ..... 2.9  
 Who helps me with my Grand Opening? ..... 2.10  
**PRO SHOP** ..... 2.10  
 How do I order uniforms and other items with the **TWO MEN AND A TRUCK**  
 logo? ..... 2.10  
 What about special orders? ..... 2.11  
 How long does it take to get bulk orders? ..... 2.11



## Table of Contents

Can I use gift certificates at the <b>PRO SHOP</b> ?	2.11
Computer Department	2.11
How do I set up my computer?	2.11
Accounting Department	2.12
<b>First Gear Pre-Opening Timeline</b>	<b>3.1</b>
What is the First Gear Pre-Opening Timeline?	3.1
What is the best way to use the Pre-Opening Timeline?	3.1
How will the Pre-Opening Timeline help me reach my goals?	3.2
Pre-Opening Timeline	3.3
<b>Professional Services &amp; Site Requirements</b>	<b>4.1</b>
Real Estate Services	4.1
Who can help me select a site for my TWO MEN AND A TRUCK® business?	4.1
What do I need to know about real estate brokers?	4.1
Site Criteria	4.2
What are the criteria for selecting a site?	4.2
What is a TWO MEN AND A TRUCK® Marketing Area?	4.3
Space Requirements	4.3
How much office space will I need?	4.3
What about the interior space of my office?	4.4
What else do I need to consider when selecting my business site?	4.4
How can I protect myself before I sign a lease?	4.5
Legal Services	4.6
Will I need legal services?	4.6
What do I name my business?	4.6
Banking Services	4.7
What banking arrangements do I need to make?	4.7
What insurance policies are required?	4.7
Accounting Services	4.9
Do I need an accountant?	4.9
Outsourcing Payroll	4.10
Should I “outsource” my payroll and benefits administration?	4.10
Temporary Employment Services	4.11



## Table of Contents

Should I use a temporary employment service to find Employees?.....	4.11
<b>Opening Supplies.....</b>	<b>5.1</b>
What is a Start-Up Kit and when will I get one?.....	5.1
What are the Operations Manuals?.....	5.1
What's included in the Training Videos?.....	5.2
What is the <b>STICK MEN UNIVERSITY®</b> Resource Library?.....	5.2
Office Equipment and Supplies.....	5.3
What office equipment and supplies do I need to purchase to open my <b>TWO MEN AND A TRUCK®</b> office? .....	5.3
Office Equipment .....	5.3
Office Supplies .....	5.4
Moving Boxes .....	5.5
Moving Supplies.....	5.5
<b>Hiring Opening Staff- Suggestions.....</b>	<b>6.1</b>
Job Descriptions .....	6.1
What personnel should I consider hiring? .....	6.1
Customer Service Representative – Job Responsibilities.....	6.2
Driver – Job Responsibilities.....	6.4
Mover – Job Responsibilities .....	6.6
Recruiting Employees .....	6.8
Why is recruiting Employees so important?.....	6.8
How often do I need to recruit Employees? .....	6.8
When, during the day, should I accept applications? .....	6.8
What are the objectives of recruitment?.....	6.8
Methods of Recruiting Employees .....	6.9
What are some of the best methods for recruiting Employees? .....	6.9
How do I write a recruitment ad? .....	6.12
How can I track recruitment ads?.....	6.13
Employment Advertisement Samples .....	6.14
Recruitment Ads.....	6.14
Recruitment Tracking Form .....	6.15
Screening Applicants.....	6.16





Table of Contents

How do I pre-screen applicants? .....6.16
How should I schedule interviews? .....6.16
How do I handle walk-ins?.....6.16
Interviewing Applicants .....6.17
What should I remember when interviewing a job applicant? .....6.17
What are the minimum requirements I should expect when hiring a TWO MEN AND A TRUCK® Employee? .....6.17
What is an Employee personnel file and what information goes into it? .....6.18
What tax forms must be completed by newly hired Employees?.....6.18
Grand Opening .....7.1
Why have a Grand Opening?.....7.1
How do I get started?.....7.1
How do I plan for my Grand Opening? .....7.1
Grand Opening Plan .....7.2
Networking .....7.4
What is “networking” and how does it work? .....7.4
What are some ways I can begin networking? .....7.4
How can I determine which organizations are best to join?.....7.5
Should I make personal visits to market my Franchise? .....7.5
How do I find vendors to repair damages to Customers’ property?.....7.5
Advertising .....7.6
What is the best way to advertise when I first open my TWO MEN AND A TRUCK® business? .....7.6
Civic or Charity Event.....7.7
How can I get involved with a civic or charity event? .....7.7
Public Relations.....7.8
Why should I be concerned with building public relations? .....7.8
What are the benefits of public relations? .....7.8
How do I compile a media list? .....7.8
Obtaining Media Coverage? .....7.9
How do I send a press release?.....7.10
How do I maintain press relations after the Grand Opening? .....7.10
How do I write a news release? .....7.10
Grand Opening Ribbon-Cutting Ceremony.....7.11



## *Table of Contents*

V.I.P. Reception .....	7.13
<b>Policies.....</b>	<b>8.1</b>



# All About Trucks And Equipment Manual

## Table of Contents

**Truck Requirements .....1.1**

- Introduction..... 1.1
  - What is the purpose of this manual?..... 1.1
  - Why is an entire manual dedicated to trucks? ..... 1.1
- Truck Requirements ..... 1.2
  - What do I need to know before I purchase or lease my trucks? ..... 1.2
  - How can I make sure I have all of the licenses and permits  
required to operate my **TWO MEN AND A TRUCK®** vehicles? ..... 1.2
  - What if my office does not have a parking area large enough to store my trucks? ..... 1.3
  - What insurance is required to cover my vehicles and Customer’s property?..... 1.3
  - Do these policies need to name any additional insured? ..... 1.4
  - Do I really need all of this insurance? ..... 1.4

**Obtaining a Truck.....2.1**

- Purchase vs. Lease .....2.1
  - Should I purchase or lease my trucks?.....2.1
  - What are the benefits of buying my trucks? .....2.1
  - What are the advantages of leasing trucks? .....2.2
  - What are the disadvantages of leasing trucks? .....2.4
- Lease versus Purchase Glossary of Terms.....2.5
- Truck Brands .....2.7
  - What name brand of truck should I purchase? .....2.7
- Engine Type.....2.7
  - Which engine is best—diesel or gas? .....2.7
- Transmission.....2.8
  - Which transmission is best—manual or automatic? .....2.8
- Rear Axle.....2.8
  - What about the rear axle—single or two speed? .....2.8



Table of Contents

Do I need to conduct “in-house” inspections?.....4.4

What “in-house” inspections should we conduct? .....4.5

Performing Vehicle Inspections.....4.6

    How do I perform vehicle inspections? .....4.6

    How do I perform safety checks on my trucks?.....4.6

        Cab.....4.6

        Cab/Body .....4.7

        Frame .....4.8

        Exhaust .....4.9

        Brakes .....4.9

        Parking Brake .....4.10

        Lights .....4.10

        Engine Compartment.....4.10

        Cargo Area.....4.11

        Wheels/Tires.....4.11

Equipment Preventive Maintenance Program .....4.13

    Why do I need to have a preventive maintenance program for my equipment?.....4.13

    What is the best way to inspect and maintain my equipment? .....4.13

        Appliance Dollies .....4.14

        4 Wheel Dollie.....4.16

        Box Dollie.....4.17

        Piano Board .....4.17

        Cargo Straps/Tie Downs.....4.18

Equipment Manager Job Responsibilities .....4.19

Truck Specifications .....4.20

Truck Maintenance Record.....4.21

Driver’s Daily Checklist .....4.22

Driver’s Daily Checklist (Option 2) .....4.23

Weekly Truck Inspection.....4.24

Monthly Truck Safety Checklist.....4.26

Monthly Equipment Safety Checklist.....4.28

End Of Move Customer Checklist .....4.30

Ratchet Assembly Repair Instructions.....4.31

Ratchet Assembly Repair Diagram.....4.33



TWO MEN AND A TRUCK.

---

## *Table of Contents*



**Forms Instructions (Section 1)**

**TWO MEN AND A TRUCK® Forms** .....1.1

    Two types of **TWO MEN AND A TRUCK®** forms .....1.1

    How and where to request forms .....1.1

    How are forms requests processed? .....1.1

Move Sheet Order Form .....1.3

**Optional Forms (Section 2)**

Certification of Road Test.....2.1

Completed Move Follow up (Option 1) ..... 2.2

Completed Move Follow up (Option 2) .....2.3

Confidentiality & Non-Competition Agreement .....2.4

Corrective Action Memo .....2.6

Damage Log.....2.7

Departing Employee Form.....2.8

Driver Statement of On Duty Hours .....2.9

Driver’s Daily Checklist (Option 1) .....2.10

Drivers Daily Checklist (Option 2)..... 2.11

Driver’s Employment Application.....2.12

Drivers End of Day Inspection ..... 2.16

Employee Deduction..... 2.17

Employee Emergency Information ..... 2.18

Employee Evaluation ..... 2.19

Employee Payroll Information..... 2.20

Employee Schedule.....2.21

Employee Statistics Breakdown ..... 2.22

Employee Time Off Request ..... 2.23

Employment Application ..... 2.24

Exemption Log.....2.27

General Information Sheet..... 2.28

Injury Information Sheet..... 2.29

Interview Sheet ..... 2.30

Monthly Equipment Safety Checklist.....2.31

Monthly Truck Safety Checklist..... 2.33

Mover’s Interview Questions.....2.35

Moving Fee Envelope Option 1 .....2.37

Moving Fee Envelope Option 2.....2.38

Negative Feedback.....2.39

Pay Adjustment..... 2.40

Personal Absences ..... 2.41

Personal Tardiness Report ..... 2.42

Petty Cash ..... 2.43



Rate Schedule.....2.44  
 Road Test .....2.45  
 Scheduling Worksheet .....2.47  
 Spot Check Evaluation.....2.48  
 Trainee Evaluation .....2.52  
 Trainer’s Itinerary .....2.53  
 Truck Maintenance Record.....2.57  
 Truck Specification.....2.58  
 Violations of Certifications.....2.59  
 Weekly Damage Summary .....2.60  
 Weekly Truck Inspection.....2.61

**Customer Forms (Section 3)**

Box Guide .....3.1  
 Box Invoice (Option 1) .....3.2  
 Box Invoice (Option 2) .....3.3  
 Business Card A.....3.4  
 Business Card B.....3.5  
 Business Card Backer .....3.6  
 Commercial Employee Packing Instructions.....3.7  
 Commercial Employee Workstation/Furniture Placement Instructions .....3.10  
 Commercial Estimate Cover Letter .....3.11  
 Commercial Estimate Expense Sheet .....3.12  
 Commercial Label Placements .....3.13  
 Commercial Packing Supplies Guide .....3.14  
 Commercial Pre-move Instructions .....3.15  
 Commercial Tally Sheet- (Option 1) .....3.16  
 Commercial Tally Sheet- (Option 2) .....3.18  
 Damage Receipt.....3.22  
 Damage Report .....3.23  
 End of Move Checklist .....3.24  
 Final Overdue Account Notice .....3.25  
 Horizontal Multiple Location Business Card A.....3.26  
 Horizontal Multiple Location Business Card B.....3.27  
 Invoice.....3.28  
 Money Saving Tips.....3.29  
 Moving into a storage unit? May we suggest?.....3.30  
 Moving Services Agreement.....3.31  
 “Movers Who Care” Move Sheet.....3.32  
 Overdue Account Notice.....3.33  
 Packing Supplies Guide .....3.34



Packing Tips.....3.35  
Pre-move Confirmation Letter/Commercial .....3.36  
Pre-move Confirmation Letter/Local.....3.38  
Pre-move Confirmation Letter /Weight & Mileage.....3.40  
Previous Damage Report .....3.42  
Release of Liability .....3.43  
Residential Estimate.....3.44  
Residential Estimate Cover Letter .....3.45  
Residential Estimate Expense Sheet .....3.46  
Residential Move Tally Sheet.....3.47  
Residential Moving Estimate.....3.49  
Residential Pack Sheet.....3.51  
Residential Pre-move Checklist.....3.52  
Revision to Estimate .....3.53  
Satisfaction of Repair.....3.54  
Standard Envelope .....3.55  
Standard Fax Cover Template .....3.56  
Standard Letter Head Template .....3.57  
Standard Memo Template.....3.58  
Take With Me Inventory.....3.59  
Ten Excuses/Box Guide.....3.60  
Ten Excuses For Getting Out of Packing .....3.61  
Vertical Multiple Location Business Card A.....3.62  
Vertical Multiple Location Business Card B .....3.63  
Vertical Multiple Location Business Card Backer .....3.64





TWO MEN AND A TRUCK.

---

*Table of Contents*