



## The Importance of Quality Cadence Calls

Hello Team,

As the Vice President of Health, Safety, Environmental, and Quality here at Integrated Water Services, I want to emphasize the crucial role that our weekly quality cadence meetings play in upholding our standards. Our mission to deliver top-tier, safe water management facilities depends on our relentless commitment to quality, and these meetings are central to that pursuit. Through these calls, we apply the FranklinCovey 4DX (4 Disciplines of Execution) model to keep us focused, accountable, and driven by clear, actionable goals.

### Why We Do the Quality Cadence Calls

The 4DX model supports our commitment to quality through:

1. **Focus on the Wildly Important:** Our paramount goals are safety and quality. These cadence calls help us center our efforts on these priorities, enabling each of us to understand, internalize, and drive towards them consistently.
2. **Act on Lead Measures:** Quality cadence meetings aren't just for checking off completed tasks; they help us act on proactive measures that drive quality. We analyze, adjust, and anticipate, so we're not only meeting standards but setting new benchmarks.
3. **Keep a Compelling Scoreboard:** The quality scoreboard allows us to track our progress visibly and transparently. This tool reveals areas of success and those needing adjustment, keeping us informed, focused, and accountable as a team.
4. **Create a Cadence of Accountability:** These calls give us a structured forum to commit to quality actions, both individually and collectively. By holding each other accountable, we're building a culture where every team member plays a part in delivering excellence.

### Why Your Engagement is Essential

1. **Strengthening Relationships Across Divisions:** These meetings foster communication, connection, and understanding across divisional lines. Together, we're building a cohesive team working toward shared quality goals.
2. **Enhancing Teamwork and Mutual Support:** Quality cadence calls are a platform for collaboration and problem-solving. By attending, you demonstrate your commitment to our mission and support your teammates in doing the same.
3. **Driving Accountability and Continuous Improvement:** Engaging in these calls means committing to continual progress, safety, and high standards. Each meeting is an opportunity to address challenges, share insights, and ensure we're all equipped with the right tools, systems, and support for quality outcomes.
4. **Maintaining a Clear Quality Scoreboard:** The scoreboard provides a measure of where we're excelling and where we need to make corrections. This visual reminder is crucial in helping us adapt quickly to stay on track and prevent potential issues before they arise.

### A Note on Tensions and Moving Forward

If you've been hesitant to attend these meetings because the first few were tense or even slightly combative, I understand. This is a normal part of team dynamics when we first come together to openly address our concerns and fears. However, we've moved past that initial phase, and the meetings have become much more constructive. We're already seeing improvements on the quality scoreboard, thanks to the engagement and insights shared in these discussions.

It is mandatory that all field services superintendents and project managers attend these meetings. Please ensure your attendance going forward so that we can achieve complete participation and engagement from every member of our team. Together, we can continue building on this foundation, delivering excellence, and ensuring quality in everything we do.



Each team member will have 5 minutes to cover their projects, with no exceptions to this rule out of respect for all participants. Superintendents will represent their respective projects, while Project Managers are there to observe and provide additional context or depth as needed. If you require more than 5 minutes, you are welcome to stay after the call to continue, or a separate call can be scheduled. If you have pressing business that prevents you from attending the entire call, you may go first to present your updates and then return to work. If an important engagement occasionally prevents you from attending this call, a one-on-one meeting must be completed by the end of the day on Thursday.

Best regards,



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VICE PRESIDENT HSEQ

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