



## SERVICE QUALITY PLAYBOOK



SENDING PEOPLE HOME **SAFE** SINCE 1991.

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[SafetyManagementGroup.com](http://SafetyManagementGroup.com)

## Why this Playbook Exists

At SMG, we believe that high-quality service isn't something extra we provide.

### **High-quality service *is* the work.**

It's how we build relationships. It's how we earn trust. It's how we make a lasting impact, not just for today's job, but for every project that follows.

This isn't a rulebook. It's not a checklist. This is a **Service Quality Playbook**, a guide to the actions, decisions, and behaviors that help us deliver safety with **professionalism, consistency, and care**.

Trust doesn't just happen. It's built moment by moment through how we show up, how we speak, how we lead, and how we serve. It's built through the quality of service that we provide.

And when we deliver that kind of service clearly, consistently, and with intention, Clients don't just trust us to be there. They trust us to lead.

### **This is how we cultivate such a high level of service quality that we earn that trust.**

## What Can We Learn from Netflix?

You'll see references to Netflix throughout this playbook, not because we're in the streaming business, but because service excellence transcends industry. Netflix succeeds because it delivers consistent, personalized, and reliable experiences at scale—qualities that align closely with how SMG serves our Clients.



By learning from companies that have mastered trust and user experience, we sharpen our own ability to deliver safety leadership that is thoughtful, responsive, and valued.

## Mission Statement

### **Empowering Clients to Keep Workers and the Environment Safe.**

We're here to protect people, support teams, and strengthen safety cultures that last.

To do that, we lean on a clear set of values. They shape how we show up on the job, how we interact with Clients, and how we represent SMG.

## Core Values

**Safety at the Heart:** Sending workers home safe at the end of the day, every day.

**Pursuing Innovation:** We are always striving to learn, evolve, and enhance safety standards, driving better outcomes for our clients and teams.

**Integrity:** We act with honesty, transparency, and the highest ethical standards in every decision and interaction.

**Partners in Safety:** We build relationships with clients to empower them towards long-term EHS success, not to check off a series of boxes.

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***These values aren't separate from service quality. They are service quality.***

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This playbook is about putting them into practice clearly, consistently, and intentionally every time we step on site.

## How We Deliver Service Quality

Delivering service at a high level requires more than technical skill or good intentions. It requires trust and trust is built through how we show up.

At the core of trust are three essential traits:

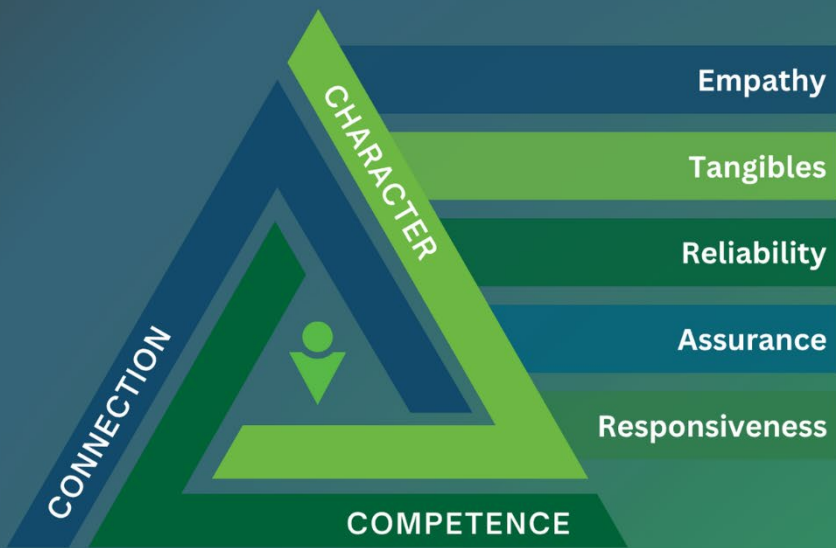
1. **Connection** – how we relate to others with empathy and presence
2. **Character** – how we act with consistency, integrity, and care
3. **Competence** – how we deliver with clarity, knowledge, and follow-through

When all three elements are present, Clients feel confident and supported. When even one is missing, service suffers, and trust erodes.

These traits are more than just abstract ideas. They're what power the Five Pillars of Service Quality:

- **Empathy** and **Tangibles** stem from **Connection**
- **Reliability** and **Assurance** stem from **Character**
- **Responsiveness** and **Assurance** stem from **Competence**

# SMG



## SERVICE QUALITY

## This Is What Clients Experience

When you lead with all three traits, the result is service that feels:

- Thoughtful
- Professional
- Reliable
- Valuable

That's how we earn trust—and how we deliver safety support that's more than just a job. It becomes a partnership.

## **The SMG Way: Strategy. Tactics. Technology.**

Service quality doesn't happen by accident. It's the result of how we think, how we act, and how we deliver.

The SMG Way is our approach to building trust through consistent, thoughtful, and high-performing safety support.

It's how we align our work with what matters most to Clients and how we deliver service that's reliable, valuable, and built to last.

## Strategy: We Think Before We Act

Every engagement begins with strategy. We take time to understand the Client's business, culture, risks, and goals before we design a solution. We don't rush to fix symptoms. We dig into the root causes and build from there.



### **How we use strategy:**

- To evaluate Client needs across operations, people, and processes.
- To align safety with business goals, workforce needs, and risk tolerance.
- To prioritize high-impact actions over box-checking.
- To plan for both short-term wins and long-term results.

We ask questions first. We build context. We connect safety performance to operational performance—because that's what drives meaningful change.

## Tactics: We Make Safety Happen

Strategy matters, but execution wins the day. Tactics are where our planning turns into action. We bring field-tested advisors, reliable processes, and sharp problem-solving to every job site, every project, and every conversation.



### **How we use tactics:**

- To deliver safety services that match the environment, scope, and risk level.
- To guide field crews, coach contractors, and support Client teams directly.
- To conduct meaningful observations, lead investigations, and manage incidents.
- To stay agile and adapt to changes in work conditions, team dynamics, or timelines.

Tactical excellence means being prepared, dependable, and decisive.

It's about showing up with intention, solving problems, and following through. That's what quality service looks like in the field.

## Technology: We Make It Smarter

Technology helps us work faster, think clearer, and lead better. But it only works when it's part of a bigger plan. The SMG Way integrates technology where it adds value—never just for the sake of it.



### **How we use technology:**

- To track real-time safety performance through platforms like VERO.
- To manage contractor compliance and streamline documentation.
- To provide dashboards, reports, and insights that support decision-making.
- To connect field data with leadership-level planning and forecasting.

We don't replace people with tech—we support them. The right tools give our teams and Clients better visibility, faster answers, and more control.

## Why It Matters

The SMG Way keeps us focused, effective, and aligned with what Clients really need. Whether we're on-site for a one-day audit or embedded for the duration of a multi-year project, we use this framework to deliver smarter, safer outcomes.

### It helps us:

- Think long-term while acting in the moment.
- Make data-informed decisions without losing sight of people.
- Solve problems at the root—not just on the surface.
- Build Client trust by showing up with clarity, structure, and purpose.



A photograph of four construction workers standing on a grassy field. They are wearing hard hats and high-visibility safety vests. The image is overlaid with a semi-transparent green filter. The text is centered over the image.

**The SMG Way is  
how we lead.**

**It's how we  
deliver quality.**

**Every time.**

  
**SMG**

## The Power of Culture

The SMG Way gives us the structure—Strategy, Tactics, and Technology—to deliver consistent, high-quality safety leadership. But how we show up within that framework determines our true impact.

### **That's where culture begins.**

Culture takes shape in the behaviors we model, the relationships we build, and the tone we set at every jobsite, every day. When our actions consistently reflect our values, service quality becomes culture.

Every time we walk a site, speak to a crew, or respond to a concern, we send a message about what matters. And over time, those messages shape the safety culture around us.

When we engage with professionalism, consistency, and care, we reinforce the values that drive safe outcomes.

When we respond with clarity, follow through on commitments, and model steady leadership, we show others what good safety looks like in practice.

20 SQUARE  
FEET

SMG

Your Team

Your 20  
square feet

## It Starts with 20 Square Feet

Leadership doesn't require a title. It starts with ownership. That's the essence of 20 Square Feet.

This isn't about physical space. It's about personal accountability. Each Associate owns their mindset, their behavior, and the example they set. That's your 20 square feet, and it goes with you everywhere.

You may not control every variable, but you always control how you respond. Whether you're in a meeting, walking a site, or training a new team member, your 20 square feet shapes our results.

When we take ownership of our responsibilities and deliver consistently, we reinforce our **competence**.

When we are honest about challenges, admit mistakes, and stay solutions-focused, we demonstrate **character**.

Together, these reinforce **connection**, allowing Clients to trust not just what we do, but who we are.

## How to Own Your 20 Square Feet:

**Focus on what you control.** Let go of what's not yours to control.

**Lead from where you are.** Stop waiting—step up where you stand.


**Show people what right looks like.** Be the example.

When more people take full responsibility for their 20 square feet, the culture gets stronger, the team gets better, and results follow.

When we each take responsibility for our 20 square feet, we create a foundation of trust. But trust isn't built on intention alone—it's built through action.

## Turn Ownership Into Impact

Trust starts with **Connection**—the first of three traits that shape high-quality service. And connection is built through two key behaviors: **Empathy** and **Tangibles**.



Reliable service creates structure.  
Empathetic service creates trust.  
Thoughtful service creates alignment.



BUILDING CONNECTION

## ***Trust Begins with Connection***

At SMG, trust starts with how we show up. We listen, engage, and build real relationships. When people feel respected, they're more likely to follow our lead.

**CONNECTION IS HOW TRUST TAKES ROOT.**

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**Service Quality Playbook**

**Connection** is how we show people they matter, before we ever talk about rules, risks, or requirements.

We build connection by demonstrating **Empathy**—taking the time to listen, understand, and engage with curiosity—and by managing our **Tangibles**—the visible ways we show up, from our gear to our documentation.

When these behaviors are consistent, crews feel supported, Clients feel understood, and safety becomes something we do with people, not something we do to them.



"You want to do  
business with  
people you like."  
Jordan  
Hollingsworth

## Empathy: Understanding and Building Relationships

Empathy is one of the two key ways we build **Connection**, the trust trait rooted in presence, listening, and care. Before Clients trust what we know, they need to feel seen and understood.

### Definition

Empathy is the foundation of meaningful relationships—with Clients, contractors, and crews. It shows up when we listen with curiosity, engage without assumptions, and take time to understand the challenges others face.

### What Can We Learn from Netflix

Just as Netflix anticipates viewer needs by tailoring recommendations, SMG demonstrates empathy by learning what matters to our Clients and adapting our approach accordingly. When we respond to concerns with care and offer thoughtful, relevant solutions, we show Clients they are seen, heard, and supported.



## Your 20 Square Feet

- Listen carefully to safety concerns and crew feedback.
- Offer solutions—not just identify problems.
- Recognize and reinforce good safety behaviors.
- Communicate clearly, consistently, and positively.
- Get to know contractors and clients personally.
- Encourage shared responsibility and teamwork.
- Handle difficult conversations with professionalism.

"Safety really is in a person's approach—not just in knowing the rule."  
Mark Steinhofer





## Empathy in Action

*What's one step you can take to show empathy—whether it's listening carefully, personalizing solutions, or following up with intention?*

## Tangibles: Appearance, Equipment, and Credentials

Tangibles are the second pillar of **Connection**, reinforcing trust through what Clients can see. When we show up polished, prepared, and professional, it signals competence before we ever say a word. First impressions do matter and they shape how seriously others take our leadership.

### Definition

Tangibles are the visible signals of our professionalism. From clean equipment to sharp appearance, they shape how others perceive our credibility before we even speak. When our gear, documentation, and workspace reflect care and consistency, they reinforce the trust we're working to build.

## What Can We Learn from Netflix

Netflix delivers a clean, consistent, and polished user experience. That visual clarity signals reliability before users even start watching. At SMG, our professionalism is communicated the same way—through well-maintained equipment, organized workspaces, and branded materials. These tangible details send a message: we are credible, prepared, and committed to doing things the right way.



"I obsess over safety because I want to be the best at it."  
Saeed Quraish

## Your 20 Square Feet

To earn trust through professional appearance and preparedness, Advisors should:

- Wear SMG-branded gear—clean, job-appropriate, and consistent.
- Keep vehicles and tools organized, clean, and ready for inspection.
- Carry business cards, printed materials, and have digital access to forms.
- Maintain required certifications and document them clearly.
- Know Client protocols and be able to reference them when needed.
- Bring all necessary safety gear and know how to use it.
- Be ready for challenging site conditions, including remote access.
- Use digital tools confidently for documentation and reporting.



## Tangibles in Action

*What's one step you can take to ensure our tangibles—like attire, materials, and facilities—create the best impression on clients?*

## Leading with Character

Once we've built **Connection**, trust deepens through consistency. Clients don't just want to feel heard—they want to know we'll follow through. That's where Character comes in.

**Character** is how we show integrity, dependability, and professionalism over time. It's not about being perfect—it's about being steady. When we show up reliably, do what we say we'll do, and lead with honesty and care, we earn the kind of trust that lasts.



"It's not just about compliance—it's about culture, behavior, and making a difference."

Mike Martin



DEMONSTRATING CHARACTER

## *Trust is Reinforced by Character*

Character is doing the right thing—every time. Clients trust us not because we're perfect, but because we're dependable, transparent, and accountable.


**CHARACTER PROVES OUR VALUES IN ACTION.**

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**Service Quality Playbook**

To lead with Character, we have to be consistent—day after day, job after job. That consistency shows up in two key ways: through **Reliability**, which is about doing what we say we'll do, and **Assurance**, which is about backing up our actions with real knowledge and confidence.

Together, these pillars show Clients and contractors they can count on us not just to be present, but to deliver with credibility.

A photograph of three construction workers from SMG standing on a construction site. They are wearing white hard hats and high-visibility yellow safety vests with the SMG logo. The worker on the left is wearing a black shirt, the middle one a grey long-sleeved shirt, and the right one a grey t-shirt. They are looking towards the right side of the frame. In the background, there are several pickup trucks, including a white one, and some construction equipment. The sky is overcast.

"It's not about being perfect—it's about being your best in that moment."

Mark Steinhofer

## Reliability: Trust and Consistency

While Connection gets us in the door, **Character** is what keeps us there. **Reliability** shows Clients they can count on us to follow through, no matter the task or timeline.

### Definition

Reliability is the discipline of doing what we say we'll do. It's about being present, prepared, and dependable—whether we're submitting reports, showing up on time for site visits, or following up after a concern. Trust grows when our words match our actions, and when those actions are accurate, timely, and consistent.

### What Can We Learn from Netflix

Netflix keeps trust by delivering a reliable, smooth experience every time users log in. At SMG, reliability means showing up ready, submitting clear reports, and following through without being asked twice. Whether it's hitting a deadline or responding to a hazard, consistent performance earns long-term confidence from Clients and crews.



## Your 20 Square Feet

To build trust through reliability, Advisors should:

- Deliver thorough, accurate safety observations—on time, every time.
- Follow up on all safety concerns—don't let issues stall out.
- Share documentation promptly, clearly, and without reminders.
- Be dependable in communication and respond to emails and calls quickly.
- Take ownership of your commitments and follow through fully.
- Keep Clients informed without waiting to be asked.
- Anticipate needs and act before they escalate.
- Hold a steady presence on site—consistent, not reactive.



## Reliability in Action

*What's one step you can take to strengthen reliability—whether it's improving accuracy, meeting deadlines, or following through on commitments?*

## Assurance: Inspiring Confidence Through Consistency

**Assurance**, as a pillar of **Character**, is about professionalism, steadiness, and credibility. Clients trust Advisors who are calm under pressure, prepared in every interaction, and consistent in their communication and conduct.

### Definition

Assurance builds trust when our actions consistently reflect our expertise. It's the confidence others feel when we communicate clearly, show up prepared, and provide sound guidance—not just once, but every time. It means being dependable in how we use our knowledge.

### What Can We Learn from Netflix

Netflix users trust the platform not only because of what it offers, but also because it consistently delivers a polished, dependable experience. At SMG, Assurance is the same: when Advisors offer clear, confident guidance backed by experience—and deliver it consistently—we give Clients peace of mind that they're in good hands.



## Your 20 Square Feet

To build trust through assurance, Advisors should:

- Deliver recommendations with confidence and clarity, not hesitation.
- Be a steady, professional presence in meetings and site visits.
- Follow up with precision, especially when safety is on the line.
- Communicate calmly and consistently, even under pressure.
- Prepare for each day with intention. Know the protocols and priorities.
- Reinforce SMG's credibility with every conversation and interaction.
- Demonstrate ethical decision-making and thoughtful judgment.
- Keep your commitments even when no one is watching.
- Ask when you don't know—integrity includes seeking the right answers.



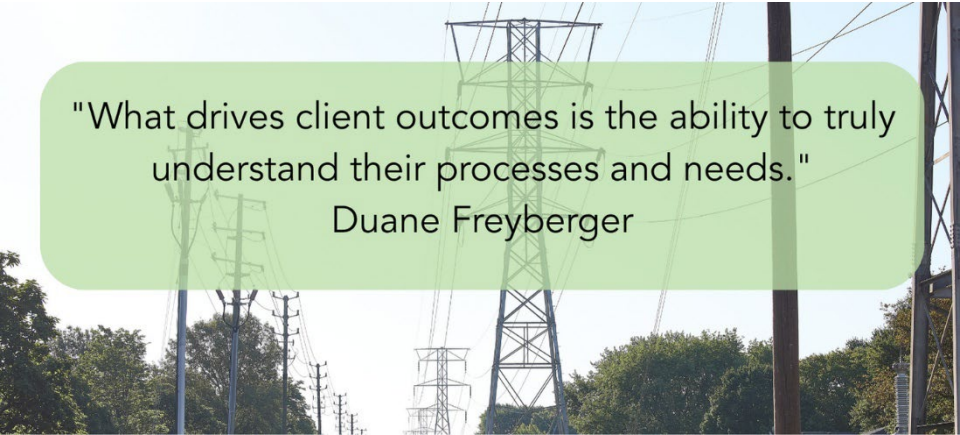
## **Assurance in Action**

*What's one step you can take to strengthen Assurance—by following through, communicating clearly, or showing up with steady professionalism?*

## From Character to Competence

Character builds trust through consistency. But trust also depends on performance, knowing what to do, when to act, and how to solve problems in real time. That's where **Competence** comes in.

Competence turns good intentions into great execution. It's what gives Clients confidence that we not only care, but that we can deliver.



"What drives client outcomes is the ability to truly understand their processes and needs."

Duane Freyberger



SHOWING COMPETENCE

## *Trust Grows Through Competence*

We earn confidence by being prepared, informed, and steady under pressure. Clients trust SMG because we bring the right knowledge—and the right mindset.

**COMPETENCE SHOWS WE'RE READY TO LEAD.**

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**Service Quality Playbook**

**Competence** is about clarity, confidence, and follow-through. It's built through experience, sharpened by learning, and proven through performance. At SMG, we demonstrate competence by staying sharp on regulations, communicating effectively, and responding quickly when the situation calls for it.

In this section, we'll explore the final two pillars of service quality—**Responsiveness** and **Assurance**—and how they reflect the knowledge, judgment, and clarity that define SMG's approach to safety leadership.

**Note:** Assurance supports both Character and Competence. In this section, we focus on how it demonstrates **Competence**—through expertise, precision, and the ability to guide others with confidence.

## Assurance: Delivering Confidence Through Expertise

As part of **Competence**, Assurance is about delivering safety leadership that's informed, precise, and actionable. It's not just being knowledgeable, it's using that knowledge to guide others clearly, confidently, and effectively.

### Definition

**Assurance through Competence** means Clients can trust our guidance because it's grounded in expertise and tailored to the situation. It's knowing when to speak up, how to explain a regulation, and how to recommend solutions that actually work. That kind of assurance turns technical skill into trust.

### What Can We Learn from Netflix

Netflix earns user trust by offering reliable recommendations backed by smart systems. SMG Advisors do the same by providing advice based on deep experience and real-world context.

Whether it's guiding a safety plan or interpreting a new regulation, delivering that insight with clarity builds Client confidence in your competence.



## Your 20 Square Feet

To build Assurance through Competence, Advisors should:

- Stay sharp on OSHA, Client-specific, and industry standards.
- Turn regulations into clear, practical recommendations.
- Speak with clarity—not jargon—so others can act on your guidance.
- Offer context behind your decisions. Help others understand the “why.”
- Share knowledge proactively and don’t wait to be asked.
- Seek out opportunities to learn and grow your expertise.
- Partner with peers to build shared technical confidence.
- Treat each interaction as a moment to lead through insight.



## **Assurance in Action**

*What's one step you can take to enhance assurance—whether by growing your expertise, improving communication, or strengthening follow-through?*

## Responsiveness: Acting with Urgency and Intention

Responsiveness is a visible measure of how much we care. When we respond with urgency, clarity, and follow-through, we show we're fully engaged.

### Definition

Responsiveness means being available, alert, and ready to act. It shows up in how fast we reply to a message, how quickly we respond to a hazard, and how willing we are to adjust when conditions change. Responsiveness is more than fast. It's being thoughtful, professional, and anchored in service.

### What Can We Learn from Netflix

Netflix builds user trust by responding quickly—whether it's resolving technical issues or tailoring recommendations in real time. At SMG, we show responsiveness by addressing safety needs promptly, communicating clearly, and anticipating what Clients might need next. When we're attentive and proactive, we show that we're not just reacting—we're leading.



## Your 20 Square Feet

To demonstrate responsiveness, Advisors should:

- Reply to Client and team messages promptly—don't leave them waiting.
- Be available to support urgent safety concerns—on-site or remote.
- Investigate incidents quickly and communicate solutions clearly.
- Adjust schedules when needed to meet evolving site demands.
- Attend key meetings—pre-bid, pre-construction, and safety-focused.
- Offer safety ideas and solutions proactively, not just when asked.
- Stay visible and engaged with field crews and supervisors.
- Step in when something's unclear—don't let questions linger.



## **Responsiveness in Action**

*What's one step you can take to improve responsiveness—whether it's quicker communication, proactive updates, or faster issue resolution?*



## CONCLUSION

### *Trust is a Responsibility*

Trust is built one action at a time. Every interaction is a chance to show Clients what SMG stands for. The SMG Way isn't just what we do, it's how we do it: with care, clarity, and consistency.

**WE DON'T JUST MEET EXPECTATIONS.  
WE SET THE STANDARD.**


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**Service Quality Playbook**

## Delivering Trust Through Service

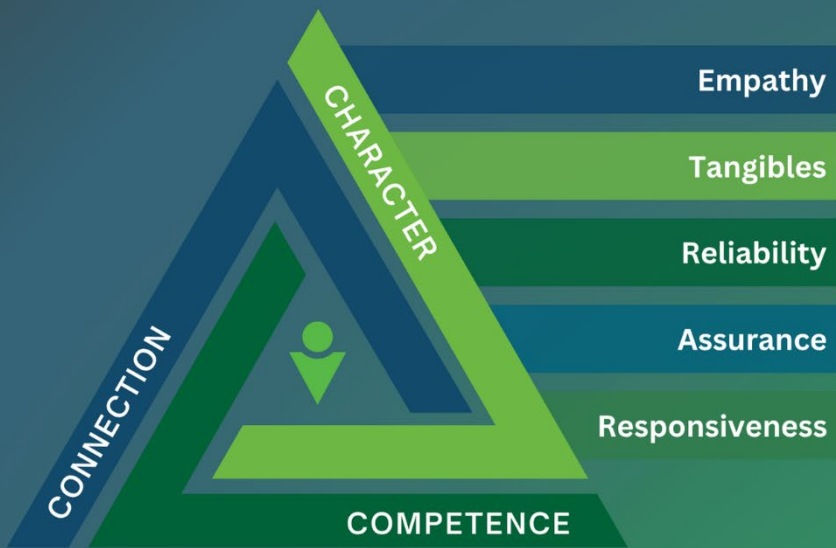
SMG Advisors play a critical role in building a strong safety culture, meeting the highest standards, and maintaining lasting trust with our Clients and their contractors. Every time we show up with clarity, professionalism, and purpose, we reinforce what makes SMG different and dependable.

The five pillars of Service Quality—**Empathy, Tangibles, Reliability, Assurance, and Responsiveness**—are more than ideas. They are daily behaviors, grounded in our commitment to **Connection, Character, and Competence**. Together, these traits form the foundation of trust.



And that's what service quality really is: a trust-building system that turns safety support into true leadership.

# SMG



## SERVICE QUALITY

## The SMG Way in Action

The SMG Way gives us the structure to do this well:

- **Strategy** helps us plan with insight.
- **Tactics** help us act with impact.
- **Technology** helps us lead with clarity.

This framework isn't something extra—it's how we align our actions to what matters most to our Clients. It's how we bring consistency to every job, and it's how we deliver trust through service.

## Your Role Matters

Every Associate—whether in the field, in support, or leading teams—plays a part in delivering service that sets us apart. Think about your own 20 square feet.

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***How are you reinforcing trust?  
What does excellence look like in  
your work?***

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Each day, your decisions shape the experience of Clients, coworkers, and contractors. Every interaction is a chance to show what safety leadership looks like in practice.

### Leadership Is a Balance

When we combine trust and results, we don't just meet expectations—we redefine what great safety service looks like.

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***Trust without results is unacceptable.  
Results without trust are unsustainable.  
Trust is the foundation of leadership.***

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Let's keep leading the way.



**Service Quality is the  
foundation of  
everything we do.**

**It drives client trust,  
satisfaction,  
and growth.**

  
**SMG**