

Attribute Definition	Explanation and Records	Absolute or BMP	Threshold Definitions			Notes
Quality Control						
Does your company have an on-boarding or orientation process for every new employee?	Validation of past experience and training.	Absolute				
Does your company implement a formal training program that qualifies employees? (The program may be career track, work-task, equipment-operation based, or a hybrid, but should cover employee/work duties up to and including the crew leader position.)	OSHA requires documentation of training. Qualification type, on-going training is a good way to meet requirements. It also can provide some level of liability protection.	Absolute				
Does your company's formal training program include implementation of an OSHA 1910.269 compliant EHAP-type program?	OSHA requires employer-certification of line clearance tree trimmers (those who will work closer than 10 feet to an electrical hazard).	Absolute				
Do your training programs focus on fluency or awareness as a result?	Do you have programs in place to validate skills before training progresses to next tasks or steps?	BMP				
Quality Control / Safety						
Does your company have a job site hazard control training program identifying potential risks and impacts?	E.g., tree risk assessment, terrain hazard assessment, traffic assessment, etc.	BMP				
Regulatory - OSHA (Applies to companies with 10 or more total employees)						
Does your company have a job site hazard control training program identifying potential risks and impacts? impacts (e.g., tree risk assessment, terrain hazard assessment, and traffic assessment). Does your company file OSHA 300 series of forms, including 300 log and 301 incidence report and post OSHA 300A log Feb. 1–April 15 of every year?	Fines for failure to post OSHA 300A records are common (e.g., company calculates an incidence and DART rate).	Absolute				

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Safety						
Does your company require all safety managers and trainers to be certified as TCIA Certified Tree Care Safety Professionals (CTSP)?	Visit the TCIA website's safety tab for more information about CTSP.	BMP				
Does your company hold weekly, documented safety training meetings?	OSHA requires some form of on-going training. The best practice is to hold at least one tailgate safety type training a week.	Absolute				
Does your company enforce safety policy?	OSHA requires that safety polices be enforced. You need to document enforcement to prove it was done, even if it was done verbally.	Absolute				
Does your company document lessons learned and preventative action plans to prevent reoccurrence of events?	Documenting may include: company communication plan regarding cause analysis for incidents, performance improvement programs, independent review of incidents to validate findings, etc.	BMP				
ANSI Z133 - Does your company provide crew leaders with copies of the standard?		BMP				
Does your company have a corporate safety manual?	This manual should be accessible to all employees.	Absolute				
Is your company a member of the National Safety Council (NSC) either national or local chapter?		BMP				

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Leadership						
Does the senior leadership have a vision and mission statement and do they demonstrate belief in it?	The only meaningful measure for a leader is whether his team succeeds or fails. Leaders must believe in their mission. Strong leaders also strategically help their subordinates with the knowledge and understanding of why the mission is important.	Absolute				
Do senior leaders mentor junior leaders in your organization?	Sustainable success requires a strong mentorship program. Leaders must train and mentor underperformers.	BMP				
Does leadership support and encourage open and free communication?	Performers must believe in the mission they are being asked to execute, and they must believe and trust in the leader they are being asked to follow. Contributions and innovation are keys to any organization's success.	BMP				
Do leaders believe they are truly responsible for everything that happens within their organization?	Effective leaders demonstrate ownership for all failures.	BMP				
Do senior leaders take credit for team successes?	Successful team leaders make sure junior leaders get credit for team successes because of the example it sets throughout the organization.	BMP				
Do you believe that there is no such thing as "bad teams" just bad leaders?	Leaders must accept accountability for their problems, especially owning the problems that deter performance, and focus on developing solutions as opposed to assigning blame.	BMP				
As a leader, do you enforce standards?	It's not what you preach. It's what you tolerate!	BMP				
As a leader, are you satisfied?	Successful leaders consistently and constantly strive for improvement. Additionally, once this leadership attribute becomes culturally normal, the rest of the team follows suit.	BMP				
As a leader, can you make things simple or do you have to be the smartest person in the room?	Everyone that is part of the task/goal/mission must know and understand his/her role and what to do, even if conditions change. If your team doesn't get it, you have not kept things simple—you must always brief to ensure that the newest/lowest performer gets it!	BMP				

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Leadership (Continued)						
As a leader, do you have contingency plans in place that anticipate significant challenges you may be confronted with before they happen?	Staying ahead of the curve prevents a leader from getting overwhelmed!	BMP				
What is the ratio of leadership to direct reports? Teams must be broken down into manageable elements (4-6) per designated leader.	Every leader must understand not just what to do, but why they are doing it. If leaders do not understand the “why,” they must have the courage and freedom to ask for clarity. What is an appropriate span of control? How many people can one person effectively lead at a mid-management level?	BMP				
Does your corporation practice decentralized command?	Decentralized leadership requires clear, simple, and concise missions.	BMP				
Does your team have a standardized planning process?	All plans must mitigate identified risks. Does your team and supporting elements understand the plan? The best teams analyze their results (post-job briefs) and implement lessons learned for future missions. The most important part of any brief or plan is not how well it is done, but how well it is understood down to the lowest common denominator.	BMP				
Does leadership just flow down the chain of command, or does it flow up as well?	Do leaders own their failures or shift blame? Leaders need to take ownership of failures to ensure teams perform better, and that usually starts by looking in the mirror.	BMP				
As a Corporation/Company/ Team, do your leaders feel comfortable under pressure, and act on logic, not emotion?	Leaders cannot be paralyzed by fear and cannot lack confidence in themselves for fear of being outshined by someone else. A leader must never grow so close to a subordinate that one member of the team becomes more important than another or the mission itself.	BMP				