

File: Documents - Hardhat BIZCOACH - Contractor Job Descriptions Workbook - 1

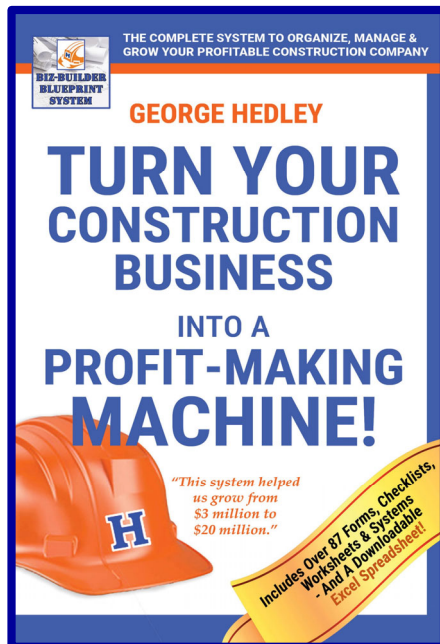
CONTRACTOR JOB DESCRIPTIONS WORKBOOK

George Hedley
Hardhat BIZCOACH

Thanks For Watching My YouTube Video!

As a Construction Business Coach, Consultant and Mentor,
My Goal Is To Help Contractors Get Organized, Grow & Always Make A Profit!
I would like to discuss working together to help improve your business.

Please Email Blueprint@HardhatBizcoach.com To
Schedule a Time for an **Introductory Zoom Coaching Session**



Available @ Amazon.com



Email: Blueprint@HardhatBizcoach.com
To Schedule a BIZ-Improvement Coaching Session
To Help Develop Your Profit Plan



Complementary Coaching **FREE** & Hands-On Consulting Session



- Identify Issues, Find Solutions & Improve
- Get Organized, Systemized & In-Control
- Steps To Increase Profits & Production
- Draft Your Financial & Mark-Up Plan
- Build A Strong Team & Delegate



With
George Hedley
Hardhat BIZCOACH

Please Email Blueprint@HardhatBizcoach.com To

Schedule a Time for an **Introductory Zoom Coaching Session With George**

COACHING PROGRAMS OFFERED By George Hedley – Hardhat BIZCOACH

BIZCOACH ACCELERATOR

Hands-On Fast-Track Coaching - Retainer Program

- Regular BIZCOACH Zoom Sessions With George
- Pro-Active Coaching For Construction BIZ Owners
- Improve Systems, Strategy, Results & BIZ-PLAN

George Hedley HARDHAT BIZCOACH



PROFIT-MAKING MACHINE Annual Package

BIZ-BUILDER Deep-Dive Total Coach Program

Build An Organized, Self-Managed, Growing & High Profit BIZ

- Zoom Sessions + Onsite Management Team Meeting
- Hands-On Coaching, Advisor & Analyze Operations
- Strategic Planning & Improvement Initiatives
- Targets, Goals, Systems, Strategy & Plans



George Hedley
Hardhat BIZCOACH

PROFIT-BUILDER CIRCLE

Contractor Zoom Mastermind Peer Group

- Monthly Interactive Group Coaching Sessions
- Solutions To Your Issues & Challenges
- Education, Mentoring & Coaching



GEORGE HEDLEY
HARDHAT BIZCOACH



Draft Your Construction Company BIZ-PLAN



Work 1 On 1 With George Hedley As Your Coach & Mentor
Includes 6 Hours of Zoom Sessions + Worksheets & Templates
Transform Your BIZ Into A Profit-Making Machine!
Breakthrough Your Growth & Profit Barriers

Develop, Draft, Determine & Implement Your:

- ✓ 3 To 5 Year BIZ-PLAN, Financial Plan, Vision, Values, Targets & Goals
- ✓ Core FOCUS - High Margin Clients, Projects & Services
- ✓ Action Steps - Profit, Talent & Systems



George Hedley CPBC CSP
HARDHAT BIZCOACH
Construction Executive Business Coach



The BIZ-BUILDER BLUEPRINT SYSTEM

The Complete System To Organize, Manage & Grow A Profitable Construction Company

1. Implement step-by-step Strategies and Systems to Organize, Grow, Manage and Build a Highly Profitable Construction Company that Produces Results.
2. Get Organized and In-Control, Delegate, Let Go and Hold People Accountable.
3. Replace Yourself with Proven Standardized Systems, Processes, Checklists & Templates.
4. Stop the Stress & Chaos, Move Up to a Better Level, Make Money and Get Your Life Back.
5. Draft and Implement your 5-year Business and Financial Plan, Vision, Values & Goals.
6. Install Field and Project Management Systems to Finish Jobs On Time & Under Budget.
7. Improve Field Crew Production with Job Cost Scorecards and Proactive Schedules.
8. Design your Organizational Chart with Job Descriptions and a Talent Development Plan.
9. Know and Manage your Numbers Including Markup, Overhead, Profit, Job Cost and Sales.
10. Design a Marketing and Sales Program to Win More High Margin Customers and Contracts.
11. Stop Selling Low Prices, Develop Accurate Estimates and Present Winning Bids & Proposals.
12. Develop a Plan to Build Wealth, Passive Investment income and Freedom.



George Hedley is available to help you improve and reach your goals.

If you are looking for a **Professional Construction Business Coach** to help you move to the next level and reach your goals, you are at the right place.

As a Construction Business Coach, George helps construction company owners build, grow and improve their company's profit, finances, talent, management, operations, field production, sales, estimating and bottom-line results.

If you are ready to invest in your future, we can hold a no-charge initial Introductory Discovery Zoom Session to discuss how we can work together, and I can help as your coach, mentor, and advisor.

We can explore your issues, challenges, and performance, plus your goals for a coaching program.

To Schedule an Introductory BIZCOACH Session with George

- Email Blueprint@HardhatBizcoach.com

With your email, please tell me:

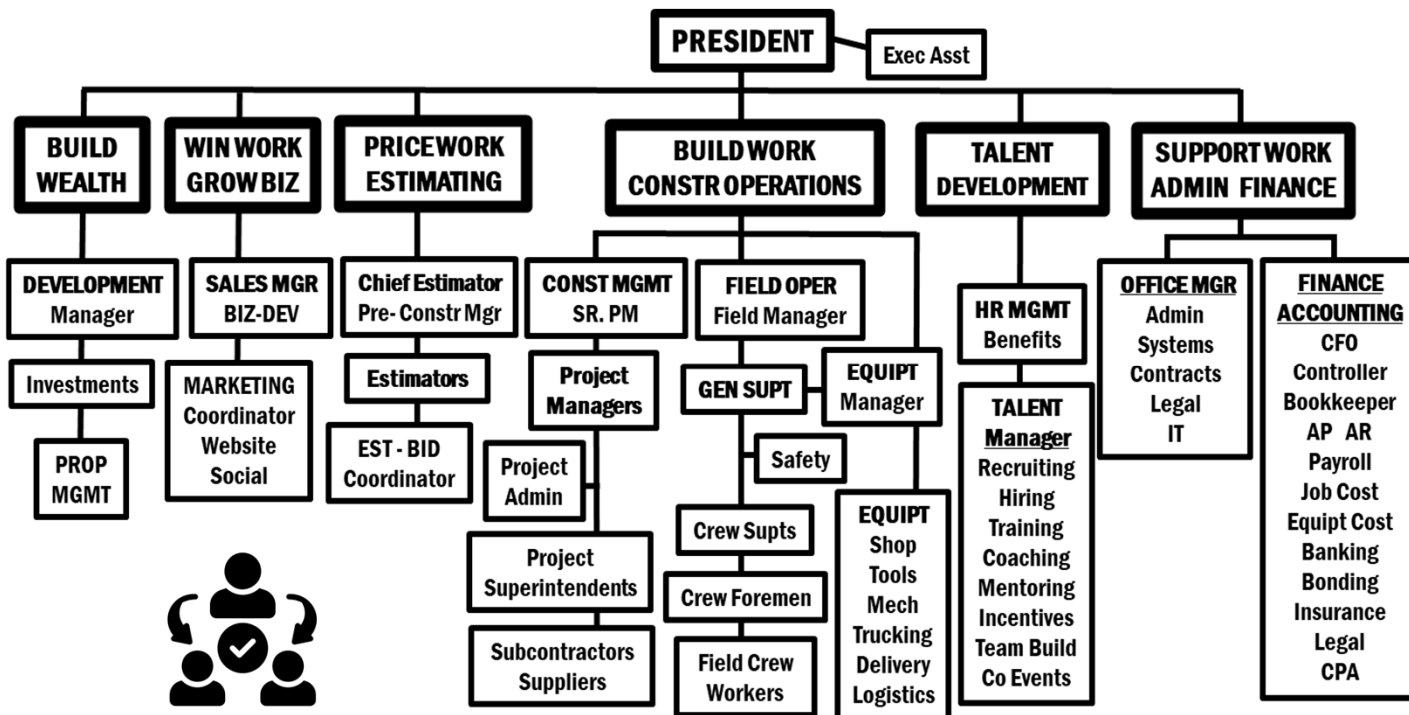
- ✓ Your Name & Email
- ✓ Company, Location & Website
- ✓ Annual Sales Revenue & # Of Employees
- ✓ Type Of Work Performed
- ✓ Areas Needing Improvement



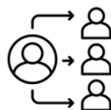
Design Your Org Chart For Current & Future Capacity Needs



- Build Capacity - Allow Your BIZ To Grow, Profit & Move To the Next Level
- Every Accountability, Responsibility, Position & Function Must Be Assigned To A Player
- Put Right Players In Right Positions With Right Talent, Experience, Values & Attitude
- For The Current & Future Needs Which Will Allow Company To Move To The Next Level.
- Hire Full-Charge Professionals With The Potential To Move Into Leadership & Management.



What Positions Need To Be ASSIGNED?



Every Function Must Be Assigned To A Player

- ☐ _____
- ☐ _____
- ☐ _____

What People Do We Need To Replace Or Move?

- ☐ _____
- ☐ _____
- ☐ _____

Should I Hire Or Assign An Assistant For Me?

- ☐ Hire - _____
- ☐ Assign _____

What NEW POSITIONS Should We Add Or Hire Which Will Allow Us To Improve, Grow & Make More \$?

- ☐ _____
- ☐ _____
- ☐ _____

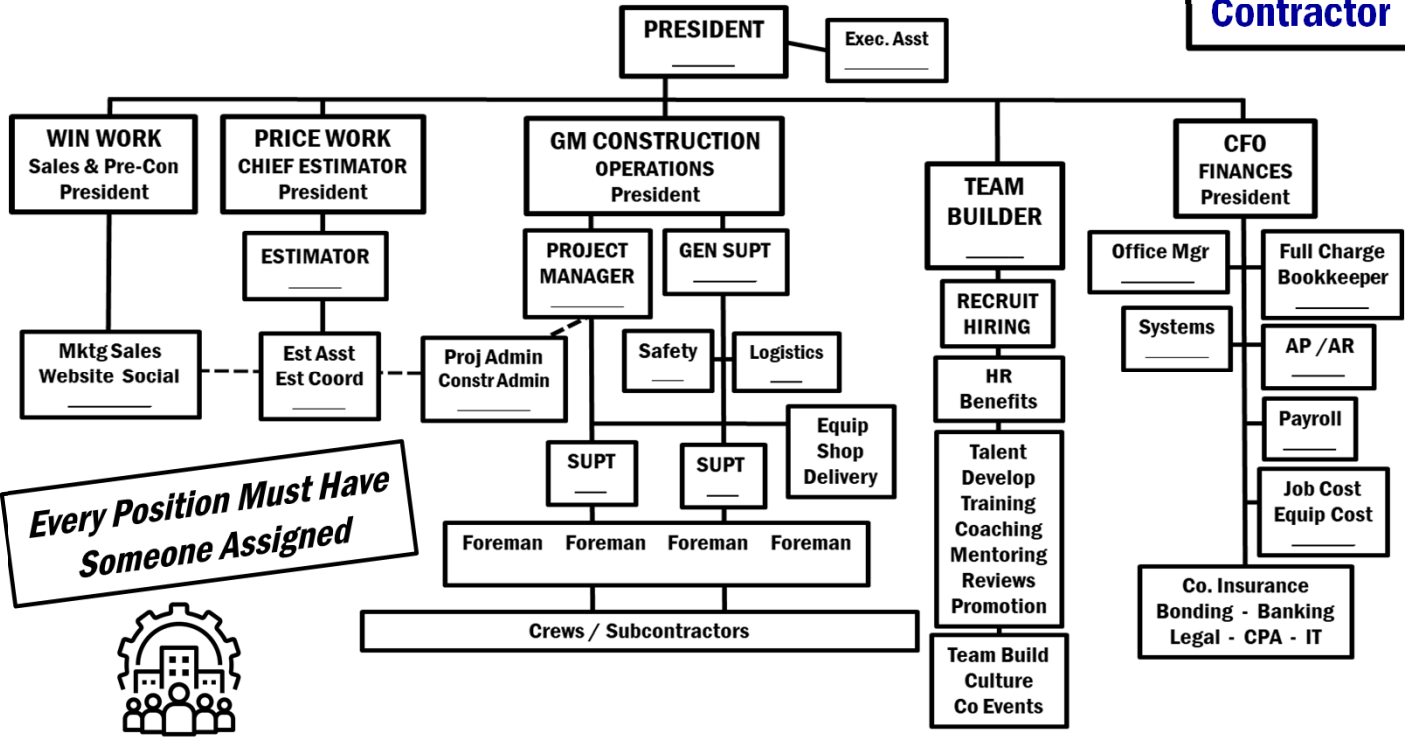
What Roles & Positions Should I STOP Doing?

- ☐ _____
- ☐ _____
- ☐ _____

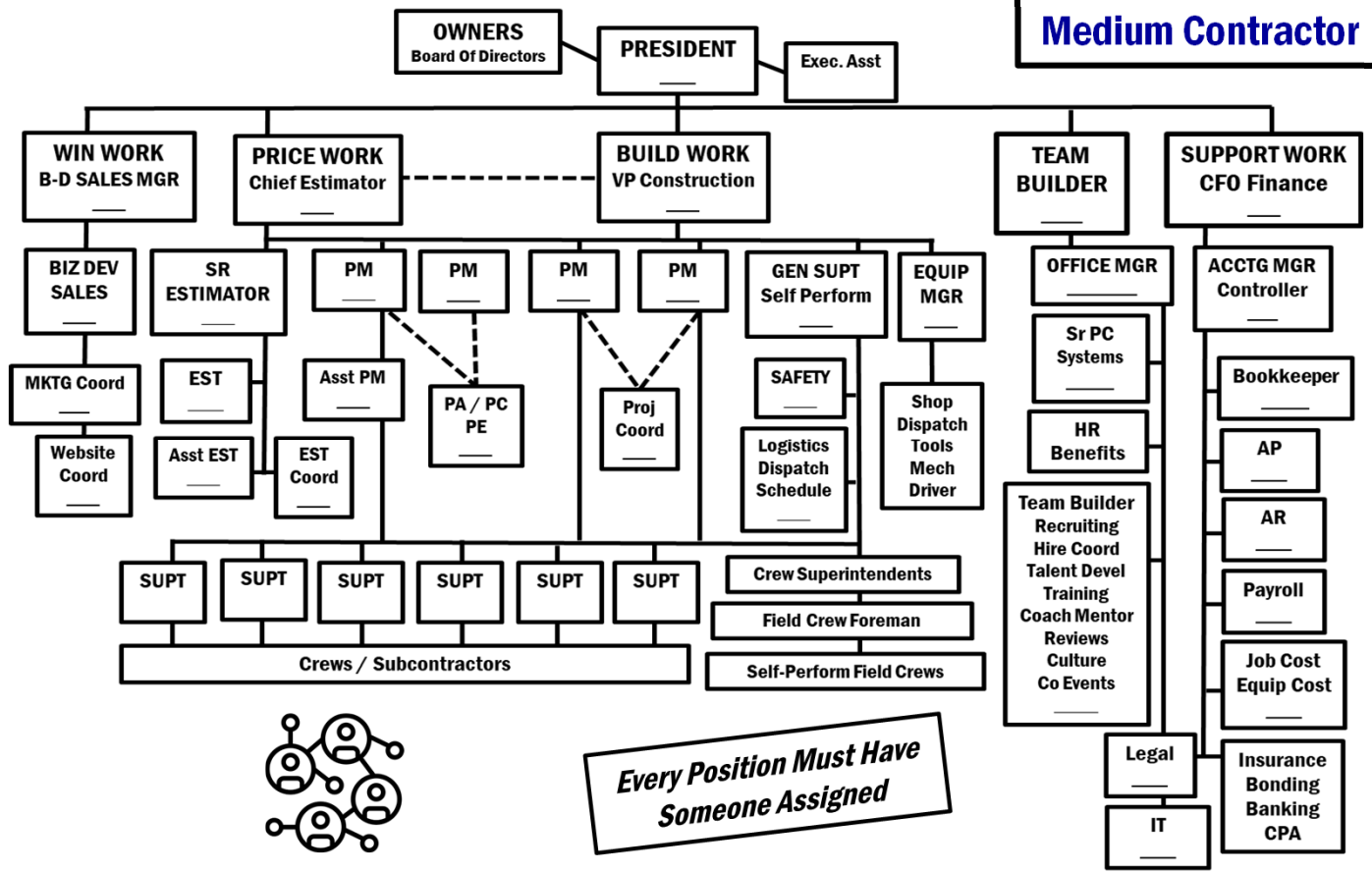
Put Right Players In Right Positions With Right Talent & Right Attitude

- For the Current Needs Plus Allow Your BIZ To Grow & Move To the Next Level

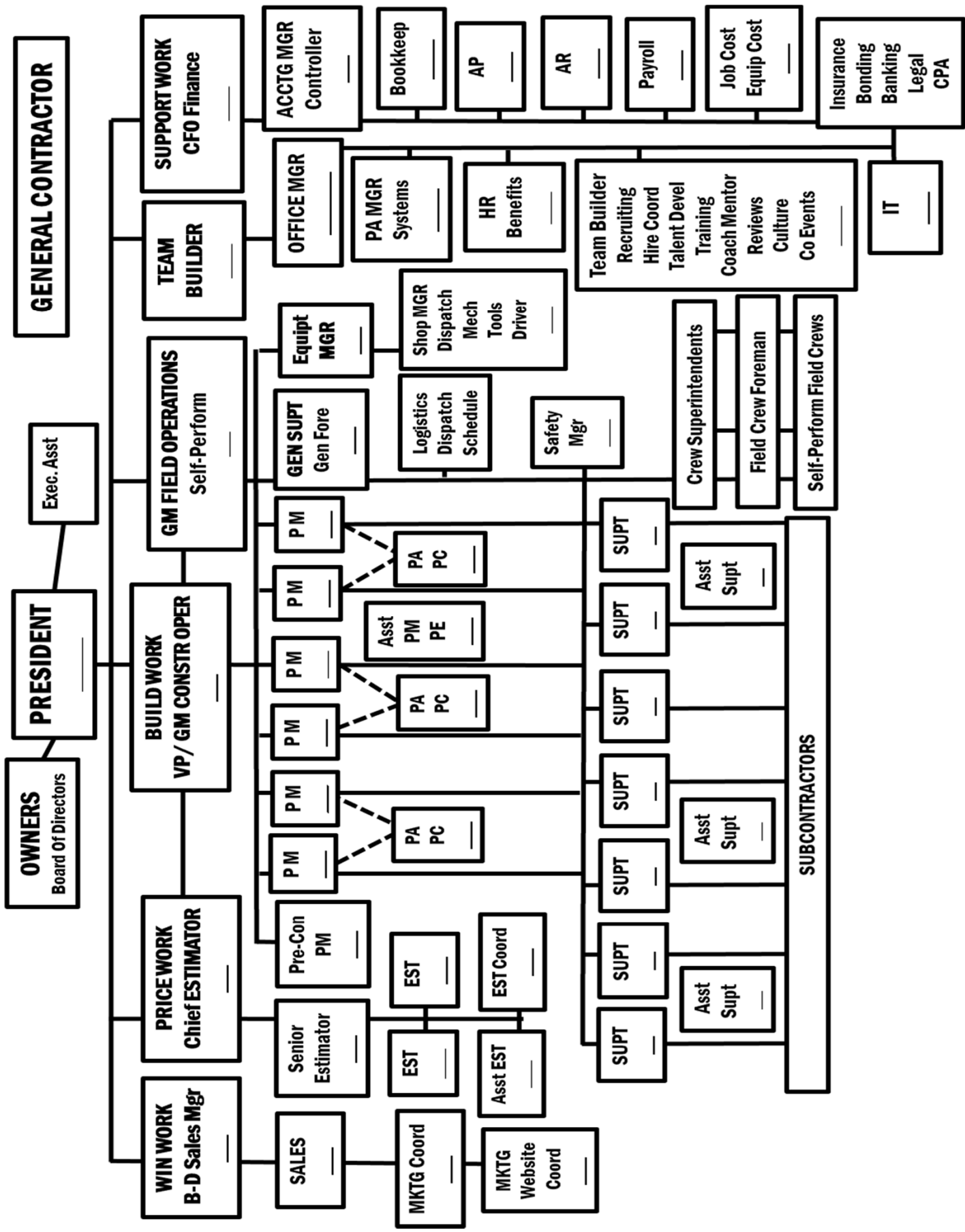
Smaller Contractor



Medium Contractor



NO PROFIT MARGIN FADE
BUILD CAPACITY
SCALE-UP
IMPLEMENT BIZ-BUILDER BLUEPRINT
GET YOUR BIZ TO WORK
GROW & PROFIT
KNOW YOUR NUMBERS
BUILD A BEST IN CLASS BIZ



Put The Right Players In The Right Positions

- For the Current Needs Plus Allow the BIZ To Grow & Move To the Next Level

Players Must Know Exactly What's Expected Of Them!



Provide Clear GEAR - Detailed Written Job & Position Descriptions



G Guidelines - Written Systems, Standards & Procedures How To Perform & Accomplish Results

E Expectations - Minimum Expected Results, Production, Systems Or Processes With Deadlines

A Accountabilities - RESULTS Accountable, Obligated, Liable & Answerable To Achieve

R Responsibilities - TASKS & ACTIVITIES Responsible & Required To Perform Including:
Assignments, Projects & Duties Per Standards, Systems & Deadlines

Provide Clear Written Detailed Written, Monitored & Enforced Position & JOB DESCRIPTIONS

✓ Clear **RESULTS ACCOUNTABLE** To Achieve - Performance Goals & RESULTS To Accomplish

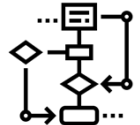
✓ Specific **RESPONSIBILITIES** - Tasks, Activities & Deadlines - What Must Get Done & When

✓ Clear Chain Of Command

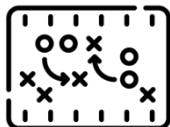
✓ Defined Level Of Authority

✓ **Manager's Role** - Manage, Coach, Mentor, Monitor, Review, Train & ENFORCE

- Player's Results, Accountabilities & Responsibilities



Football Team Management



**President - GM
Visionary Leader**

Implement & Achieve Vision, Values & Culture
Provide Innovation, Motivation & Inspiration To Meet Goals
Monitor Growth, Systems & Structure To Achieve Results

**Project Manager
Head Coach**

Achieve Project Results & Direct Strategy
Manage, Coordinate & Administer Project
Enforce Systems & Standards

**Gen. Field Supt.
Assistant Coach**

Achieve Field Production Results & Schedules
Monitor & Manage Quality, Safety, Talent & Training
Enforce Systems, Workload, Logistics & Tactics

**Supt. Foreman
Quarterback**

Call Plays & Coordinate Players To Achieve Results
Order Materials, Tools & Equipment To Complete Work
Motivate & Encourage Players To Perform @ Highest Level

**Crew
Implement Plays**

Do The Work On-Time, On-Budget, Safely with Quality
Run The Plays Per The Plan, Systems & Standards



PRESIDENT - Focus On Top Priorities To Achieve RESULTS!



- Quarterly Earnings = **PROFIT**
- Stock Price = **VALUE**
- Sales Revenue = **GROWTH**



***President's Top Priorities,
Accountabilities & Responsibilities***

1. Implement BIZ-Builder Blueprint **BIZ-Plan**
2. Achieve Best in Class High Margin **Results**
3. Provide Effective **Leadership** & Management
4. Maintain, Monitor & Enforce **Systems**
5. Achieve Excellent **Construction Performance**
6. Develop, Coach & Maintain Top **Talent**
7. **Grow BIZ** - Sell & Win High Margin Customers
8. Develop **Wealth** Building Opportunities

***What Are Your Top 4 Current Priorities,
Accountabilities & Responsibilities?***



1. _____
2. _____
3. _____
4. _____

***Construction Company Leader's Most
Important Accountabilities & Responsibilities***

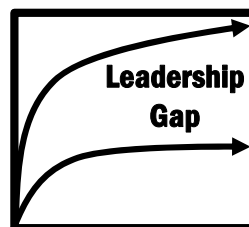
1. _____
2. _____
3. _____
4. _____
5. _____

What Else Should Be On Your Top Priority List?

1. _____
2. _____
3. _____

What Should NOT Be On Your Top Priority List?

1. _____
2. _____
3. _____



***Do BIZ DIFFERENT
= HIGHER RESULTS***

***Do BIZ SAME
= SAME RESULTS***

➤ ***Leadership Choices:***

1. Decide! - Do Or Don't?
2. Yes Or No?



➤ ***Scale-Up:***

- Keep Moving Flag To A Higher Level



➤ ***E-Z Rule*** - President's Job Is NOT To Do The Work

➤ ***Build A Strong Management Team***

- Accountable & Responsible To Run Company,
Achieve & Produce Results



➤ ***President Is:***

- **Head Coach**
- **CEO** - Chief Enforcement Officer
- **CIO** - Chief Improvement Officer
- **CRO** - Chief Reminder Officer
- **CTO** - Chief Talent Officer
- **CPO** - Chief Process Officer
- **CSO** - Chief Sales Officer



➤ ***PIZZA Rule Of Management***

Company President - CEO - COO - GM Job Description



100% ACCOUNTABLE For Achieving RESULTS

1. Implement BIZ-BUILDER BLUEPRINT BIZ PLAN

- Maintain Updated 5 Year Strategic Business Plan
- Vision, Values, Goals, Growth, Focus, Systems & Structure
- Implement Strategy To Achieve 5 Year Vision, Goals & Results
- Keep Company Focused, Improving & Growing To Higher Level



2. GROW BIZ, Sell & Win High Margin Customers & Contracts

- Sell & Develop Loyal Customers & Manage Sales Initiatives
- Maintain Pro-Active Sales, Marketing & Biz-Devel Program
- Seek & Win New Customers, Project Types & Opportunities

3. Achieve Excellent Financial Results & High PROFITS

- Hit Financial Goals, Profits, Sales, Growth & Equity
- Monitor Financial Results, Performance, Cash, Debt & AR



4. Provide Visionary Leadership & Pro-Active Management

- Provide Effective Leadership, Vision, Focus & Innovation
- Manage Company & Direct Reports With Accountability
- Lead, Inspire, Motivate, Encourage & Communicate Often
- Build & Manage Accountable Management Team To Run BIZ

5. Build, Develop, Manage, Coach & Maintain Top TALENT

- Grow & Mentor Top Talent & Build A Great Place To Work
- Maintain Talent Devel Program To Recruit, Train & Retain
- Hold People Accountable, Enforce, Let Go, Delegate
- Build Maintain Capacity For Current & Future Work



6. Build SYSTEMS & STRUCTURE To Achieve Co. Goals

- Implement, Monitor & Enforce Systems, Standards & Processes
- Maintain Clear Org Chart, Line Of Command & Job Descriptions
- Maintain Leading-Edge Technology & Integrated Software
- Ensure Professional Administration, HR, Accounting & Software

7. Achieve Excellent Construction Performance & RESULTS

- Complete Projects On-Time & On-Budget Without Profit Fade
- Maintain Accurate Estimates & High Bid-Hit-Win Ratio
- Successful Field & PM Management, Production & Systems
- Produce Quality Work & Maintain Pro-Active Safety Program
- Maintain Updated Crew Job Cost & Scorecard Tracking

8. Develop Wealth Building INVESTMENT Opportunities

- Build Wealth & Income Via Investments Or Real Estate Devel.



100% RESPONSIBLE For Performance

1. Develop & Manage Strong Management Team

- P & L, WIP, Contract Schedules, Cashflow & AR
- Field Production Job Cost Results & Scorecards
- Project Cost Reports & Est. Cost To Complete
- Estimating Accuracy & Crew Production Rates
- Monitor & Enforce Systems Implementation
- Manage Org Chart & Enforce Job Descriptions
- Enough Trained Manpower To Handle Workload
- Monitor Recruit, Hire, Talent Devel. & Training
- Field Performance - Budget, Schedule & Quality
- Sales, Estimating & Bid Results
- Safety Program & Results
- Find, Build & Grow Investments



3. Pro-Actively Monitor, Manage & Improve:

- Employee & Talent Development Program
- Recruiting, Hiring, Coaching & Mentoring Key Team
- Manpower Workload Capacity For Future Growth
- Jobs On-Time, On-Budget, Quality & Safe
- Estimating Accuracy & Job Cost Tracking
- High Bid-Hit-Win Ratio & Customer Relationships
- Equipment, Innovation & Technology
- Vision, Core Values, Morale, Culture & Teamwork

4. Hold &/Or Attend Company & Project Meetings

- Lead Quarterly All Company Meetings
- Pre-Construction Turn-Over Meetings
- Monitor PM Project Review Mtgs - Mthly
- Field Supt & Fore Production Meeting - Mthly
- Customer Or Jobsite Meetings - 2 / Month
- Lead Quarterly BIZ-Plan Management Team Mtg.

5. Manage & Meet Sales & Estimating Team -Wkly

- Monitor Leads, Sales Activity & Proposal Follow-Up
- Review Customer Targets & Sales Call Schedule
- Manage Bid-No Bid Decisions, Bid-Hit-Win Ratio
- Monitor Estimating Workload & Review Estimates

6. Sell & Develop High Margin Customers

- Seek High Margin Projects & Customers - Weekly
- Implement & Monitor Marketing & Sales Plan
- Meet With Top Regular Customers - Weekly
- Meet With New Customer Targets - Weekly



Weekly - BID-EST-SALES Meeting

- Review** - Estimating Workload & Sched
- Bid Requests - Yes Or No? Pres Appr
- Review Updated Bid-Hit-Win Ratio
- Leads & Sales Opportunities
- Sales, Bid & Proposal Follow-Up

ESTIMATING

- Download Plans & Specs
- RFPs To Subs & Supplier
- 3 To 5 Sub & Supplier Bids/Trade
- Take-Off & Estimate Job
- No Missed Items Or Scope

Finalize & Review Bid Estimate

- Est-PM-S-F Visit Job & Provide Input
- PM-Supt Review Gen Cond & Sched
- Chief Est /VP Approve
- Prepare & Submit Bid In Person

Follow-Up Bid With Customer

- Aggressive Bid Follow-Up
- Get Meeting With Customer
- Negotiate - Offer Val. Engr & Alts
- Agree On Scope, Terms, Incl & Excl
- Get Contract Commitment

Completed Jobs Review Meeting

- Review & Update Cost History

Pre-Construction PM Process

- PM Manage Design, Estimating
- Review Plans & Specs,
- Calc Budget Updates & V.E. Options
- Award & Manage D-B Subs & Engrs
- Manage Utility Coord & Permits

Job Turn-Over Handoff Meeting

Estimating To Construction Team

- Hold Pre-Job Turn-Over Handoff Mtg
Attendees: Est-PM-GS-S-F-PA
- Final Job Budget - Crew MH-Eqp-Subs
- Draft Schedule - Milestone, Approval, Long Lead, Weather, Delay, Crew Size
- Set-Up Look-Ahead Sched & Move-Ins
- Set Job Budgets, Goals & Targets
- Set Change Order, GCs, Delay Rates
- Set-Up Job In PM Software,
- Plans, Specs, Docs, Forms, Etc.
- Review - Subcontractors & Suppliers
- Review Contract, Terms, Pymt & Insur
- C.O. Rates & Approval Process
- Documentation, Reports, Inspects
- Move-Ins, Site Logistics & Certs
- Gen. Conditions & Temporary

PROJECT MANAGER

100% Accountable To Achieve Project Results

- Budget & Job Cost Without Profit Fade
- Achieve Schedule, Quality & Contract Requirements
- Manage Supt, Fore, PA, Subcontractors & Safety
- Contract Documentation & Obtain Approvals
- Manage, Monitor & Delegate To Project Admin.
- Customer Satisfaction

Job Set-Up

- Download Plans, Specs & Set-Up PM Software
- Job Budget, Cost Codes, Timecard
- Contract Terms & Payment Terms & Requirements
- Labor Job Cost Scorecard
- RFI, CO & Required Submittal Tracking Logs
- Change Order Rates - L & E, Move-Ins & Delays
- Subcontracts - Job Terms, Rules & Submittals
- Schedule - Milestones, Long Lead, Permits, Notice

Procurement & Buy-Out - By PM (Or Estimator)

- Select, Negotiate, Award All Subcontractors & Major Material Purchases Within 3 Weeks Of Job Start
- VP/Pres Approve All Over \$___
- Get All Executed Subcontracts & POs Back In 1 Week
- No Sub Work Without Signed Contract Or Insurance

Project Manager - Weekly

- Manage Budget, Subs, Submittals, RFIs, COs, Etc.
- Logistics Crew Scheduling Meeting - PM-GS-S
- PM Visit All Jobs Onsite & Review:
 - Job Cost & Crew Scorecard With S & F
 - Look-Ahead Schedule & Production
 - Change Orders & Potential COs
 - Percent Complete For Invoice Approvals
 - Perform QC Punchlist & Safety Inspection
- Approve All Invoices & L & E Timecards
- Document Job & Submit Weekly Job Reports
- Submit All COs Within 7 Days Or Per Contract
- Submit All Submittals - 30 Days & Approved

PM - Monthly

- Prepare & Submit All Job Billings Pay Requests
- Prepare Updated Job Cost Report & Est Final Cost
- Meet With VP/Pres - Review Project Results

Job Meetings

- Pre-Job Cust Meeting - Train Cust To Follow Contract
- Review Scope, Specs, Terms & CO Rates
- Review Approvals, Deadlines, Docs, Billing Reqmts
- Review Schedule, Move-Ins, Phases, Delays
- Pre-Job Onsite Planning Meeting - PM-GS-S-F
- Pre-Job Field All Subcontractor Mtg. - Onsite
- Pre-Move-Ins Job Inspection - By GS/S
- Pre-Move-Offs Inspection - By GS-S
- Subcontractor Field Coordination Wk. Meeting
- Customer Meeting Weekly
- Completed Job Review Meeting - PM - S - Estimator

PROJECT ADMIN / COORD

Assist PM With Project Administration

Job Set-Up Into PM Software

- Plans, Documents, Specs, Budget, Cost Codes
- Timecards, Payment Form, CO Log, RFI Log
- Meeting Minutes, Subcontracts, Submittals,

Prepare & Coordinate Job Administration For PM:

- Subcontracts & Major Materials Orders
- Sub Insurance, Permits, Submittal Requirements
- Documentation & Correspondence, Notice Chart
- Change Orders, RFIs, PCOs, Job Minutes
- Progress Payment Requests, Releases, Invoices
- Job Cost Scorecards, Timecards, Close-Out Docs

GENERAL SUPERINTENDENT Field Manager

- Visit Job & Meet With Customer Pre-Start**
 - Set Schedule - Move-Ins - Scope - Conflicts
 - Asses: Gen Conds. - Utilities - Clean-Up
- Pre-Job Start-Up - Review With PM, Supt & Fore:**
 - Schedule, Job Work Plan, Crews & Logistics
 - Budget - Crew Hours - Equipment - Materials
 - Scope, Incl. & Excl., Permits, Move-Ins, Temp.
 - Subs, Suppliers & Equipment, Gen. Conditions
- Pre-Job, Pre-Crew Move-Ins & Move-Off**
 - Visit Jobs Prior To Crew Move-Ins & Move-Offs
 - Cust. Job Walk - Ready? Punchlist? - Call-Backs
- Crews - Train, Manage & Promote To Handle Work**
- Safety Program** - Manage, Update & Track
- Weekly** - Attend Co. Logistics Scheduling Meeting
 - Hold Supt & Fore Results & Training Meeting
 - Visit All Jobs ___ / Week - Review With S/F:
 - Job Cost L & E Scorecard, Inspect Safety
 - Job Look-Ahead Schedule, Punchlist, QC, COs
- Daily** - Communicate With PM, Supt & Foreman
 - Assist Fore Ordering Materials & Equip
 - Call-Off Co. & Rental Equipment Not Being Used
 - Schedule & Coordinate All Crews & Equipment

Project SUPERINTENDENT - FOREMAN

- Communicate With Cust., PM, GS, S & F Daily
- Update Look-Ahead Schedule - Weekly
- Daily Clean-Up & Safety Job Walk Inspection
- Prepare Daily
 - Job Report, Photos, Material Tickets, Receipts
 - Timecard, Equip Hours, Expenses, Tool Inventory
 - Potential Change Order Issues, Delays, Changes
- Meet With Customer & Job Supt Daily
- Meet Subs Onsite 2 - 3 Weeks Before Required
- Order Material To Arrive 3 Days Before Required
- Schedule Equip. & Tools 5 Days Prior To Required
- Hold Pre-Job Subs Start-Up Meeting Onsite
- Hold - Weekly Sub Field Coord. Meeting
- Attend Customer Job Meetings - Weekly
- Meet Weekly Onsite With PM To Review
 - Job Scorecard, Look-Ahead Schedule, Clean-Up, Punchlist, Safety, COs, % Complete
- Complete Punchlist w/ Cust Before Move-Offs
- Update As-Built Weekly



ESTIMATOR

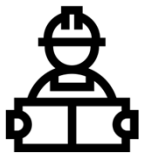


- 1. Develop Accurate & Complete Estimates**
 - With No Missed Items Per Latest Plans
 - Scope, Inclusions, Exclusions, Allowances
 - Bonds, Insurance, Schedule, LDs, Bid Bonds
 - Value-Engineering, Alternates, Insurance, Etc.
 - Accurate Crew Production Rates & Schedules
 - Maintain Updated Labor & Equipment Rates
 - Maintain Material & Rentals Pricing Updates
 - Attend Job Close-Out Meeting to Update Cost History
- 2. Manage & Track Estimating Department & Workload**
 - Manage Bid & Proposal Process & Requirements
 - Manage Bid-Estimating Tracking Schedule - Weekly
 - Manage Pro-Active Bid Follow-Up Program
 - Review All Bid Opportunities With Mgr. - Yes Or No
 - All Estimates Completed On-Time
 - Attend All Pre-Bid Job Walks
 - Visit Jobsite With PM/S/F Prior To Estimate
 - Manage Winning Client Presentation & Bid Strategy
 - Send Our Customized Bid RFPs For Jobs
- 3. Track & Update BID-HIT-WIN Ratio – Monthly**
 - Track By Type, Size, Customer, MU, Etc.
 - Complete Sales Award Tracking Report
- 4. Review Estimate W/ Manager 2 Days Prior To Bid Date**
 - Scope, Pricing, Markup, GCs, Schedule & Strategy
- 5. Build Strong Subcontractor & Supplier Database**
 - Maintain Good Repour With Subs & Suppliers
 - Obtain Minimum 3 To 5 Bids Per Trade Coverage
 - Maintain Good Repour With Subs & Suppliers
- 6. Maintain Detailed Master Estimating Template**
 - Update With Detailed Line Items For All Tasks
 - Include All Missed Items From Previous Estimates
 - Clearly Define Scope For Each Trade
 - Identify Potential Missed Items
- 7. Maintain Updated Cost History Library - Monthly**
 - Accurate Updated L & E Production Crew Rates
 - Review Final Job Costs Vs. Estimate - Adjust Rates
 - Updated Pricing & Availability Updates
 - Update & Add Missed Items & Scope Errors
- 8. Prepare Accurate Conceptual Estimating Budgets**
- 9. Attend Meetings**
 - Weekly Estimating & Pre-Bid Job Walks
 - Customer Presentations
 - Pre-Job Turn-Over
 - Completed Project Close-Out Review Meeting
- 10. Assist PM As Needed:**
 - Prepare Subcontractor Scope Sheets For PM
 - Review Subcontractor Scope Of Work
 - Major Change Orders & Plan Changes Requested
 - Pre-Construction Estimates & Value Engineering

PROJECT ADMINISTRATOR - Contract Admin PROJECT COORDINATOR - PMA (PM Asst)



- 1. Work Closely & Meet Daily With Project Manager**
 - Meet With PM Daily To Review & Track Activities
- 2. Job Set-Up & Management**
 - Download Plans, Specs & Job Into PM Software
 - Job Budget & Cost Codes
 - Change Order Requests & Approved
 - Complete Administration Checklist
 - Prepare Prime Contract
 - Prepare Standard Subcontract, Exhibits & Job Rules
 - Prepare Notice, Milestones & Deadline Charts
 - Prepare Project Reports, Logs, Forms & Templates
 - Obtain Insurance, Bonds & Licenses Required
 - Verify Latest Updated Plans
- 3. Prepare & Coordinate Job Admin. As Directed By PM:**
 - Assist With Securing & Prices For
 - Equip, Materials, Tools, Supplies, Purchases, Etc.
 - Subcontractors & Change Orders.
 - Documentation & Correspondence
 - Submit & Get Permits From City
 - Attend Jobsite Meetings & Pre-Job Turn-Over Meeting
 - Prepare & Monitor, Coordinate, Track & Distribute:
 - Insurance & Bonds Required
 - Latest Plans
 - Subcontracts & Purchase Orders
 - Get All Signed Subcontracts & POs Back
 - Subcontractor Insurance Certificates
 - Schedule Updates
 - Submittals & Shop Drawings
 - Progress Payment Requests
 - Look-Ahead Schedules
 - Punch-List & QC Reports
 - Meeting Minutes
 - Timecards
 - Job Cost Scorecards
 - Field Expenses Reimbursements
 - Daily Reports & Photos
 - Change Order Requests & Approved
 - RFIs
 - Safety Meetings & Inspection Reports
- 4. Prepare AR Customer Billing by 25th**
 - Obtain All Lien Releases To Customer By 5th
- 5. Monitor & Review Subcontractor & Supplier Invoices**
 - Subcontractor & Supplier Lien Releases
- 6. Manage & Prepare All Close-Out - Within 2 Weeks**
 - Documents, As-Built, Warranties, Manuals
 - Cancel All Temporary Facilities & Utilities



PROJECT MANAGER - Job Description

1. RESULTS - PM Is 100% Accountable & Responsible To

- Achieve Project Results, Targets, Goals & Hit Deadlines:
 - Budget - Schedule - Quality - Safety - Contract - Customer
- Manage, Monitor & Direct Project Team To Meet Goals
 - Job Superintendent, Foreman, PA/PC & General Supt.

2. BUDGET - Complete Projects On-Budget Without Profit Fade

- a. Establish Budget & Goals With Cost Codes & Job Timecard
- b. Achieve Project Budget, Job Cost, Crew Production, Labor, Equipment, General Conditions & Profit Goals
- c. Prepare Updated Project Job Cost Report With Accurate Estimated Cost To Complete & Final Job Cost - Monthly
- d. Update Crew Labor Production Job Cost Scorecard - Weekly
- e. Approve All Timecards & Invoices Weekly With Cost Codes
- f. Establish & Maintain General Conditions Within Budget
- e. Establish Job Change Order Template
 - Rates, Mark-Up, General Conditions & Delay Rates

3. SCHEDULE - Manage & Complete Projects On-Time

- a. Develop Project Milestone Chart With Deadlines, Approvals, Long Lead Items, Phases, Move-Ins, Delays, Completion & Close-Out Timelines
- b. Draft & Update Master Project Schedule - Monthly
- c. Draft Standard Look-Ahead Schedule Template
- d. PM Review Look-Ahead Schedule With S & F - Weekly

4. CUSTOMER - Manage & Maintain Customer Relationship

- a. Pro-Actively Communicate With Customer - Weekly
- b. Hold Customer Pre-Job Start-Up Meeting To Train Cust.
- c. Meet With Customer Onsite - Weekly

5. DOCUMENTATION & CONTRACT MANAGEMENT

- a. Prepare Project Checklists:
 - Start-Up, Administration, Notice, Terms & Milestones
- b. Set-Up Project Into PM Software System
 - Download Plans, Specs, Standard Subcontract, Etc.
 - Budget, Cost Codes, Timecards, Change Order Rates
 - Project Forms, RFI & Photo Logs, Meeting Agendas
- c. Document All Contract Requirements & Issues - Weekly
- d. Manage Close-Out Requirements - Complete In 30 Days

6. PROCUREMENT - Negotiate, Procure, Write & Execute All Subcontracts & Major Material Orders Within 1st 30 Days Of Contract Or Job Start

- General Contract Terms Checklist
- Standard Subcontract
- Standard Subcontract Attachments
- Standard Job Rules
- Project Change Order Rate Sheet
- Subcontractor Scope - No Missed Items

7. SUBMITTALS - Prepare Submittal Tracking Log

- a. Get All Submittals Approved In 1st 4 Weeks Of Job

8. Pro-Active CHANGE ORDER MANAGEMENT

- a. Verify Contract Terms, Allowed Costs & Mark-Up
- b. Develop Change Order Rate Sheet & Template
- c. Never Do Extra Work Without Prior Written Approval Of Customer
- d. Get Customer Approval Prior To Start Work
 - Mark-Up
 - Labor & Equipment Rates
 - Delay Costs, General Conditions
 - Mobilizations & Move-In Costs
- e. Document All Extra Change Order Work, Time Extensions & Approvals Aggressively & Submit Within 7 days of Occurrence

9. PROJECT PROGRESS PAYMENTS

- a. Establish Payment Procedure
- b. Set-Up Invoice Template
- c. Invoice All Progress Payments Monthly By 25th

10. FIELD MANAGEMENT

- PM Visit Jobs Weekly To Review & Perform:

- a. Detailed Project Update & Job-Walk With S & F
- b. Project Planning, Production, Field Coordination, Documentation, Contract Conformance & Quality
- c. Updated Look-Ahead Schedule Review
- d. Review Weekly Updated Job Cost & Crew Labor Production Scorecard - Actual Vs. Budget
- e. Punch-List, QC & Clean-Up Inspection Report
- f. Weekly Safety Inspection & Report
- g. Change Order Status - Current & Potential
- h. Review Completed Work For Progress Payments
- J. Preparation For Final Inspection, Walk-Thru, Close-Out, As-Builts & Documentation Package
- k. SAFETY - PM Review Job Safety Plan Maintained

11. MEETINGS - Maintain & Hold Mandatory Meetings

- a. Pre-Project Turn-Over Hand-Off Start-Up Meeting
 - Hold 7 Days Prior To Job Start - EST, PM, S, F, PA
- b. Hold PM Project Review Meeting With VP - Weekly
- c. Customer Pre-Job Start-Up & Job Mtg - Weekly
- d. Pre-Job Onsite Planning Meeting - PM-GS-S-F
- e. Crew & Safety Meetings - Weekly
- f. PM Visit All Jobs & Job Walk With S & F - Weekly
- g. Pre-Job Field All Subcontractor Meeting - Onsite
- h. Subcontractor Field Coordination Mtg - Weekly
- i. Logistics Manpower Scheduling Meeting - Weekly
- j. Close-Out Review Meeting With Est, PM, S



PROJECT SUPERINTENDENT - Job Description

1. RESULTS

- Project Superintendent Is 100% Accountable & Responsible
To Achieve Project Field Production & Performance Goals Including:

A. Supervise & Manage Project From Start To Finish

- On-Time Schedule - Quality Workmanship - Safe
- Construct All Contract Field Requirements
- Maintain Positive Customer Communication
- Field & Crew On-Budget Production & Performance
- Manage, Supervise & Schedule Subcontractors
- Supervise & Schedule Suppliers, Tests & Inspections
- Update & Maintain Look-Ahead Schedule - Weekly
- Perform Weekly QC & Safety Punchlist & Complete All Items Within 1 Week
- Perform Safety Inspection & Report Weekly

B. Work Closely With Project Manager To Meet Goals

- Communicate Daily With PM - Issues, Progress, etc.
- Supervise & Oversee Co. Crew To Finish On-Budget.
- Manage Job General Conditions & Keep On-Budget.
- Know & Verify Approved Submittals For All Materials.
- Keep Updated Set Of Plans & Specs Onsite.
- Maintain, Prepare & Update As-Built - Weekly.
- Never Leave Jobsite Without Someone In Charge.
- Enforce Co. Standard Attire, Safety Gear & Systems.

C. Meet With PM Onsite Weekly To Review & Perform:

- Perform Weekly Job Walk With Project Manager.
- Review Field Planning, Production & Coordination.
- Review Updated Look-Ahead & Project Schedule.
- Review Weekly Updated Job Cost & Crew Labor Production Scorecard.
- Punch-List, QC & Clean-Up Inspection Reports.
- Weekly Safety Inspection & Report.
- Change Orders - Current & Potential.
- Preparation For Final Inspection, Walk-Thru, Close-Out, As-Built, Documentation & Turn-Over.

2. SCHEDULE

- Supervise, Direct & Manage To Complete Jobs On-Time

- Aggressively Manage, Schedule & Coordinate All Subcontractors, Suppliers & Field Crew Workers.
- Finish Jobs With No Punch-List, Call-Backs Or Re-Work.
- Manage & Order Materials, Equipment, Tools & Supplies Timely To Arrive 2 Days Prior To Needed.
- Prepare Updated Weekly 2 - 4 Week 'Look-Ahead' Schedule & Turn In Weekly.
- Prepare Daily Report & Multiple Photos Of Activities.
- Call For All Inspections & Test Required.
- Meet Subs Onsite 3 Weeks & 3 Days Before Needed.
- Coordinate & Call All Inspections & Tests Required.
- Call Off & Cancel Equipment When Finished.

3. CHANGE ORDERS

- Never Do Extra Work Without Prior Approval of PM & Cust

- Document All Issues, Changes, Delays, Extra Move-Ins, Notices, COR, PCOs, RFIs - Daily.

4. SAFETY

- Manage Safety Program With No Accidents Or Incidents

- Enforce Crew & Subs Weekly Safety Meetings Held.
- Prepare Weekly Project Safety Inspection Report.
- Enforce Co. Standard Attire, Safety Gear & Systems.
- Report Crew Injuries & Accidents Within 24 Hours.

5. QUALITY

- All Work Built With Quality Per Contract, Plans & Specs

- Ensure Quality Workmanship Per Contract, Plans, Specs & Codes.
- Prepare & Complete Punchlist Report - Weekly.
- Supervise & Maintain Clean Safe Project - Daily.

6. CUSTOMER

- Pro-Active Respectful Communication With Cust.
- Communicate & Liaison With Customer On Field & Change Order Issues.

7. CONTRACT

- Know Contract, Scope, Doc, Plans & Specs.
- Know Subcontract Scope, Inclusion & Exclusions
- Know & Verify Approved Submittals For Materials.
- Maintain & Know Approved Set of Plans Onsite.
- Maintain, Prepare & Update As-Built Weekly.

8. MEETINGS

- Attend Pre-Project Turn-Over Hand-Off Start-Up Meeting - 7 Days Prior To Job Start.
- Hold Pre-Construction Start-Up Meeting Onsite With All Subcontractors.
- Hold Field Coordination Meeting With All Subs Working & Needed In Next 30 Days - Bi-Weekly.
- Ensure All Crews Hold Weekly Safety Meetings.
- Customer Pre-Job Start-Up & Job Meetings - Wkly.
- Pre-Job Onsite Planning Meeting - PM-GS-S-F.
- Crew & Safety Meetings - Weekly.
- PM Visit All Jobs & Job Walk With S & F - Weekly.
- Logistics Manpower Scheduling Meeting - Weekly.
- Close-Out Review Meeting With Est, PM, S.

CREW FOREMAN - Job Description



1. ACHIEVE CREW PROJECT RESULTS

Crew Foreman Is 100% Accountable & Responsible To Achieve Project Crew Field & Production Goals

- Supervise & Oversee Crew & Equipment Production Hours To Complete Work On-Budget & On-Time
- Review Weekly Updated Job Cost & Crew Labor Production Scorecard With PM & Supt Weekly Onsite.
- Manage Job General Conditions To Keep On-Budget
- All Work Built With Quality Workmanship Per Contract Plans, Specs, Codes & Company Standards
- Finish Jobs With No Punchlist, Call-Backs Or Re-Work

2. PROFESSIONAL FULL-CHARGE CREW SUPERVISION

Supervise & Manage Crew 100% From Start To Finish

- Direct Crew, Schedule, Quality, Workmanship & Safety.
- Manage Field & Crew Production Performance.
- Manage & Monitor Field Contract Requirements
- Manage, Supervise & Schedule Crew Workers, Subcontractors, Suppliers & Materials.
- Supervise & Schedule Tests & Inspections.
- Install & Maintain Quality Workmanship Per Plans.
- Supervise & Maintain Clean, Safe Accident-Free Jobsite.
- Maintain Positive Workplace & Team Player Attitude.
- Maintain Positive Customer Communication.
- Enforce Co. Standards, Policies, Procedures & Rules.
- Provide Training & Mentorship To Crew Members.
- Mentor & Develop Strong Crew Member Into Foreman.

3. SCHEDULE - Complete Projects On-Schedule

Supervise & Manage Crew To Complete Jobs On-Time

- Aggressively Manage, Schedule & Coordinate All Subcontractors, Suppliers & Field Crew Workers.
- Coordinate & Schedule All Material, Supplies, Tools & Equip. Delivery To Jobsite 2 - 3 Days Prior To Required.
- Prepare & Submit Updated 2 - 4 Week Look-Ahead Schedule & Review With PM onsite - Weekly.
- Coordinate, Order & Schedule All Temporary Facilities, Utilities, Material, Supplies, Tools, Rentals & Company Equipment - Deliver To Jobsite 2 Days Prior To Required.
- Call Off & Cancel Equipment When Finished.
- Finish Jobs With No Punch-List, Call-Backs Or Re-Work.

4. WORK CLOSE WITH PROJECT MANAGER TO MEET GOALS

- Respectful Communication With Customer Onsite Daily.
- Communicate Daily With PM - Issues, Progress, etc.
- Never Do Extra Work Without Approval of PM & Cust.
- Never Trade-Off Work With Other Contractors Or Customer For Free Without PM Approval.
- Document All Issues, Changes, Notices, PCOs, RFIs.
- Meet With PM Onsite Weekly To Review & Perform:
 - Weekly Job Walk To Review Project Planning & Production
 - Updated Look-Ahead Schedule & Field Coordination
 - Punch-List, QC, Clean-Up & Safety Inspection Report
 - Current & Potential Change Orders. Billing % Complete
- Manage Project With PM Software & Technology.

5. FOREMAN & SUPERVISOR ACTIVITIES & DUTIES

- Meet With Customer's Job Supervisor Onsite - Daily.
- Meet With Customer's Job Supt Prior to Moving Off.
- Perform & Document Job Walk With Customer's Supt Prior To Move-Offs To Eliminate Call-Backs & Damage.
- Coordinate & Call All Inspections & Tests Required.
- Perform Weekly Punchlist & Complete All Items Weekly.
- Turn In L & E Timecards & Quantities By Cost Code Daily.
- Turn In Daily Quantities Of Work Performed - Daily.
- Prepare & Submit Job Report & Multiple Photos - Daily.
- Sign T & M and Material Delivery Tickets - Daily.
- Update As-Built's Daily & Turn In At Job Completion.
- Weekly Trailer Inventory - Tools, Supplies, Equip Etc.
- Enforce No Crew Worker Cell Phones, Drinking, Drugs, Smoking, Loud Music & Pets.
- Have Crew Worker Arrive Early To Layout Tools & Equip.
- Worker Stay Late - Clean-Up & Put Tools & Equip Away.

6. FOREMAN & SUPERVISOR STANDARDS

- Maintain Latest Approved Set of Plans Onsite.
- Manage All Move-On & Move-Off Requirements.
- Manage Temporary Facilities, Utilities, Security Systems, Fencing, Traffic Control, Barricades, Signage.
- Supervise & Maintain Clean Safe Project - Daily.
- Manage & Enforce All Project Safety Standards, Safety Equipment, PPE, Attire Standards, No Alcohol Or Drugs.
- Keep Equipment Clean & Maintained Daily.
- Protect All Completed Work & Adjacent Properties.
- Never Leave Jobsite To Go To Supply House Or Store To Buy Or Pickup Materials - Send Crew Member & Assign Lead To Be Crew Leader In Absence.
- Manage Crew Rules - No Cell Phones Or Smoking Onsite.

7. SCHEDULE - Supervise, Direct, Manage To Finish Jobs On-Time

- Coordinate & Schedule All Material, Supplies, Tools & Equipment To Be Delivered To Job 2 Days Prior To Req'd.
- Aggressively Manage, Schedule & Coordinate All Subcontractors, Suppliers & Field Crew Workers.
- Finish Jobs With No Punch-List Or Call-Backs.

8. SAFETY - Manage Safety Program - No Accidents & Incidents

- Enforce Company Safety Standards & Attire With Crew.
- Hold Crew Safety Meeting - Weekly.
- Prepare Project Safety Inspection Report - Weekly.
- Report & Document All Crew Injuries & Site Accidents Immediately Within 24 Hours Of Any Incident To Office.

9. MEETINGS

- Hold Daily Crew Huddle-Up @ 7:00am on Jobsite.
- Start Work By 7:15am / 30 Min Lunch/ 15 Min Break.
- Hold Crew Results & Planning Meeting Monday AM
- Attend Pre-Project Turn-Over Hand-Off Start-Up Meeting
- Attend Company Foreman & Supt Meetings

VP - GM CONSTRUCTION OPERATIONS

- 1. 100% Accountable & Responsible For Construction Operations Performance, Results, Capacity, Team, Systems, Customer Interaction, Contracts, Strategy, Problems & Issues.**
- 2. Hold Direct Reports (DR), PM & GS Accountable To Achieve Results & Perform Responsibilities Per Budget, Deadlines & Follow Company Systems.**
- 3. Meet Weekly With Direct Reports**
 - Est, PM, GS, GF, Shop Mgr, Equip Mgr, Etc.
 - a. Hold Direct Reports Accountable To Perform.
 - b. Stay Informed & Monitor Results Of Performance
 - Team, Schedules, Tasks, Activities & Deadlines
 - c. Enforce, Review & Ensure DRs Do Their Jobs, Achieve Results & Meet Their Goals & Deadlines.
 - d. Provide Input & Assist With DR's Decision Making.
 - e. Review & Monitor All Current Projects, Job Descriptions, Deadlines & Assignments Including:
 - Financial Results & Budgets
 - Job Cost Crew Production L & E Scorecards
 - Contract Management & Documentation
 - Procurement, Submittals & Shop Drawings
 - Change Orders, Delays & RFIs
 - Updated Schedule, Deadlines & Milestones
 - Safety Program, Performance & Issues
 - Production - Performance - Quality
 - Workload & Priorities, QC & Priorities
 - Customer Issues, Payment & Billings
 - Jobsite Meetings, Reports & Documentation
 - Equipment Utilization & Maintenance Program
- 4. Manage Operations Workload & Manpower**
 - Provide Leadership & Pro-Active Communication
 - Develop Capacity For Current & Future Projects
 - Monitor Hiring & Talent Development
 - Oversee Coaching, Training & Mentoring Program
 - Coach, Mentor, Train, Support & Motivate Team
 - Maintain Winning Team, Positive Attitude & Values
 - Provide Praise & Recognize for Accomplishments
 - Provide Regular Reviews With DRs
 - Help, Encourage & Advise On DR's Future
- 5. Maintain & Enforce Systems**
 - Manage & Enforce Company Standards & Systems
- 6. Maintain Customer Relationships & Satisfaction**
 - Visit Jobsites To Meet With Customers
 - Regular Communication With Customers

FIELD OPERATIONS MANAGER

General Superintendent - Gen Foreman



- 1. 100% Accountable & Responsible To Achieve Field Construction Operations - Goals, Performance, Results, Production, Schedule, Quality, Systems & Strategy.**
- 2. Work Closely With Project Managers To Meet Job Goals:**
 - On-Budget, On-Schedule & Safe
 - Labor, Equipment & General Conditions On-Budget
 - Get Paid For All Extra Work, Delays, Changes, Etc.
 - Quality Work With No Punch-Lists, Call-Backs & Re-Work.
- 3. Maintain, Monitor & Review All Field Superintendent, Foremen & Crew Performance Weekly To Review:**
 - Production, Results, Job Cost & Budget.
 - Overall Schedule, Look-Ahead Schedules.
 - Quality, Workmanship Per Plans, Specs & Contracts.
- 4. Hold Team Accountable To Achieve Results & Perform Responsibilities Per Budgets, Schedules, Deadlines, Quality Standards & Follow Co. Systems.**
- 5. Manage Field Operations Workload, Team & Manpower**
 - Develop Capacity & Maintain Enough Trained Field Crews & Manpower For Current & Future Workload
 - Coordinate & Organize Field Supervisors, Schedules, Workload, Logistics, Performance, Hiring & Training.
 - Provide Input & Advise To Supervisors On Decisions, Tactics, Solutions, Conflicts & Methods.
 - Monitor Hiring & Talent Development For Field
 - Build Winning Team With Positive Attitudes & Values
 - Put Right People In Right Positions
 - Oversee Coaching, Training & Mentoring Program
 - Promote Promotion From Within Mentor Program
- 6. Visit All Jobs Every 1 To 2 Days To Monitor & Review:**
 - Field Performance, Tasks, Activities, Quality, Production, Workmanship, Job Rules, PPE, Safety Methods, etc.
 - Enforce Field & Crew Standards, Systems & Results.
 - Planning, Schedules, Milestones & Deadlines.
 - Oversee & Monitor Crew L & E Hours Versus Budget.
- 7. Meetings & Jobsite Coordination**
 - Visit Jobsites 2 Days Prior To Scheduling Crew Move-Ons To Make Sure Job Is Ready.
 - Visit Jobs 2 Days Prior To Crew Move-Off To Make Sure Job Phase Is Finished, Punch-List Is Completed & Signed Off By Customer To Avoid Call-Backs.
 - Hold Weekly Field Supt & Foremen Meetings To Review Performance, Results & Provide Training.
 - Attend Project Start-Up & Customer Start-Up Meeting
 - Job Close-Out Is Top Priority = Inspect All Jobs To Ensure Job Is 100% Done With Zero Punchlist.
- 8. Maintain Customer Relationships & Performance Ratings**
 - Visit Jobs Regularly To Meet Customers Onsite At Job Start-Up & Ongoing Basis To Discuss Schedule, Issues, Etc

MULTIPLE CREWS SUPERINTENDENT (MCS)

- Manage Multiple Foremen & Crews

1. 100% Responsible To Supervise & Manage Multiple Projects Field & Crew Performance
 - Schedule, Quality, Safety, Contract & Customer
2. Construction & Crew Management
 - Communicate Daily With PM - Issues, Progress, etc.
 - Manage Jobsite General Conditions & Keep On-Budget
 - Don't Leave Jobsite W/O Lead Or Foreman In Charge
 - Enforce Co. Standard Attire, Safety Gear, & Systems
3. Schedule
 - Finish All Jobs On-Time With No Punch-List Or Call-Backs
 - Manage Project Foremen & Crew Manpower Requirements To Meet Project Goals
 - Aggressively Manage, Schedule & Coordinate Company Field Foremen & Crew Workers To Achieve Results
 - Coordinate & Manage Subcontractors & Suppliers
 - Meet With Subs Onsite 2 & 1 Week Before Needed
4. Change Orders
 - Never Do Extra Work Without Prior Approval of Cust & PM
 - Document All Issues, Changes, Notices, COR, PCOs, RFIs
5. Safety
 - Manage Job Safety Program With No Accidents
 - Ensure Crew & Subs Hold Weekly Safety Meeting
6. Quality
 - Ensure Quality Work Per Contract, Plans, Specs & Codes
 - Prepare & Complete Job Punchlist Every 1 - 2 Weeks
 - Supervise & Maintain Clean Safe Project & Site - Daily
7. Customer
 - Communicate & Liaison With Cust. Field & C.O. Issues
8. Contracts
 - Understand Contract, Scope, Documents, Plans & Specs
 - Understand Subcontract Scope, Inclusions & Exclusions
 - Know & Verify Approved Submittals For All Materials
 - Maintain, Review & Know Approved Set of Plans Onsite
 - Maintain, Prepare & Update As-Built Weekly
9. Meetings
 - Hold Pre-Const. Start-Up Meeting Onsite With All Subs
 - Hold Field Coord. Meeting With All Subs Every 1 - 2 Wk



MANAGING MANAGER (MM)

- *Managing Manager Manages Direct Reports (DR) & Managers*



Managing Manager (MM)

1. MM's Job Is To Review, Monitor & Hold Direct Reports Accountable & Responsible To Perform, Achieve Expected Results & Meet Deadlines.
2. MM Is Accountable & Responsible For DR's Performance, Actions, Improvement & Results.

MM's Top Priorities & Accountabilities

1. Hold Direct Reports Accountable
2. Ensure DRs Achieve Expected Results
3. Enforce Strategy, Systems, Results & Deadlines
4. Monitor Tactics, Logistics & Work Quality
5. Promote Teamwork, Coach & Mentor DRs

MM Meets Weekly With Direct Reports:

1. MM Hold DRs Accountable To Achieve Expected Results & Deadlines
2. MM Stays Informed Reviews & Monitors - DRs Results, Tasks, Activities, Deadlines, Performance, Plans & Activities
3. MM Enforces, Reviews & Ensures DRs Do Their Jobs & Meet Goals
4. MM Coaches, Mentors, Trains, Supports & Motivates DRs & Team
5. MM Ensure DRs Do Their Jobs & Follow Company Systems & Standards
6. MM Maintains Winning Team, Positive Attitudes & Core Values
7. MM Provides Input & Assists With Report's Decision Making
8. MM Regularly Meets Weekly With DRs To Review & Monitor Performance & Activity