

1.0 INTRODUCTION

- 1.1 The purpose of this Operating Procedure is to define the duties, authority, responsibilities, reporting relationship and measure of accomplishment for the functional position of Project Manager, as assigned to that function by the Senior Vice President of Operations of Trapani Construction Company.

2.0 REQUIREMENTS

2.1 Education

- 2.1.1 Required: High School diploma or GED from an accredited school system or program.
- 2.1.2 Preferred: BS or BA degree in Engineering or some field related to the commercial and or industrial construction industry from an accredited four-year institution.

2.2 Licensing / Registration / Certification

- 2.2.1 Required: Drivers license
- 2.2.2 Preferred: OSHA Safety Training Certification

2.3 Experience

- 2.3.1 Required: Five years managing projects as a Superintendent and/or Project Manager in a high quality general contracting construction environment.
- 2.3.2 Preferred: Ten years of similar experience.

2.4 Skills / Knowledge / Abilities

All items listed should be taken to read that the individual already has these skills, etc., or has the ability to rapidly acquire them.

- 2.4.1 Strong technical construction knowledge with the ability to control project costs.
- 2.4.2 Demonstrated ability to lead, motivate and supervise people.

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- 2.4.3 Strong organizational skills including the ability to practice good time management, oversee multiple projects, and establish priorities.
 - 2.4.4 Excellent negotiating skills
 - 2.4.5 Excellent administrative skills in the following areas:
 - 2.4.5.1 Ability to develop realistic and effective construction schedules
 - 2.4.5.2 Preparing an accurate scope of work for the subcontractors.
 - 2.4.5.3 Preparing subcontractor agreements
 - 2.4.5.4 Bidding and selection of subcontractors
 - 2.4.5.5 Modification of project documents
 - 2.4.5.6 Establish and maintain project files
 - 2.4.5.7 Maintain projects status reports
 - 2.4.5.8 Implementing and controlling change orders
 - 2.4.5.9 Cost control- Budget vs. Actual
 - 2.4.5.10 Ability to analyze, interpret, and implement project documents, specification, drawings etc.
 - 2.4.6 Excellent communication skills both verbal and written.
 - 2.4.7 Proven strong professional work ethic
 - 2.4.8 A self-starter, self-directing person who is goal oriented and results driven.
 - 2.4.9 Ability to pay attention to detail on multiple projects at the same time.
 - 2.4.10 Ability to maintain good quality control on all projects.
 - 2.4.11 Ability to follow instructions by demonstrating the following:
 - 2.4.11.1 Good listening skills
 - 2.4.11.2 Understands direction
 - 2.4.11.3 Asks questions for clarification
 - 2.4.11.4 Follows through
 - 2.4.12 Excellent problem solving skills
 - 2.4.13 Has a positive can do attitude.
 - 2.4.14 Always thinking and planning ahead. Good foresight. Must be proactive, not reactive.

2.4.15 Has the ability to make good decisions when it comes to:

- 2.4.15.1 Construction Standards & Details
- 2.4.15.2 Quality Issues
- 2.4.15.3 When to seek assistance from others

2.5 **Physical**

2.5.1 Body Positions

- 2.5.1.1 This position requires the ability to sit for prolonged periods of time.
- 2.5.1.2 This position requires the ability to stand for prolonged periods of time.
- 2.5.1.3 This position requires the ability to stoop, squat, and climb stairs and ladders.

2.5.2 Body Movements

- 2.5.2.1 This position requires the ability to negotiate around and through a crowded office area, as well as the ability to move around equipment and materials located at construction sites that at times could be difficult to accomplish.
- 2.5.2.2 This position requires the ability to operate a motor vehicle in order to visit customers, actual and prospective, as well as suppliers and/or manufacturers.
- 2.5.2.3 This position requires the physical ability and dexterity to operate telephones and answering machines, computers and computer software, fax machines, and adding machines/ calculators.

2.6 **Mental**

- 2.6.1 Mathematics: Knowledge of advanced math, heavy Estimating and technical issues is required. In addition this position requires excellent general math skills and accuracy for ordering, generating and tracking purchase orders and tracking the actual costs versus estimated costs. This position requires excellent math skills and accuracy for detailing and

possesses basic geometry and related mathematical skills, and for preparing required reports.

- 2.6.2 Language: This position requires the ability to read, write, and speak English in order to identify various material items, to examine correspondence, to read and understand pricing and various discounts available on purchases, to read reports, and to read correspondence from customers, suppliers, manufacturers, and outside professionals. It also requires the ability to explain complex construction issues both verbally and in writing. Must be able to make presentations to small groups of people such as owners, their representatives and board of directors. Ability to write concise reports.

2.7 Working Conditions

- 2.7.1 Trapani Construction Company makes every effort to provide a pleasant, environmentally controlled office atmosphere.

2.7.1.1 However, the Project Manager will be required to visit job sites, existing or potential, in all types of outdoor weather, and will be exposed to dust, dirt, fumes, etc.

- 2.7.2 The Project Manager will be required to visit current and potential customers and/or suppliers on a regular basis at their locations, over which the company has no control, and in various types of conditions over which the company has no control.

- 2.7.3 The Project Manager will also visit outside professionals with whom the Company does business, in various types of conditions over which the company has no control.

3.0 BASIC FUNCTION

- 3.1 The basic function of the Project Manager is to take all the actions necessary to assist in the development of an estimate and then is responsible for the successful management of the project through completion, meeting or exceeding the Trapani Construction Company's profit margin goals.

4.0 REPORTING RELATIONSHIPS

- 4.1 The Project Manager reports directly to the Senior Vice President of Operations.
- 4.2 Superintendents assigned to their projects report directly to the Project Manager.

5.0 AUTHORITY

- 5.1 The Project Manager receives sufficient authority from, and is accountable to, the Senior Vice President of Operations for the accomplishment of all assigned duties and responsibilities. The Project Manger has exclusive jurisdiction over all decisions relative to the projects to which they are assigned, subject to the Vice President of Operations' approval. All of the duties and responsibilities that are established for this position, to include, but not limited to, obtaining the approved net profit goal on each project while maintaining quality standards set forth by Trapani Construction Co., Inc.

PERFORMANCE EVALUATION

The performance of the Project Manager of the Trapani Construction Co. Relative to the responsibilities and duties assigned, on a consistent basis is of utmost importance to the success of the organization. The Vice President of Operations will make specific evaluations of performance of the Project Manager of the Trapani Construction Company, relative to the following responsibilities on a periodic basis. The scoring of performance evaluations is determined on a scale of 1 through 10, with 1 representing poorest performance and 10 representing excellent performance. Each responsibility to be evaluated is classified by importance to the Company’s success; thus the score associated with the most important responsibilities will be subject to a “multiplier” in determining total overall performance. A tally and total performance score will be provided at the end of the evaluation.

6.0 ESSENTIAL FUNCTIONS

The essential functions of this position will include, but are not limited to, the following:

6.1 Duties and Responsibilities			Performance Rating
	6.1 General		
		6.1.1 Acquires total knowledge of the plans, specs, and all other contract documents before the project starts and maintains this knowledge throughout the project. This must be done for every project that is assigned.	
		6.1.2 Ensures that all assigned projects are completed on time.	
		6.1.3 Ensures that all projects come in within budget. This includes: Reviewing and approving sub contractor and vendor payments. Preparing and getting approval on all change orders, prior to the change order work being accomplished.	
		6.1.4 Maintains a high quality level of Construction on each project.	
		6.1.5 Maintains good relationships with the customer, their representatives, local authorities, vendors, subcontractors and inspectors	
		6.1.6 Ensures OSHA Safety guidelines are adhered to during all projects.	
		TOTAL FOR SECTION 6.1.1 – 6.1.6 (60 pts possible)	
	6.2 Project Management		
		6.2.1 Personally reviews project thoroughly with the estimator.	

		6.2.2 Reviews bid file completely and thoroughly without distraction.	
		6.2.3 Develops a clear understanding of Trapani Construction Company, Inc. contractual obligations by reviewing completely and thoroughly all bid documents. This includes but not limited to the following: Invitation to Bidders Plans and Specs Scope of Work Schedules Soils Report Any modifications to project documents included in TCC contract such as: Substitutions Exclusions Addenda issued by Architect or Owner Changes required by plan review during Permit review process Bid Budget	
		6.2.4 Work with the Estimator to develop construction schedule.	
		6.2.5 Reviews project in detail with the Superintendent and convey project expectations.	
		6.2.6 Divides the "Scope of Work" into Subcontractor's Scopes of Work in a way that ensures nothing will fall between the cracks and there is no duplication of efforts.	
		6.2.7 Reviews in detail for each trade all current Subcontractor's proposals. The goal of this review is to minimize change orders due to some fine details being missed.	
		6.2.8 Compares Subcontractor's proposals to one another for the following: Price, Completeness of proposal, understanding of the project, Scope of Work, Qualifications of the sub, experience on this type of work, Subs ability to perform and meet TCC's schedule, Cost savings suggested or value engineering, Does Sub meet our insurance requirements?	
		6.2.9 Discuss each bid with the Subcontractor who submitted the bid for clarification	
		6.2.10 Completes "Subcontractor Negotiation " and submits it to management for approval. Also includes a memo of explanation.	
		6.2.11 Upon approval from the Vice President of Operations and /or the President notifies the Subcontractor and the Superintendent of the award and mails the Subcontractor Agreement package to the Subcontractor for their review and signature.	
		6.2.12 Gets copy of Summary Cost Sheet at the start of the project	

		6.2.13 Update cost sheet as needed when there is a significant change in the costs. Examples of significant change are shown below: <ol style="list-style-type: none"> 1. A subcontract is awarded that is a different amount than the line item budget. 2. If an item was overlooked or it was under or over-estimated. 3. Any change order 4. Length of project is going to be different than estimated. 	
		6.2.14 Regularly obtains an updated cost sheet & schedule. Makes any necessary changes and is ready to discuss each project prior to Wednesday morning staff meeting.	
		6.2.15 Reviews all Job Cost Summary Reports and evaluates the profitability of all completed jobs. Undertakes corrective actions as required.	
		6.2.16 Responsible for the proper project close out with all documentation being completed and put in an organized format within ten (10) business days after the project is closed.	
		6.2.17 Ensures that warranty items are taken care of in a prompt and courteous manner.	
		6.2.18 Submits weekly update reports to management by the designated time.	
		6.2.19 Keeps abreast of any changes in governmental rules and regulations that may affect the operation of his areas.	
		6.2.20 Trains and develops Superintendent that are assigned.	
		6.2.21 Assists in performance reviews on assigned Superintendents.	
		6.2.22 Perform all other duties that may be assigned from time to time by the Vice President of Operations.	
		<u>TOTAL FOR SECTION 6.2.1 – 6.2.22</u> Multiply score in Section 6.2 x 1.5 (330 pts possible) Raw Score = x 1.5 =	
	6.3 Other Job Criteria		
		6.3.1 Maintains cooperative working relationships with all company employees and in dealing with customers, subcontractors, suppliers, etc	
		6.3.2 Seeks guidance and direction as necessary.	
		6.3.3 Demonstrates good judgment in investigating and resolving problems.	
		6.3.4 Respects the confidentiality of company, customers, and personnel information.	
		6.3.5 Demonstrates ability to tactfully handle difficult situations.	
		6.3.6 Keeps the Vice President Operations abreast of progress, problems, etc.	
		6.3.7 Makes the best use of time during the course of the	

		workday.	
		6.3.8 Consistently shows the ability to prioritize his efforts and the efforts of others.	
		6.3.9 Always provides proper notification and advance notice of absences.	
		6.3.10 Reports to work on time consistently.	
		6.3.11 Always utilizes required safety equipment.	
		6.3.12 Always follows all safety procedures.	
		6.3.13 Maintains work area in a neat and orderly manner	
		6.3.14 Maintains a well-groomed, presentable appearance in accordance with their job duties.	
		6.3.15 Maintains all work-related documentation neatly, legibly, and accurately.	
		TOTAL FOR SECTION 6.3.1 – 6.3.15 (150 pts possible)	
7.0 MEASURES OF PERFORMANCE		The Project Manager shall be deemed to be performing in a satisfactory manner when the following has been met and/or exceeded:	
		7.0.1 The projects assigned to the Project Manager are completed on time.	
		7.0.2 The projects assigned to the Project Manager are producing the desired gross Margins and Profits.	
		7.0.3 All projects meet or exceed the acceptable quality level.	
		7.0.4 All contract modifications are handled satisfactory and are processed with costs and estimated Gross Margins satisfactory to Trapani Construction Company.	
		7.0.5 The Project Manager covers all of the cost by negotiating good buyouts.	
		7.0.6 All paperwork is handled satisfactorily.	
		7.0.7 Completes all warranty needs in a timely fashion.	
		7.0.8 Maintains good relationships with the client and their representatives.	
		7.0.9 Meets OSHA guidelines on every project.	
		7.0.10 Follows directives of his direct supervisor to the best of his ability.	
		7.0.11 Takes proper care of all company vehicles and equipment issued to him by the company.	
		TOTAL FOR SECTION 7.0.1 – 7.0.11 (110 pts possible)	

Task and Duty Evaluation Rating

Section 6.1	Duties and Responsibilities - General	6.1.1 – 6.1.6	(60 possible points)	_____
Section 6.2	Duties and Responsibilities – Project Management	6.2.1 – 6.2.23	(330 possible points)	_____
Section 6.3	Duties and Responsibilities – Other Criteria	6.3.1 – 6.3.15	(150 possible points)	_____
Section 7.0	Measures of Performance –	Section 7.0.1 – 7.0.11	(110 possible points)	_____
TOTAL EVALUATION SCORE		650 Possible Points		=====
Total Evaluation %		((actual score / 650) * 100%)		=====

I acknowledge that I will be evaluated on annual basis (once every 12 month) with respect to my overall performance. I also acknowledge the following criteria for evaluation:

90% - 100%	=	Superior
80% - 89%	=	Very Good
70% - 79%	=	Satisfactory
60% - 69%	=	Sub Standard
0% - 59%	=	Unacceptable

8.0 REVIEW AND ACCEPTANCE

- 8.1 This Job Description is intended to serve as a listing of the requirements for this position, the authority for action that the individual occupying this position has, and the responsibilities and duties to be performed. It is not intended as a contract for employment, nor does it guarantee employment for any period of time.
- 8.2 The Management of Trapani Construction Company retains the right to change any portion of this job description at any time.
- 8.3 "I have reviewed the contents of this job description and believe it to be accurate."

Trapani Construction Company
Operating Procedure
Subject: **Position Description - Project Manager**
Status: Exempt X Non-Exempt _____

No 1.210
07/01/04
Supercedes: None

Project Manager

Date

Vice President of Operations

Date

EVALUATION REPORT

Greatest consideration in establishing an evaluation has been developed by way of evaluating task performance on a line item basis. This is where specific performance highlights or concerns can best be located and addressed, and where future performance can be benchmarked and tracked against prior performance.

$$\begin{array}{rcc} \text{TOTAL SCORE} & \text{-----} & = & \text{-----} \% \\ & & & \text{Performance Rating} \\ \text{TOTAL POSSIBLE} & \text{880} & & \end{array}$$

Areas of Achievement:

Areas For “Growth” and Recommended Plan of Action:

Areas of “Concern” and Required Plan of Action:

Employee Comments:

Project Manager: _____ Senior VP: _____

Date: _____ Date: _____