



PROJECT MANAGER HOT ITEMS

ESSENTIAL DUTIES THAT ARE CONSIDERED TO BE HIGHEST PRIORITY:

- **Safety:** Refer to Superintendent Safety Responsibilities and adhere to ALL items listed.
 - **Life Safety – Falls, Struck-By, Caught-In/Between, and Electrocutation. Risk of any Life Safety item supersedes and take precedence over all other responsibilities.**
- **Pre-Construction:** Manage this process as soon as an assignment is made. On occasion, you may be asked to manage a job that you do not end up being on, but you should still see the pre-construction process through as long as you are assigned to it. The more time you spend up front, the more time you will have through-out the project. Pro-actively plan out the project, and intentions to build it. Including review of sequencing, staging, site access, utilities, site specific issues. “Build the project, before it gets built”. Plan for construction should be part of the subcontractor interviews, and it is your responsibility to ensure this occurs. Have a subcontractor schedule built prior to bid day, with performance expectations of units per day, SF, etc. Performance expectations should be discussed by the Project Manager with key qualified low bid subs, prior to the sub being carried. Ensure subcontractor interviews occur, make sure and attend. It is your responsibility to ensure the qualified low bid is selected. Project Manager has final say on subcontractor selection, you are responsible to hit a budget but not required to take a sub because that is who the estimator carried. Review scopes, and provide redline comments. Engage the rest of the team (Supers, PE’s) for redline comments.
- **Project Setup:** Ensure all permitting is in place, site utilization plan is implemented, make arrangements for and manage superintendent to ensure, temporary facilities including trailer, dumpster, operations team parking is available, toilets, fencing, temp power, internet, etc.
- **General Duties:**
 - Know who you are mentoring and why? How are you mentoring them? Should be mentoring Project Engineers, PA’s, JCA’s, and Superintendents.
 - Ensure subcontractors are not on site without a fully executed subcontract agreement. Resolve contract issues as soon as possible. Obtain Director approval for all redline comments that apply to Exhibit A.
 - Know and Understand Exhibit A of subcontracts, know and understand scopes of work for all trades, know and understand owner contracts, including LD’s, notice requirements, billing requirements, etc. It is the responsibility of the Project Manager to know the owner contract, better than any other Kier Team Member.
 - Develop & maintain a master schedule in Microsoft Project. The three-week subcontractor schedule (Project Superintendent) should align with the master schedule, durations in Exhibit C, and the master schedule should be updated and distributed to the owner at least once a month or as necessary (project specific). Make sure daily performance expectations of units a day, SF a day/week and/or weekly milestones are being tracked by project Superintendent. Dates on schedule

need to be maintained. Project Manager is responsible to ensure all delays are formalized to owner and/or subs for weather, unforeseen impacts, and added scope immediately as the impact incurs. The delays should be part of the master schedule, and tracked using the baseline comparison, the schedule should be reviewed weekly with subs and owners, include a written notice to responsible party, and formalized into a change order. Do not wait!

- Schedule and run weekly OAC meetings
 - Review Project Safety
 - Provide & Review a 3 week look ahead schedule. Discuss owner delays, and ensure they are captured in meeting minutes, and schedules.
 - Review RFI's and outstanding submittals. Notify owner of any schedule impacts that occur because of delayed responses, incomplete responses, or owner change to submittals.
 - Utilize platform for Owner/Design Team input and coordination amongst each-other. Discuss site specific items.
- Project Manager should be spending adequate time in the field. At least one job walk each site visit or daily if on site. Observing safety, quality, and performance. This will be per job and the specific to job needs.
- Promptly resolve via deductive change order all trade damage or back-charges. Project Manager to notify responsible subs in writing as soon as impact incurs. Deductive/Back-charges should be resolved weekly with respective subs, and should not be delayed until the end of the project.
- Project Manager is responsible for protecting bid day profit, and all bid day contingency.
- Project Manager should be updating the project forecast weekly, by keeping a running total of all hidden contingency, provide updates of that total at all PR Meetings, and formalize the forecast to Brent and Project Director by the 10th of each month. Owner/Subcontractor change orders should be resolved the month they occur. Refer to forecasting procedure, and ensure all known risk is accounted for in the forecast. The Project Manager is responsible for owning the project forecast/budget.
- Make sure all required 3rd party inspections, and city inspections are coordinated through the project superintendent.
- Be very familiar with plans and specifications. Document all modifications to contract set of drawings via RFI, Submittal, and As-Built
- All documented correspondence should include the entire project team.
- **Project Closeout**
 - Reconcile final committed costs to ensure that all subcontract commitments have either been fully invoiced or subcontract change orders issued. Outstanding balances on commitments may be written off only if a full unconditional final lien waiver has been received from the applicable vendor or subcontractor.
 - Ensure a punch-list is being documented and items are being closed out within 5 days from creation.



- Final Completion, Final Billing, punch-list, and all owner/subcontractor cost issues should be complete within 30 days of substantial completion.
- Schedule a project Close-out Meeting that includes the Operations Manager, Estimator, Project Engineer, Superintendent, and Project Assistant.