

Assistant Project Management - Training Program

A 3-year Program

Beginning strategy places the new employee into a three-year program that provides for experience in the Construction Company's three areas of performance.

The Employee

Year one

A concentration in the area of estimating begins the journey to becoming an assistant project manager with limited construction capabilities.

The assignment commences with a learning experience in the estimating department. Assigned to the Chief estimator, activities would include:

- Moderate exposure to timberlines power
- Attending timberline software classes
- Using the digitizer as a take-off tool
- Understanding the database for use
- Reading drawings and details
- Preparing scope sheet
- Scoping out a trade
- Preparing green sheets
- Learning communications skills
- Preparing spreadsheet reports
- Integrating with home office staff
- Pricing take-off
- Pricing change events

Year Two

The next assignment is in the field as the assistant to a Superintendent.

The responsibilities will be similar to that of the project engineer.

- Job site organization
- Setting up the subcontractors
- Safety meeting attendance
- Document review
- Communication with the project architect
- Scheduling the work
- Manpower review by discipline
- Subcontractor relations
- Attending job meetings
- Preparing daily reports
- Preparing work authorization sheets
- Maintaining a daily diary of job activities
- Prepare performance criteria
- Work completed vs. work scheduled
- Work completed per task vs. manpower
- **Review changes for economy, efficiency & effectiveness**

Year Three

The third year begins with a focus on project management. First assignment is to assist the project manager in a larger scale project with the following assignments.

- Receive and review plans & specifications

- Review the low bid subcontractors identified by estimating
- Compare the subcontractors proposals against the estimators scope sheets
- Recommend to the project manager the adjusted low bidder per your review
- Prepare subcontract Exhibit "A" Scope of Contract Work Forms
- Purchase, with the Project Manager, the trades
- Prepare a series of logs for use on the project
- Subcontract log
- Insurance log
- Submittal log
- RFI log
- Change Event log
- Issue log
- S-K log
- Bulletin log
- Document drawing log
- Prepare, with input from the superintendent the official project schedule
- Prepare schedule update on a regular basis, for job meetings
- Prepare meeting minutes
- Create a project on C-3
- Maintain the job issues on C-3
- Receive shop drawings and review for consistence with design
- Transmit shop drawings to the architect within 5 working days
- Monitor the shop drawing process
- Review change directives from the architect for economy, efficiency and effectiveness
- Transmit change requests to subcontractors (minimize pricing time)
- Receive changes from trades and prepare a CE letter to the architect (this must all happen within 7 days of the change directive or request).
- Develop a working relationship with Home office
- **Develop a working relations ship with the project superintendent**

The Employer

The intent of this program is to provide reasonable training to new employees. Some general rules need to be accepted by the company to allow for the success of the training program. Noted below is a listing of items that need be established as operating parameters:

- Unless otherwise noted, the positions will be charged to projects, in the event that project costs do not allow for "direct employee expense" for this position, then the payroll expense will be service costs.
- Each new employee will be assigned to the group mentor responsible for the development of the new employee. The mentor will assist and inform management in evaluating each new employee and will provide guidance to the new employee. The mentor will integrate with operations personnel to ascertain the learning rate, knowledge base and the aggressiveness of the new employee.
- The new employee will be assigned to qualified personnel, with the capabilities and talents to "show the way" and provide for a base education in their area of expertise.

- Employment benefits would be equivalent to first year employees with the following growth criteria over a three-year period.
- After the successful completion of the first year's assignment and, in receipt of their mentor's first letter of recommendation (preceded by a reemployment interview) the one-year employee would earn a raise between \$2,400 and \$4,800. In successful completion of their year two assignment they would qualify for a second salary increase equal to the range offered in year one. Mandatory at this stage would be a detailed review outlining the strengths and weaknesses of the employee during their first year, with a focus on improvement and success. At the completion of their third year's training and, with an assessment of their completed performance, a meeting must take place between the employer and employee to discuss their experiences, accomplishments and weaknesses, with recommendations made to the employee guiding them toward their future employment @ BSCC. The employer would, based on this data and interview, prepare a third year salary adjustment, appropriately.
- The employee standard benefit package would be offered at the time of employment.

Year/Phase	Learning Objective	Measurable
Year One Estimating	To develop a working knowledge of the company's estimating systems & procedure	At term's end, be able to independently prepare complete bid of \$250,000 value
	To have a fundamental understanding of marketing & BD philosophy & Strategies	Serve as an active participant in a bid presentation
	To become familiar with various estimating tools, such as Timberline, mc ² etc. and digitizers.	At term's end, display proficiency with timberline, digitizer and other tools
	To further hone one's communication skills by successfully participating in bid day activities, receiving and verifying subcontractor quotations	Present an ability to understand the trade and scope offered as it relates to the bid quantify the scope per estimating's assessment of the time of the scope review.
6 months	To enhance the individual's knowledge of the pre-construction process.	Mid-year review
	Prepare spreadsheet formats for presentation with proposals less that \$250,000.	Learning skills associated with Lotus 123 spreadsheet activities.

	Preparing quantity take-off for all trade activity, with a concentration in demolition, concrete, metals, masonry, carpentry, door/frames hardware, windows, glass & glazing. And pricing same.	Demonstrate a working knowledge of each of the construction trades and their building components, and the average cost to perform.
	Final assignment - "being the bid captain"	Accept the assignment as a bid captain, conduct the scope review sessions with the estimating team, coordinate the scope sheets with the intended design documents, and notify the project manager of special requirements.
	To develop the ability to organize a job site	Complete job site mobilization & set up sub contractors for project
	To command a sound understanding of project scheduling	Produce and maintain a project schedule
	To gain a more in depth, broader understanding of safety, risk management and financial impact upon the project	Be able to conduct an in depth safety audit of a job site.
	To obtain a firm understanding of the project document preparation and control process	Be able to prepare daily reports, work authorization sheets, daily diary of work activities and minutes of job meetings
	To understand and utilize various forms of project criteria	Prepare work completed vs. work scheduled & work completed per task vs. manpower performance reports.
Year Two Superintendent		
	Document review for construction schedule preparation	Review the construction documents and assist the superintendent in preparing the project schedule. Be prepared to provide input into the duration of activities that make up the schedule.

	Job Site Organizational requirements and who does what?	Review the general requirements for conditions that affect setting up of the project, prepare a list and discuss with the superintendent for implementation at the site.
	Scheduling the subcontractors and monitoring their performance.	Recommend to the superintendent start up dates for various subcontractors; prepare daily reports on job site attendance & register percent of work completed on a monthly basis.
	Communicate with the project architect regarding project activities and scope issues that require their input in making a change decision.	Prepare a RFI log of activities that require clarification. Communicate your effort to the PM and follow up on the decision making process to remain fully informed of the outcome of these issues. Maintain the log, and report regularly to the PM the status of the sort after resolutions.
	Attendance at regularly scheduled job meetings. Prepare for review a status of current activities and a look ahead to "next week".	Be concise and focused. Your written assumptions must be made with reason and accuracy; approval by the Superintendent prior to presentation is mandatory. Update the site construction schedule after approval.
6 months	To enhance the individual's knowledge, you must be prepared to meet with the general superintendent to discuss your assignments and learning experiences demonstrating your understanding of the processes.	Mid-year review
	Preparing daily reports	Daily reports must be kept in a most complete manner. All items and issues must be recorded (strong document when used as a legal document). Retain a copy for your file and submit a copy to Operations for their review and understanding of the project's status.

	<p>Preparing Work Authorization Sheets. Retain for you personal reference a daily log denoting activities of the day, which appear uncommon to the stand operation, e.g., Owner rep. Request for work outside the scope of the contract; subcontractor's remarks that a claim for work not noted on the drawings require a Time & Material signing.</p>	<p>No additional or questionable work can proceed without a signed work authorization sheet signed by the Owner or the authorized representative. Report these occurrences to the PM immediately. Retain log of all "WAS" and submit the log to the PM weekly. Only superintendents can approve, after discussions with the PM, Time & Material Slips.</p>
	<p>Prepare performance criteria of work completed vs. work scheduled, and work completed per task vs. manpower.</p>	<p>On a copy of the "site kept" project schedule, annotate on a daily basis performance of work for each trade activity; note carefully delays in startup time of subcontractor's who do not reports per the scheduled plan</p>
	<p>Job modification review for economy, efficiency & effectiveness.</p>	<p>Review implied modifications against the intended design for accuracy of their request. Consider and recommend alternatives if applicable, estimate the cost impact, and schedule impact. Present to the Superintendent and PM for their review.</p>
Year Three Project Manager		
	<p>Review plans & specification for new projects against scope prepared by estimating and subcontractor's scope.</p>	<p>Be prepared to identify accuracy of scope or deficiency in therein, work off of Green Sheets in comparing subcontractor's bids. Be prepared to make recommendations to PM for subcontract award.</p>
	<p>Prepare scope Exhibits, e.g., Exhibit "A"</p>	<p>Utilizing the green sheet information, prepare a comprehensive subcontract "scope document" for inclusion into the subcontractor's contract.</p>

	Purchase trade for a given project.	Work with the PM to negotiate the purchase of a subcontract. Keep a log of records in conflict with the scope for use by the PM, prior to the subcontract purchase.
	Computer related company program usage	Attend training classes and learn the following company computer programs: Cost Control Management Wordprocessing Spreadsheets Computer Scheduling
	Prepare a series of management tools, logs, for use on the project.	Logs to include: Subcontract Log Insurance Log Submittal Log RFI Log Issues log Change Event Log SK Log Bulletin Log Document Drawing Log Keeping logs current on a daily basis.
	Prepare the project schedule.	Work with the PM and Superintendent to develop the official project schedule. Maintain the schedule on a weekly basis for presentation at weekly project meetings.
	Prepare meeting minutes.	Learn the Company's Format for action Meeting Minutes and maintain and update the minutes weekly.

	Create a project on C-3 or Cost X. Attend initial training program and uphold the concepts of financial planning for your projects.	Create and maintain the cost control management (financial picture) of the project. Work closely with the PM and Cost Control Manager to preserve accuracy.
	To enhance ones knowledge you must be prepared to meet with management personnel to present your work and to explain the process that has guided your training.	Mid year review
	Receive, review and monitor shop drawings for correctness to design and consistency with code practices.	Review, shop drawings and approve for submission to the architect/engineers. Note deficiencies within submittals to the PM for clarification prior to submission. Retain a log of the submittals. Receive from the architect/engineer approved submittals and distribute to affected parties.
	Review change directives form the architect/engineer for economy, efficiency and effectiveness.	Review directives with the PM and superintendent against the plans for correctness, when determined to be a legitimate change request subcontractor pricing for compliance with contract language. Prepare a cost event letter estimating the cost and time impact of the change and submit to the architect/engineer.
	Running a project	Be prepared to accept a project, under the guidance of a PM, meeting the objectives achieved above and manage the project.