

DENNIS GROUP

Project Management Career Pathway



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Our Project Managers are Dennis Group's primary client contact through the entire project delivery process, from design concept through bidding, construction, and start-up. As a Project Manager, your responsibility is to ensure each project's scope, cost and schedule are successfully met. The success of our project's directly translates into the ultimate success of Dennis Group.

The Project Management department's mission is to provide project management and execution expertise for clients through the entire project life-cycle including:

- Project Definition
- Detailed Design
- Procurement
- Construction Management
- Start-up and Commissioning

In addition, our Project Managers play a vital role in our client relationship management program. As such, having the requisite experience, skill set, and character to successfully support our sales and marketing activities is an essential aspect of the role.

This document provides general guidelines and skills that are expected for our Project Manager's at Dennis Group. The skills outlined cover PM I, PM II, PM III, and Program Manager.

Project Management Competencies

Project Definition	PM I	PM II	PM III	Program Manager
Develop 'Project Charter'			✓	✓
Understand Project Team Staffing Requirements			✓	✓
Define 3rd Party Support Requirements			✓	✓
Develop 'Project Needs' List		✓	✓	✓
Maintain 'Project Needs' List	✓	✓	✓	✓
Define Project Kick-off Meeting Agenda		✓	✓	✓
Develop Existing Site/Facility Auditing Program and Schedule		✓	✓	✓
Determine Project Definition Deliverables		✓	✓	✓
Coordinate all Project Communication		✓	✓	✓
Develop Project Meeting Notes		✓	✓	✓
Maintain Project Meeting Notes	✓	✓	✓	✓
Develop Project Design Basis Documents		✓	✓	✓
Develop Project Outline Specifications		✓	✓	✓
Develop Conceptual Layout – Understanding of Facility personnel and material flows, critical adjacencies		✓	✓	✓
Develop Preliminary Procurement Plan	✓	✓	✓	✓

Project Definition (Continued)	PM I	PM II	PM III	Program Manager
Determine Project Permitting Needs	✓	✓	✓	✓
Review and Approve Preliminary Engineering Deliverables		✓	✓	✓
Incorporate Past Lessons Learned		✓	✓	✓
Facilitate Food Safety Review	✓	✓	✓	✓
Create 'Project Risk Matrix'			✓	✓
Develop 'Preliminary Project Schedule'		✓	✓	✓
Develop 'Preliminary PM/Eng/CM/Start-up Support Cost Estimate'	✓	✓	✓	✓
Develop 'Preliminary Construction Cost Estimate – Site and Building'		✓	✓	✓
Develop 'Preliminary Construction Cost Estimate – Process and Packaging'		✓	✓	✓
Define Project Assumptions/Exclusions		✓	✓	✓
Facilitate Value Engineering Analysis and Review		✓	✓	✓

Detailed Engineering	PM I	PM II	PM III	Program Manager
Manage Internal Design Reviews		✓	✓	✓
Facilitate and Manage Client Design Reviews		✓	✓	✓
Facilitate and Manage 3 rd Party Design Reviews – Insurance Underwriters, Financial Institutions, etc.		✓	✓	✓
Develop and Review Project Division 1 Specifications		✓	✓	✓
Monitor and Manage Design Development for Scope Creep		✓	✓	✓
Facilitate and Manage Design Option and Value Engineering Evaluations		✓	✓	✓
Facilitate and Manage Food Safety Risk Assessments	✓	✓	✓	✓
Facilitate and Manage Construction/Personnel Safety Risk Assessments		✓	✓	✓
Review and approve design documentation for scope delineation 'tie-points' and transitions between subcontract/vendor responsibilities. Evaluate and resolve contractual gaps.		✓	✓	✓
Refine and Update Procurement Plan	✓	✓	✓	✓

Detailed Engineering (Continued)	PM I	PM II	PM III	Program Manager
Define and Evaluate Project Schedule Critical Path Elements	✓	✓	✓	✓
Facilitate and Manage Client Design Reviews	✓	✓	✓	✓
Facilitate Project Interactive Planning Sessions		✓	✓	✓
Refine and Update Project Schedule		✓	✓	✓
Refine and Update Project Budget Forecast		✓	✓	✓
Develop and Issue Monthly Reports	✓	✓	✓	✓
Update Project Forecasting Tool monthly	✓	✓	✓	✓
Update and Maintain Project Needs List	✓	✓	✓	✓

Procurement and Contract Administration	PM I	PM II	PM III	Program Manager
Finalize Project Specific Procurement Contracts – RFQ templates, Subcontracts, Sales Agreements, Purchase Orders			✓	✓
Finalize Procurement Plan		✓	✓	✓
Assemble and Evaluate Potential Project Bidders – Regional and National	✓	✓	✓	✓
Finalize Project Bidders List		✓	✓	✓
Review and Approve Bid Packages – evaluate and approve scope, quotation form and milestone schedules. Review all technical documentation with engineer/design teams.		✓	✓	✓
Attend critical bid walkthroughs		✓	✓	✓
Manage bid process fairly and professionally – assist design and APM team with garnering interest in bidding, resolving questions, and finalizing Bid Tabulation for Client Review	✓	✓	✓	✓
Facilitate and manage Client Bid Tabulation Review Meetings		✓	✓	✓
Review and Approve “For Construction” documents capturing addendum items and coordination needs with other trades		✓	✓	✓
Evaluate and Coordinate ‘Critical’ Vendor Submittals		✓	✓	✓
Attend Critical Vendor Shop Inspections/FATs		✓	✓	✓
Update and Maintain Project Schedule		✓	✓	✓

Procurement and Contract Administration (Continued)	PM I	PM II	PM III	Program Manager
Update and Maintain Project Budget Forecast		✓	✓	✓
Update and Maintain Project Risk Matrix		✓	✓	✓
Develop and Issue Monthly Reports	✓	✓	✓	✓
Review and Approve Monthly supplier invoices and Client Billing	✓	✓	✓	✓
Update Project Forecasting Tool monthly	✓	✓	✓	✓
Update and Maintain Project Needs List	✓	✓	✓	✓

Construction Management	PM I	PM II	PM III	Program Manager
Facilitate Construction and Environmental Permitting Submittals		✓	✓	✓
Develop and Maintain RFI process for project	✓	✓	✓	✓
Develop and Maintain Submittal process for project	✓	✓	✓	✓
Attend site project walkthroughs with construction team – as needed		✓	✓	✓
Oversee Construction & Safety Management aspects of the project		✓	✓	✓
Attend Weekly Construction Meetings – onsite or virtual	✓	✓	✓	✓
Facilitate and Manage Food Safety Risk Assessments	✓	✓	✓	✓
Facilitate and Coordinate Design Team on-site support for construction activities	✓	✓	✓	✓
Facilitate and Manage Construction/Personnel Safety Risk Assessments		✓	✓	✓
Review and Approve Extra Work Authorizations (EWA's), Project Change Orders		✓	✓	✓
Develop and Issue Client Project Change Notices (PCN's) for scope, cost, and schedule impacts		✓	✓	✓
Update and Maintain Project Schedule		✓	✓	✓
Directs and Reviews Construction Manager's (3) Week Look Ahead Schedule		✓	✓	✓
Update and Maintain Project Budget Forecast		✓	✓	✓
Update and Maintain Project Risk Matrix		✓	✓	✓

Construction Management (Continued)	PM I	PM II	PM III	Program Manager
Develop and Issue Monthly Reports	✓	✓	✓	✓
Review and Approve Monthly supplier invoices and Client Billing	✓	✓	✓	✓
Update Project Forecasting Tool monthly	✓	✓	✓	✓
Develop and manage project Punchlist/Outstanding Items List	✓	✓	✓	✓
Update and Maintain Project Needs List	✓	✓	✓	✓

CQV & Start-Up	PM I	PM II	PM III	Program Manager
Facilitate definition and planning of project training, start-up and commissioning activities		✓	✓	✓
Develop and Manage Project Handover procedures and documentation		✓	✓	✓
Oversee Project Closeout – contracts, billing, vendor/subcontractor record documents, punchlist, budget reconciliation		✓	✓	✓
Develop Lessons Learned for project		✓	✓	✓
Update Project Forecasting Tool	✓	✓	✓	✓

Proposals and Marketing Support	PM I	PM II	PM III	Program Manager
Effectively Communicate Dennis Group Experience and Capabilities		✓	✓	✓
Develop small (<\$50k) engineering services Proposal	✓	✓	✓	✓
Develop medium (\$50K-200K) engineering services Proposal		✓	✓	✓
Develop large (>\$300K) engineering services or Design-Build Proposal			✓	✓
Develop At-Risk design or construction Proposals			✓	✓
Review and approve At-Risk design or construction Proposals				✓
Effectively understands how to bid and estimate engineering manhours				✓
Generates accurate project cost estimates				✓

CAD/Computer Skills	PM I	PM II	PM III	Program Manager
Excel/Word/Outlook, File Management	✓	✓	✓	✓
CAD -2D Knowledge and Competence	✓	✓	✓	✓
CAD -3D Knowledge and Competence				✓
Navisworks Aptitude	✓	✓	✓	✓
Microsoft Project – Basic Knowledge	✓	✓	✓	✓
Microsoft Project – Enhanced Knowledge			✓	✓
Power BI		✓	✓	✓
SharePoint	✓	✓	✓	✓

Traits of a Dennis Group Project Manager at All Levels

Adaptability

- ✓ Demonstrates flexibility in the face of change
- ✓ Projects a positive demeanor regardless of changes in working conditions
- ✓ Shows the ability to manage multiple conflicting priorities without loss of composure

Organization

- ✓ Time Management: Determines the appropriate allocation of time
- ✓ Space Management: Effectively manages the workspace (i.e. keeps a clean and organized office, appropriately handles all paperwork, maintains control over the physical environment, etc.)
- ✓ Task Management: Balances conflicting priorities in order to manage workflow, ensure the completion of essential projects, and meet critical deadlines
- ✓ Team Management: Directs and guides teams to ensure timelines and deliverables met

Proactive

- ✓ Demonstrates the ability to foresee problems and prevent them by taking action
- ✓ Utilizes analytical skills and a broad understanding of the business to effectively interpret and anticipate needs

Customer Service

- ✓ Always interacts professionally with clients and associates
- ✓ Promptly responds to requests with accuracy and a courteous demeanor

Business Understanding

- ✓ Demonstrates an awareness of fundamental business principles as well as an understanding of the overall industry in which the business operates

Team Player

- ✓ Works as a competent member of the team, willingly providing back-up support for project team when appropriate and actively supports group goals

Judgement

- ✓ Exhibits sound judgment and the ability to make reasonable decisions in the absence of direction
- ✓ Swiftly refers problems/issues to the appropriate person(s) when necessary
- ✓ Works effectively without constant and direct supervision or guidance

Attention to Detail

- ✓ Follows process steps as outlined in standard operating procedures.
- ✓ Reviews materials to ensure they are accurate, clear, and concise.
- ✓ Performs follow-up to ensure quality of work product and/or actions are completed.

Project Manager Level I

Typical Minimum Experience: 0-3 Years

- ✓ Prior Engineering or Construction Management experience preferred (2+ yrs)
- ✓ Works within a team leader group
- ✓ Work closely with assigned mentor/team leader to learn the roles/responsibilities of project execution
- ✓ Gains knowledge of how Project Management is implemented at DGL
- ✓ Learns basic tools and tasks of project execution
- ✓ Gains exposure to full project life cycle
- ✓ Limited direct client contact

Intra-Discipline Mobility: Engineer II, Construction Manager II/III, Senior Administrative Project Manager

Project Manager Level II

Typical Minimum Experience: 3-6 Years

- ✓ Works within a team leader group
- ✓ Capable of executing all tasks necessary to complete Project Management from design through execution.
- ✓ Works autonomously on specific tasks
- ✓ Possesses good solid technical knowledge as well as solid administrative capability
- ✓ Continuous improvement of comprehensive technical skills absent from prior experience
- ✓ Limited to Project Management support on larger projects, or lead PM on smaller projects if the primary scope is aligned with technical experience.

Intra-Discipline Mobility: Engineer III, Construction Manager III

Project Manager Level III

Typical Minimum Experience: 5-10 Years

- ✓ May report directly to Department Manager; does not need to work within a team.
- ✓ Possesses sufficient expertise in both building and process systems.
- ✓ Strong exposure to all aspects of design/execution on larger projects.
- ✓ Capable of being the direct client contact and lead Project Manager on large projects.

Intra-Discipline Mobility: Not Applicable

Program Manager

Typical Minimum Experience: 10+ Years

- ✓ Reports direct to Department Manager
- ✓ Possesses expertise in both building and process systems.
- ✓ Strong exposure to all aspects of design/execution on larger projects, and all formats of project execution – Design-Build, both Cost-Plus and At-Risk
- ✓ Mentors Project Managers
- ✓ Provides oversight to multiple Projects and Clients
- ✓ May act as primary Client Relationship Manager to multiple Clients

Intra-Discipline Mobility: Not Applicable