

DENNIS GROUP

Career Pathway Project Controller



Your Journey Starts Here

Below are general guidelines on skills that are expected for our Project Controllers at Dennis Group. The skills outlined cover Project Controller I and II, as well as Project Controller Manager I, II, and III.

If you desire to dedicate 100% of your time within your discipline working in projects, you can aim to become a Technical Expert. This position is highly valuable at Dennis Group as we are frequently facing engineering challenges that require a lot of technical knowledge and experience.

If you wish to keep working within your discipline but prefer to assume a leadership position, you can aim to become a Team Lead. It is very important to the growth of the company that we have leaders that can help in the development of our younger employees and the management of resources within each department. Dennis Group offers a variety of resources, training, and support for those in leadership positions.

Finally, if you wish to start managing projects, you can aim to become a Project Manager. If you choose this pathway, there is a different document that comprises the skill of different levels of project management.

Mission Statement

Dennis Group Project Controllers are a pivotal part of our design build project execution team. Project controllers are responsible for providing administrative project management services in support of all planning, engineering, billing and construction activities. Project Controllers are guided by Dennis Group corporate principles to be responsible and trustworthy; be fair, honest and respectful; to build relationships through competence, trust and reliability; to deliver value; and to conduct yourself as a professional and represent the company well.

Project Controller Skills

- **Adaptability**
 - Demonstrates flexibility in the face of change
 - Able to effectively manage conflicting priorities
- **Organization**
 - Time Management: Appropriately allocates time
 - Space Management: Effectively manages the workspace (maintains a clean and organized workspace, appropriately handles all paperwork, maintains control over physical environment)
 - Task Management: Balances conflicting priorities in order to manage workflow, ensure the completion of essential tasks and meet critical deadlines
- **Proactive**
 - Demonstrates the ability to foresee and prevent problems by taking appropriate action
 - Utilizes analytical skills and has a broad understanding of the business to effectively interpret and anticipate needs
- **Customer Service**
 - Interacts professionally with clients, associates, and vendors
 - Promptly responds to requests with accuracy and professionalism
- **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 effectively as a member of the team, willingly providing support for co-workers as appropriate and actively supports group goals
- **Judgement**
 - Exhibits sound judgment and the ability to make appropriate decisions in the absence of formal direction
 - Swiftly refers problems/issues to the appropriate person(s) as necessary
 - Works effectively without direct supervision or instruction
- **Attention to Detail**
 - Follows process steps as outlined in standard operating procedures.
 - Reviews materials to ensure accuracy.

Project Controller Competencies

| Project Commencement | Project Controller I | Project Controller II | Project Controller Manager I | Project Controller Manager II | Project Controller Manager III |
|---|----------------------|-----------------------|------------------------------|-------------------------------|--------------------------------|
| Understanding of folder structures, document naming conventions, document locations | ● | ● | ● | ● | ● |
| Creation of all project templates including bidding and procurement templates | ● | ● | ● | ● | ● |
| Provide construction management team jobsite setup support (rentals, hard hats, etc) | ● | ● | ● | ● | ● |
| Request initial creation of project folder and webpage | ● | ● | ● | ● | ● |
| Conduct initial review of project tax requirements during estimating process | | ● | ● | ● | ● |
| Establish workflows with Project Manager and train entire project team | | ● | ● | ● | ● |
| Ability to Review Client Specific Needs and Adjust Establish Workflows to Accommodate | | | ● | ● | ● |

| Bidding Process | Project Controller I | Project Controller II | Project Controller Manager I | Project Controller Manager II | Project Controller Manager III |
|---|----------------------|-----------------------|------------------------------|-------------------------------|--------------------------------|
| Understands Bidding Workflow and Proper Usage of Bid Status Log / Tracker | ● | ● | ● | ● | ● |
| Manage Prebid Processes: Vendor NDAs, Prequalification, and Sharepoint Access | ● | ● | ● | ● | ● |
| Ability to Format, Edit, and Properly Issue all Bid Documents through Sharepoint. | ● | ● | ● | ● | ● |
| Ability to Prepare Bid Tabulation Templates for Technical Leads to Populate. | ● | ● | ● | ● | ● |
| Effectively Manage Bidder Response, Interest in Bidding, and Document Submission | ● | ● | ● | ● | ● |
| Update Project Status Log and Monthly Report with Actual Bid Information | | ● | ● | ● | ● |

| Budgeting and Cost Control | Project Controller I | Project Controller II | Project Controller Manager I | Project Controller Manager II | Project Controller Manager III |
|---|----------------------|-----------------------|------------------------------|-------------------------------|--------------------------------|
| Basic Understanding of Budget Cost, Data, and Invoice Tab Functionality. | ● | ● | ● | ● | ● |
| Ability to Reconcile Project Budget with ERP Data Monthly | ● | ● | ● | ● | ● |
| Deep Understanding of Budget Cost, Data, and Invoices Tab Functionality and Formula Usage | | ● | ● | ● | ● |
| Ability to Review and Convert a Complicated Estimate to a Functioning Tracking Budget | | ● | ● | ● | ● |
| Understanding of PM Budget Worksheets, Including Cash Flow, Hours and SOV Tabs | | ● | ● | ● | ● |
| Ability to Work with PM on Initial Budget Creation, Including Fee Mgmt and Eng Hours | | | ● | ● | ● |
| Ability to Audit Project Budgets Against the PFT for Lump Sum Projects | | | ● | ● | ● |
| Ability to Set Up and Track Multiple Currencies on a Project Budget | | | ● | ● | ● |

| Procurement | Project Controller I | Project Controller II | Project Controller Manager I | Project Controller Manager II | Project Controller Manager III |
|--|----------------------|-----------------------|------------------------------|-------------------------------|--------------------------------|
| Ability to Manage PM and Client Approval Process Through Sharepoint or Other Means | ● | ● | ● | ● | ● |
| Understands Logging Commitments on Project Budget and Type of Document Needed | ● | ● | ● | ● | ● |
| Understands Creating and Issuing Procurement Documentation (PO, CA, SC, SA) | ● | ● | ● | ● | ● |
| Ability to Facilitate Contract Negotiations and Redline Modified Documents | | ● | ● | ● | ● |
| Understands International Contracts and Customs Brokerage Requirements | | ● | ● | ● | ● |
| Ability to Independently Negotiate Contract Modification Requests | | | | ● | ● |

| Vendor Third Party Invoicing | Project Controller I | Project Controller II | Project Controller Manager I | Project Controller Manager II | Project Controller Manager III |
|---|----------------------|-----------------------|------------------------------|-------------------------------|--------------------------------|
| Ability to Review AP Invoices for accuracy against the Commitment and Log on Budget | ● | ● | ● | ● | ● |
| Ability to Process Vendor Invoices within DG ERP | ● | ● | ● | ● | ● |
| Understands Vendor Invoice Requirements (W9, Executed PO, Lien Waivers, Insurance) | ● | ● | ● | ● | ● |
| Understands AIA Application for Payment Functionality and Need | ● | ● | ● | ● | ● |
| Understands Time and Material Invoicing Requirements and How to Review | | ● | ● | ● | ● |
| Understands How to Make Corrections within the ERP | | ● | ● | ● | ● |
| International Cross Currency Invoicing within both Budget and ERP | | ● | ● | ● | ● |
| Posting Invoice Batches within Viewpoint and Review Team Batches for Accuracy | | | ● | ● | ● |
| Understands Process of Requesting Vendor Payment and Working with PM to Release. | ● | ● | ● | ● | ● |

| Client Billing | Project Controller I | Project Controller II | Project Controller Manager I | Project Controller Manager II | Project Controller Manager III |
|--|----------------------|-----------------------|------------------------------|-------------------------------|--------------------------------|
| Ability to Properly Reconcile Project Budget against ERP and Client Monthly Invoice | ● | ● | ● | ● | ● |
| Understands Assembly and Backup Collation of Client Invoices within the ERP | | ● | ● | ● | ● |
| Understands Different Client Billing Types and Backup Required (AIA App, SOV, Exp/Cap) | | ● | ● | ● | ● |
| Work with PM / Client on Establishing Invoicing Terms for Project. | | | ● | ● | ● |

| Project Closeout | Project Controller I | Project Controller II | Project Controller Manager I | Project Controller Manager II | Project Controller Manager III |
|---|----------------------|-----------------------|------------------------------|-------------------------------|--------------------------------|
| Understanding Project Closeout Procedures Including Vendor Final Invoicing Requests | ● | ● | ● | ● | ● |
| Closeout Budget, Ability to Reconcile Against Actual Committed and Zero Out as Needed | | ● | ● | ● | ● |

| Management Requirements | Project Controller I | Project Controller II | Project Controller Manager I | Project Controller Manager II | Project Controller Manager III |
|--|----------------------|-----------------------|------------------------------|-------------------------------|--------------------------------|
| Responsible for Both Mentoring and Training of New Hires | | | ● | ● | ● |
| Responsible for Managing Resource Allocation and Utilization Across a Small Team | | | ● | ● | ● |
| Ability to Set Up Project / Task Specific Novel Workflows Across the Project Team | | | ● | ● | ● |
| Ability to Conduct Specific Training and Coaching Outside Department | | | | ● | ● |
| Drives Overall Department and Business Improvement Initiatives | | | | | ● |
| Directly Involved in External Audit Process Across Organization from a Project Perspective | | | | | ● |
| Directly Involved in Resource Allocation Meetings Across Disciplines | | | | ● | ● |
| Manages Project Lessons Learned and Leverages Previous Project Experience Across Teams | | | | | ● |
| Assist in the forecast of resource needs based on current and future work projections. | | | | | ● |

Project Controller I

Typical Minimum Experience: 0-3 Years

- Works within a work team.
- Acquires basic knowledge and develops skills.
- Applies standard techniques, procedures, and criteria to perform assigned tasks as part of a broader assignment.
- Exercises limited judgement on details of work and in application of standard methods for conventional work.
- Performs basic administrative tasks. Assists on other tasks such as: preparation of proposals, monthly reports, and creating and formatting project templates.
- Performs basic procurement tasks such as compiling and tracking bid packages, issuing purchase orders and change orders, entering commitments on project budget, and updating budgets with labor and travel expenditures.
- Acquires basic documentation literacy; develops an understanding of discipline specific elements, and how to navigate project lifecycle.
- Receives supervision as needed and may need aspects of work are reviewed.
- Limited to no direct client contact.
- *Continuous Learning Opportunities: MS Office, Advanced MS Excel, OSHA 15*

Project Controller II

Typical Minimum Experience: 3+ Years

- Works independently for most projects.
- Applies broad knowledge of principles and practices.
- Collaboratively uses judgement to determine adaptations in methods for non-routine aspects of assignments.
- Performs moderate to complex administrative tasks, with limited guidance as necessary on unconventional or complex problems and new approaches on assignments with conflicting criteria.
- Performs procurement tasks including managing bidding process, facilitating contract negotiations and working with client on tax and lien waiver inquiries.
- Performs partial to complete project cost tracking including converting project estimates to working project budgets, regular budget reconciliation, and assists in the preparation of client project change requests.
- Receives limited supervision.
- Limited client contact.
- *Continuous Learning Opportunities: ERP Specific Training, PFT Project Forecasting Training, Tax Software Training*

Project Controller Manager I

Typical Minimum Experience: 5+ Years

- Works as lead for large complex projects.
- Works within department as a Team Lead managing team utilization and training.
- Provides team direction by applying broad knowledge of principles and practices.
- Receives general direction on key objectives and communicates them directly to team.
- Interacts with clients as needed.
- *Continuous Learning Opportunities: General Management and Leadership Training, Resource Allocation Training*

Project Controller Manager II

Typical Minimum Experience: 7+ Years

- Works within department as a Team Lead managing team utilization and training.
- Works outside department providing training and general workflow direction to other disciplines.
- Works to aid discipline lead in department recruiting.
- Applies broad knowledge of principles and practices.
- Interacts with clients as needed.
- *Continuous Learning Opportunities: Introductory Contract Negotiation Training, Management/Leadership Training, ERP Training*

Project Controller Manager III – Discipline Lead

Typical Minimum Experience: 10+ Years

- Provides overall department direction and improvement initiatives.
- Works to manage department utilization and workload, communicates and plans with department leads and PM's.
- Responsible for managing department recruiting and performance review process.
- Works to develop and improve organizational workflows and improvement initiatives.
- Direct client contact.
- *Continuous Learning Opportunities: Advanced Contract Negotiation Training, Advanced Leadership Training, ERP Training, Insurance Requirement Training*

Outside department career paths can be developed directly with managers on a needed basis. This could include but not be limited to Construction Management or Project Management.