

# DENNIS GROUP

## Career Pathway Construction Manager



# Your Journey Starts Here

Below are general guidelines on skills that are expected for our Construction Managers at Dennis Group. The skills outlined cover Construction Manager I, Construction Manager II, Construction Manager III, Team Lead, and Regional Construction Manager.

After successfully performing the roles and responsibilities of a CM III, a construction manager that showcases exceptional leadership skills and has the desire to fill a more managerial role while also maintaining project specific responsibilities, has the opportunity to be promoted to a Team Lead. Team leads are responsible for making sure our less experienced and tenured talent is welcomed, trained, and deployed on a range of projects. They are also responsible for working with team members to set professional goals and conducting performance evaluations. Team lead is an excellent role in which to hone leadership skills while also continuing to serve our clients in a technical capacity.

After successfully performing the roles and responsibilities of a Team Lead that wishes to take on a more challenging role, a Team Lead / CM III has the opportunity to become a Regional Construction Manager. A Regional Construction Manager is a tenured CM that has successfully demonstrated their ability to manage a successful Dennis Group project, train, and mentor team members, and has a desire to work on multiple projects simultaneously. The overall responsibilities will be divided between oversight of multiple construction projects within the region and supporting, mentoring, and supervising the onsite construction managers.

# Construction Manager Competencies

Pre-Construction Phase	CM I	CM II	CM III	Team Lead	Regional CM
Attend Project Design and Kickoff Meetings	●	●	●	●	●
Work with Project Team to Determine Project Permitting Needs	●	●	●	●	●
Incorporate Past Lessons Learned	●	●	●	●	●
Attend and Facilitate Bid Walkthroughs	●	●	●	●	●
Review Bid Packages for Completeness and Constructability		●	●	●	●
Review and Evaluate Potential Project Bidders – Regional and National		●	●	●	●
Assist Project Manager with Project Estimate/Budget			●	●	●
Understand Project Team Staffing Requirement			●	●	●

Work with Project Manager to Develop Project Schedule			●	●	●
Review Project Schedule for Constructability			●	●	●
Assist PM with Design Reviews and Coordination			●	●	●

Construction Phase	CM I	CM II	CM III	Team Lead	Regional CM
Daily Supervision of Construction Activities including Coordination of Subcontracts and Administration and Enforcement of Site Safety Programs.	●	●	●	●	●
Work with Project Manager and Administrative PM to Develop Monthly Reports	●	●	●	●	●
Coordinate and Complete Jobsite Set-Up – includes trailer, utilities	●	●	●	●	●
Facilitate Weekly Contractor Meetings	●	●	●	●	●
Generate, Maintain and Issue Contractor Meeting Minutes	●	●	●	●	●
Generate and Issue (3) Week Look Ahead Schedule	●	●	●	●	●
Establish and Maintain Site Safety Procedures with Safety Team	●	●	●	●	●
Generate Daily Construction Reports	●	●	●	●	●
Manage Third-Party Testing and Inspections	●	●	●	●	●
Prepare Internal and External Reports Pertaining to Project Status	●	●	●	●	●






Perform Quality Control Inspections of All Work, and Verify Conformance to the Project Documents	●	●	●	●	●
Maintain Construction Documentation on SharePoint – Site Drawings, Inspection Reports, Pack Slips, T&M Tickets, Sequence Plans, Progress Plans, etc.	●	●	●	●	●
Coordinate with Local Building Departments, Fire Marshalls, Utility Companies, and Emergency Response Agencies	●	●	●	●	●
Assist with Facilitating Weekly Contractor Meetings with the Lead CM	●	●	●	●	●
Generate, Maintains and Issue Contractor Meeting Minutes with Input from Lead CM	●	●	●	●	●
Ability to Run a Single Subcontractor	●	●	●	●	●
Study All Drawings, Civil, Structural, Underground Plumbing, Architectural, Above Ground Plumbing, Utilities, and HVAC, Electrical. Process not included.	●	●	●	●	●
Ability to Manage More than One Subcontractor		●	●	●	●
Generate, Maintain and Issue Contractor Meeting Minutes		●	●	●	●
Daily Supervision of Construction Activities including Coordination of Subcontracts and Administration and Enforcement of Site Safety Programs		●	●	●	●

Facilitate Weekly Contractor Meetings		●	●	●	●
Develop the Site Emergency Response and Site Logistics Plan		●	●	●	●
Develop the Overall Site Utilization Plan including Trailers, Material Staging, Portable Restrooms, Dumpsters, Parking, Scaffolding Stairs, Temp Power, Temp Utilities, Access Ramps, Crane Pads, Emergency Meeting Areas		●	●	●	●
Maintain and Update Project Schedule		●	●	●	●
Review Monthly Contractor and Vendor Invoices with Project Manager to Ensure Accuracy of Work Completion		●	●	●	●
Generate PWAs (Purchase Work Authorizations) for Off-the-Shelf Purchases and Contractor Extra Work Items		●	●	●	●
Monitor Project Schedules to Ensure Milestones are Being Met and Identify Any Future Problems to Mitigate Project Risk		●	●	●	●
Drive Project Schedule – Identify Areas of Concern, and Underperforming Trades. Facilitate Corrective Action.		●	●	●	●
Review Project Drawings & Specifications for all Scopes (Including Process)		●	●	●	●

Demonstrate Ability to Direct All Trades Excluding Process		●	●	●	●
Demonstrate Good Understanding of Utility, Process, and Electrical Equipment and Systems.		●	●	●	●
Performs Quality Control Inspections of all Work, and Verify Conformance to the Project Documents		●	●	●	●
Assist Project Manager with Creation of the Project Schedule and Maintain/Update Schedule During Duration of the Project			●	●	●
Provide Experienced Insight on Site Look Ahead Support			●	●	●
Assist PM Team with Design Reviews and Coordination			●	●	●
Monitor Project Delays, Work on Resolve Scheduling Issues and Update Schedule Sequencing Tasks to Ensure Project Completion Date is Unaffected			●	●	●
Demonstrate Ability to Direct All Trades plus Process			●	●	●
Demonstrate Firm Understanding of Utility, Process, and Electrical Equipment and Systems.			●	●	●



I/O Checkout, Start-Up & Turnover Phase	CM I	CM II	CM III	Team Lead	Regional CM
Coordinate Contractor Support for Project Training, Start-Up, and Commissioning Activities with Client	●	●	●	●	●
Generate, Maintain, and Push Project Punchlist to Completion	●	●	●	●	●
Coordinate the Assembly of Documentation Turnover to the Client with the Project Team	●	●	●	●	●
Secure Signed Acceptance Forms from the Client	●	●	●	●	●
Develop Lessons Learned for Project	●	●	●	●	●
Complete Project Review Form (s) in Thrive	●	●	●	●	●
Complete at Least (1) Small Job as Site Lead. Less Than \$10,000,000	●	●	●	●	●
Demonstrate Ability to Manage All Aspects of Building Related Project Close Out.		●	●	●	●
Complete Minimum (1) Medium Job as Site Lead. \$10,000,000 To \$50,000,000		●	●	●	●

<p>Demonstrates Ability to Manage Start Up and Commissioning Activities for Entire Scope of Work</p>					
<p>Completed a Minimum of (2) Large Projects as Site Lead. Greater Than \$50,000,000</p>					

CAD/Computer Skills	CM I	CM II	CM III	Team Lead	Regional CM
Excel/Word/Outlook, File Management	●	●	●	●	●
CAD -2D Knowledge and Competence	●	●	●	●	●
Microsoft Project – Basic Knowledge	●	●	●	●	●
Autodesk BIM360 Aptitude	●	●	●	●	●
Bluebeam Aptitude	●	●	●	●	●
Basic Hardware Set Up – Printers, Plotters, Routers, Smart TVs, Cameras	●	●	●	●	●
Navisworks Aptitude		●	●	●	●
CAD -3D Knowledge and Competence			●	●	●
Microsoft Project – Advanced Knowledge			●	●	●
Power BI			●	●	●

Drone Operations


3D Scanners


Miscellaneous Tasks & Mentoring	CM I	CM II	CM III	Team Lead	Regional CM
Assist with Development of Department Standards			●	●	●
Assist with Implementation and Adherence of Department Standards			●	●	●
Provide On Call CM Support as Needed			●	●	●
Conduct Candidate Interviews			●	●	●
Conduct CM Onboarding and Training				●	●
Assist with CM Staffing / Resource Management				●	●
Oversee Policy & Procedure Improvements That Senior Management Wish to Implement				●	●
Perform Employee Evaluations of DG Personnel				●	●
Complete Project Audits including SharePoint Utilization, DCR Completeness, Meetings and Site Safety				●	●

Perform Periodic Site Visits



# Construction Manager I

Typical Minimum Experience: 0-3 Years

- Prior Construction Management or Engineering experience preferred
- Works with a Team Leader group
- Works closely with assigned mentor/team leader to learn the roles/responsibilities of project execution
- Gains knowledge of how Construction Management is implemented at DG
- Learns basic tools and tasks of Construction Management
- Gain exposure to full project life cycle
- Becomes familiar with equipment, components, materials, specification, etc.
- Limited direct client contact

# Construction Manager II

Typical Minimum Experience: 3 - 6 Years

- Works within a Team Leader group
- Capable of executing all tasks necessary to complete Construction Management from groundbreaking through execution.
- Works autonomously on specific tasks
- Possesses good solid technical skills as well as solid administrative capabilities
- Continuous improvement of comprehensive technical skills absent from prior experience
- Limited to Constructions Management support on larger projects, or lead CM on smaller projects, if the primary scope is aligned with technical experience



# Construction Manager III

Typical Minimum Experience: 5 - 10 Years

- Report to Team Lead
- Possesses sufficient expertise in both building and process systems
- Strong exposure to all aspects of design/execution on larger projects
- Capable of being the lead Construction Manager on large projects with direct communication to the client
- Ability to implement and drive all aspects of safety, quality, schedule, and budget

# Construction Manager: Team Lead

Typical Minimum Experience: 10+ Years

- Reports directly to the Director of Construction Management
- Possesses sufficient expertise in both building and process systems
- Strong exposure to all aspects of design/execution on larger projects, and all formats of project execution
- Mentors Construction Manager

# Regional Construction Manager

Typical Minimum Experience: 15+ Years

- Reports directly to the Director of Construction Management
- Oversees and directs construction projects from conception to completion
- Develops and reviews project schedule, work progress, and budget with the Project Management Team
- Mentors Construction Managers
- Provides oversight to multiple projects and clients
- Assists with Construction Manager staffing and resource management
- Communicates coordination concerns and shortcomings between the site and office project teams