

Project Manager - Position Agreement

Results Statement

Success in the role of Project Manager (PM) is defined by:

- 1) Managing the full cycle accountability of each project assigned
- 2) Providing Frontiers clients with an exceptional experience
- 3) Exhibiting a high level of team member mentorship and collaboration.

Role Description

The Project Manager is the sole person responsible for the project's success through the production phase and is an ambassador for the Frontiers Design Build Inc. brand. This individual will be the eyes and ears on the site to ensure that the work is being done correctly, per the agreed-upon scope, and in the scheduled time frame.

The PM will start their work in the pre-construction phase to alleviate any gaps in project handoff. The PM is someone who must be approachable to clients, respected and well-liked by trades and enjoys working across a variety of projects, personality types, and challenges.

The Project Manager must be process-oriented and willing to repeat many tasks in the same way to provide consistency in the company brand.

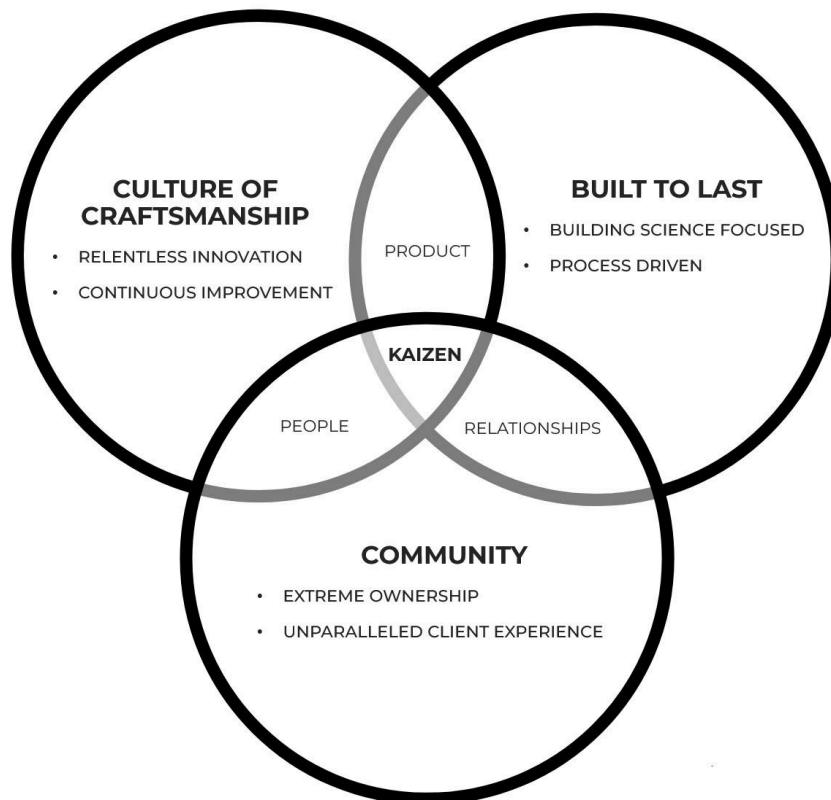
The PM must lead by example, not only leading down the chain of command but also leading up the chain of command through constructive/candid feedback and communication.

STANDARDS

Reporting Standards

- The Project Manager directly reports to the Operations Manager.
- The Project Manager directly supervises the Foreman(s).

Company Values



Position-Specific Standards

- Act with patience, empathy, respect, and positive intention toward all team members.
- To focus on outcomes and provide teams with clear direction and goals.
- To provide fair and constructive feedback to better the performance and career development of Frontiers Design Build Inc. internal team members and Frontiers Design Build Inc.'s external trade partner network.
- To act as an ambassador of the Frontiers Design Build Inc. brand.

Company-Specific Standards

- To exemplify the “White Glove” approach to client care.
- To mentor your teammates.
- To question and push the envelope in the pursuit of excellence.
- To bring a “systems thinking mentality” to operational efficiency.
- To “finish the job” to ensure the next teammate is set up for success.

OUTCOMES & RESPONSIBILITIES

Specific Outcomes of the Role

- **Project Execution:** Complete projects on time and schedule while meeting the highest level of quality.
- **Client Experience:** Provide an exceptional client experience through professional communications regularly to ensure clients do not ever have to ask what the next step is.
- **Financial Tracking:** Provide clients assurance on the financial cost of their project in real-time and protect Frontiers Design Build Inc.’s profit through monitoring, maintaining, and flagging ‘Job Costing.’
- **Collaboration:** Aid in the development of the project budget in combination with the Pre-Construction Manager with the goal of better defining the Scope of Work (SOW) and associated costs. Maintain and deepen Trade Partner/Vendor relationships.

Specific Responsibilities of the Role

Project Execution:

- **Scope of Work:** Ensure that you have a clear understanding of the project scope during project handoff with the Pre-Con team.
- **Kick-Off Meeting:** Ensure completion of all PM assigned items of the ‘*Process Sheet - Step 5 [Construction]*’ starting with the Kick-Off Meeting.
- **Quality Control:** Ensure the Foreman executes the quality of on-site construction methods, detailing, and craft with a consistent push towards excellence.
- **Scheduling:** Review and update the CoConstruct schedule daily - coordinate all trade partners, deliveries and required inspections.
- **Trade Partners:** Build strong relationships with individual trade partners to foster win-win relationships.
- **Procurement:** Order all site requirements and schedule all material deliveries for active projects. PM is the sole purchaser for all job expenses post kickoff meeting.

- **Project Closeout:** Coordinate the close-out process as listed on the 'Process Sheet [Step 5 CNST] - 6. Closeout Checklist'
- **Warranty:** Address all warranty requests promptly using the CoConstruct platform.

Client Experience:

- **Communication:** Maintain effective and open communication with clients, foreman and trade partners via CoConstruct. E-mail only when necessary, avoid private text messages when possible to maximize visibility among stakeholders.
- **On-site Meetings:** Establish weekly client meeting times to review progress on-site.
- **After Care:** Facilitate the project Closeout process, including Warranty Walkthrough and Post Construction aftercare requirements.

Financial Tracking:

- **Receipt Tracking:** Document all project receipts weekly with cost codes and ensure they are directed to the Financial Controller. Inform FC when outstanding invoices from trade partners should be paid.
- **Communicate** to the client the cost-to-complete forecast in conjunction with bi-weekly invoicing sent by Office Administrator to explain budget vs. actuals (ie. variances - cost plus).
- **Job Costing [Cost Plus]:** Review and update CoConstruct 'Budget' with FC on Thursdays at the weekly PM meeting to maintain accuracy of 'Cost to Complete'. Comment in the 'Notes' column for any credits due to the client for rework.
- **Change Orders [Fixed Price]:** Inform clients and PCM of all requested work outside of the original scope of work (specs/selects). Change Order (C/O) should be approved by clients before work is completed. If work must be completed before C/O approval, ensure all labour, trade partner and materials expenses are tracked.

Collaboration:

- **Pre-Construction:** Take an active role in the Pre-Con planning of a project by:
 - ◆ Attend pre-construction meetings with clients, architects/design partners, and trades as required.
 - ◆ Assist in developing the SOW, Budget, and Change Management with Pre-Construction Manager during weekly PM/Design Meetings in preparation for an effective project handoff from Pre-Con to Production
- **PM/OM/FC Meetings:** Meet weekly with the Operations Manager and Financial Controller to discuss project finances, progress, schedule, and any challenges during Thursday morning production meetings.
- **Change Orders:** Discuss SOW changes to Pre-Construction Manager and facilitate Change Order issuance, permit revisions, explanation, and acceptance by Trade Partner and Clients, respectively.

- **Project Debrief:** Review project successes and challenges with the team after completion via the *'Process Sheet - Step 5 [Construction]'* - making additions to the 'Construction Checklist' as required.
- **Mentorship:** Team members under your supervision get your time, attention and mentorship regularly to continue making progress on their path, as well as bolster the success of the entire organization.

SPECIFIC COMMITMENTS

Weekly Meeting Commitments

Monday:

- **Production Meeting** (7:00 am-7:15 am)
 - ◆ Company Wide
 - ◆ Discuss events, vacation time, unique topics
- **Divisional Production meeting** (7:15am-8:00am)
 - ◆ PM's & Foreman
 - ◆ Ensure that production teams have the tools, tactics and knowledge for the project-specific tasks.
- **PM/Operations Meeting** (8:00 am-9:30 am)
 - ◆ OM and PMs
 - ◆ Update the Operations Manager on current project schedules and progress to allow the OM to refine/adjust the master company schedule, support the PMs, and facilitate divisional coordination.
 - ◆ Collaborate in two-way communication between OM & PM, facilitating feedback and collaborative problem-solving
- **PM Meeting**
 - ◆ PM's & Financial Controller
 - ◆ Ensure that.

Thursday:

- **PM/Invoicing Meeting** (7:00-9:30am)
 - ◆ PM coordination with PCM, OM and FC
 - ◆ Outcome = early onboarding of PMs to projects coming up the pipeline
 - ◆ Outcome = project-related data is updated and communicated concisely for the FC to process invoicing and clients to understand the project Cost to Complete

Client Meetings:

- ◆ Weekly job site walkthroughs with clients at the predetermined time
- ◆ Client care, communication and alignment



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PROJECT MANAGER POSITION AGREEMENT

By their signatures below, the parties understand and agree to all terms and conditions of this Agreement.

Team Member

Name: _____

Signature: _____

Date: _____

The Company

Name: _____

Signature: _____

Date: _____

Name: _____

Signature: _____

Date: _____

Name: _____

Signature: _____

Date: _____