

## JOB DESCRIPTION

**Title:** COE Leader  
**Department:** Operations  
**Classification:** Exempt  
**Reports to:** Executive Vice President or President

### Job Summary

Accountable for profit / loss and primary responsibility for driving project operational excellence, to support growth and development of the Center of Excellence (COE). Responsible for developing new client relationships as well as maintaining existing relationships to support the COE. Create and implement the goals and objectives of the annual COE Business Plan. Understand and react to market conditions, changes, trends, that will affect the benchmarks of successful performance of the COE. Active involvement in corporate meetings and training. Provide overall leadership and management of all personnel and process of the COE Project(s) from preconstruction through closeout. This includes preconstruction phase activities such as estimating, budget control, prime contract negotiation, and preconstruction schedule management. In addition, manage construction phase activities such as overall leadership, management of both the project management office staff, management of superintendent field staff, management of client relations and financial reporting.

### Technical Duties and Responsibilities

BUSINESS PLANNING	Assist in the development of the annual Bernards Business Planning Process. Create and implement the COE Business Plan. Work to execute and achieve the goals and objectives outlined in the Business Plan. Actively participate in all corporate meetings involving developing and reporting on the Business Plan.
BUSINESS DEVELOPMENT	Actively market the company as part of your weekly routine. Develop new contacts and relationships that can ultimately assist in securing future projects for Bernards. Maintain existing relationships and continually inquire about future project development plans.
PROJECT INTERVIEWS / PRESENTATIONS	Active involvement in the project interview strategy, presentation materials and rehearsals. Maintain the role of the primary participant in the interview and the person with the most specific knowledge of the project. Deliver a compelling case for the client to award the contract to Bernards. Track the success rate for the projects with your involvement.

<p><b>PRECONSTRUCTION</b></p>	<p>Ensure the preconstruction phase of the projects in your COE are successful. Assist in the estimating / budgeting process. Perform constructability reviews throughout the design process. Help develop and manage the value engineering process with project owners and designers. Ensure preconstruction schedules are accurate. Assist in evaluating appropriate subcontractor bid lists and proposals. Ensure budgets will achieve profitability objectives taking into account project-specific challenges. Ensure successful transitions from the Preconstruction Phase to the Construction Phase of the projects within your COE.</p>
<p><b>BID PACKAGES</b></p>	<p>Work closely with Estimating in reviewing contract bid documents. Ensure that Estimating is working with the most current documents and addenda. Provide thorough assessments of existing site conditions for your projects. Identify items not found on the bid documents but might be construed as reasonably inferred. Maintain a clear understanding and familiarity of the Bernards standard subcontract terms and conditions. Ensure that bid packages are customized to the specific project we are pursuing and are not generic. Ensure clarity in the bid packages and estimates broken down to support each bid package. Ensure proper coverage of 3 to 5 bidders per package.</p>
<p><b>PRIME CONTRACT NEGOTIATIONS</b></p>	<p>Represent Bernards in the Prime Contract negotiations with owners and its agents. Involve all constituents required to complete with the negotiation including Bernards Senior Management, Outside Counsel, and Director of Risk Management.</p>
<p><b>PRIME CONTRACT KNOWLEDGE / ADHERENCE</b></p>	<p>Understand and comply with all features the prime contract of the projects in your COE. Create crib notes of the prime contract terms and conditions. Meet with your teams to review the documents.</p>
<p><b>COMPREHENDING DOCUMENTS</b></p>	<p>Maintain a working knowledge of all contract documents for your projects.</p>
<p><b>PROJECT PROCEDURES</b></p>	<p>Become intimately familiar with all Bernards standard operating procedures. Review the daily activities of the project teams to ensure that all procedures are being followed. Provide suggested ideas for improvement to the Bernards Standard Operating Procedures.</p>
<p><b>SITE VISITS</b></p>	<p>Visit sites at a minimum of once a week to monitor project performance, schedule, and expenditures with project staff, highlight potential challenges and provide leadership in responding creatively to bring projects in on schedule and under budget.</p>
<p><b>INFORMATION ORGANIZATION</b></p>	<p>Ensure all documents are readily accessible and neatly organized. Ensure project information is promptly filed for future access. Ensure construction is never affected due to unfiled, missing, or piles of paperwork.</p>

<p><b>CONTRACT DOCUMENTS</b></p>	<p>Ensure that Contract Documents are current and promptly transmitted to all new subcontractors. Clearly understand all documents that make up the "Contract Documents".</p>
<p><b>AGREEMENTS</b></p>	<p>Ensure that scope descriptions are complete, well coordinated as written by Project Managers and reviewed by Superintendents. Ensure timely award of subcontracts so that there is no negative impact on the project schedule.</p>
<p><b>SAFETY</b></p>	<p>Ensure that the jobsites are safe and that the Bernards Injury Illness Prevention Program (IIPP) is understood and implemented on all projects in your COE. Ensure that all Bernards safety procedures are being followed including making daily safety observations and safety inspections through the Bernards electronic system. Ensure that subcontractors have submitted their own IIPP. Ensure weekly safety meetings are conducted. Ensure that all mandatory regulatory notifications are posted in a prominent area. Ensure the Safety Data Sheets (SDS) are being collected and filed; provide spot check audits of this process. Ensure that the Bernards Hot Work Permit process is being followed. Ensure enforcement with compliance of construction Personal Protective Equipment (PPE) being worn at all times by all personnel on-site. Ensure that all work performed is in compliance with OSHA and that all required OSHA permits are in place. Ensure that all documentation is in place in the event of an OSHA Safety Inspection. Ensure that a full-time Safety Engineer is assigned to the projects in your COE when the jobsite headcount exceeds 250 tradesmen.</p>
<p><b>SWPPP</b></p>	<p>Ensure compliance with the approved Storm Water Prevention Pollution Plan (SWPPP) designs so as to prevent sediment and other pollutants from the construction projects discharging into the storm water systems. Ensure that all designed Best Management Practices (BMPs) are implemented and reviewed on all projects in your COE.</p>
<p><b>FIELD LABOR</b></p>	<p>Ensure proper management of on-site field labor for your projects. Ensure that the field labor force on projects is productive and that this work force is not completing the work of other subcontractors. For safety liability concerns, ensure that the field labor force provides their own equipment. Ensure that all work is tracked and recorded. Ensure that no Bernards Personnel is operating equipment on your projects.</p>

<p><b>JOBSITE SECURITY, ORGANIZATION, CLEANLINESS, &amp; BRANDING</b></p>	<p>Ensure that the jobsites are secure during construction operations and that only authorized tradesmen are working on-site. Ensure that all visitors have checked-in at the jobsite office. Ensure that at the end of the workday, all temporary fencing and applicable structures are secured and locked. Ensure the jobsites are maintained in an organized fashion at all times ensuring that deliveries are pre-planned and storage / laydown areas do not impede the progress of the work. Ensure that the sites are clean. Ensure that the composite crew clean-up operations are implemented and managed. Ensure costs are minimized for outsourced labor clean-up by enforcing subcontractors to clean their own debris. Ensure the Bernards branding signage and banners are in good condition and prominently displayed in high visible areas.</p>
<p><b>FIELD TICKETS</b></p>	<p>Enforce that subcontractors perform all work described in their subcontract agreements. Ensure that all subcontractor field extra work ticket scopes are reviewed with Project Managers prior to signing. Ensure that the correct Bernards numerical tracking number is on all tickets. Ensure the correct hours and material is indicated on all tickets. Ensure that the Superintendents are immediately furnishing the Project Managers a copy of any extra work order ticket so that all costs can be forecasted correctly.</p>
<p><b>DAILY REPORTS</b></p>	<p>Ensure that Daily Reports for all subcontractors are complete and comprehensive, recording all required information. Further, ensure these reports are completed every day in compliance with Bernards policy.</p>
<p><b>FINANCIAL MANAGEMENT</b></p>	<p>Manage the project financial reporting process in all aspects. Ensure the Project Financial Reports (PFRs) are accurate. Understand all B360 forecasting and reporting features, including the origin of all data populating Key Performance Indicators (KPIs). Teach and mentor the project management teams on the use of B360 features. Succinctly present the major issues of the project to senior management. Ensure all reasonable efforts have been made to maximize the project fee or minimize losses on the projects within your COE.</p>
<p><b>MEETING MANAGEMENT</b></p>	<p>In accordance with Bernards policy, ensure compliance with all project meetings such as OAC meetings, staff meetings, etc. As practical, attend project meetings such as safety meetings, pre-installation meetings, QA/QC meetings, foreman meetings, etc. Ensure that meeting minutes are maintained in accordance with policy.</p>
<p><b>RISK MANAGMENT</b></p>	<p>Ensure proper insurance is in place and that the projects are in full compliance with all Bernards risk management policies. Ensure that all entities on-site are fully insured per Bernards corporate standards, with correct documentation in hand.</p>

BIM	Ensure that the BIM execution plans are followed. Ensure the successful process of reviewing mechanical and electrical systems for compatibility with each other as well as other building components and space constraints. Ensure areas of conflict are identified and resolved prior to the commencement of construction. Ensure detailed notes and minutes are maintained to ensure continued momentum with the coordination process. Ensure errors are minimized in the coordination process so that the impacts from coring, x-raying, saw cutting or demolition of completed building elements do not occur or are mitigated.
QA/QC	Ensure compliance with the Bernards Quality Management Manual (QMM) outlining our quality policies, standards and procedures. Ensure that your projects are meeting or exceeding the quality standards of our customers and the QA/QC requirements of the prime contract. Ensure that a project specific Quality Management Plan (QMP) is created and followed to establish the quality assurance systems and standards that will be utilized on all of your projects.
DIRECTORIES / FILES / REPORTS	Ensure that all project documents, files, reports are current, filed and distributed in accordance with policy.
AS-BUILT DRAWINGS	Ensure clean sets of Contract Documents have been established for recording as-built information. Ensure as-built entries are routinely made to the as-built drawings prior to backfilling or concealing of the work. Ensure the Owner / Architect / Inspector are in agreement with the accuracy and quality of the as-built documents. Ensure construction is never delayed due to missing or inaccurate information in the as-built drawings. Ensure monthly progress payments are not affected by missing or inaccurate as-built information.
PERMITS	Ensure all city, county and state permits are timely obtained and closed out.
DOCUMENT CONTROL	Ensure that all document control procedures are being followed. Ensure a working set of drawings and specifications are established at the jobsites. Ensure pre-bid addenda and all post-bid changes and clarifications are accurately and promptly identified in the working drawings. Ensure subcontractors are building from the most current information and the working drawings are organized, legible, and well-kept.
SCHEDULING	Ensure project schedules are created and updated. Collaborate with the Superintendent and Project Manager to develop and update accurate and detailed project schedules. Ensure that projects are not delayed and pursue any contract time extension and added / extended general conditions costs as applicable. Ensure fragnet schedules are developed to document the effects of schedule impacts.

SUBMITTALS	At project start-ups, ensure a list of all required submittals is prepared. Ensure that submittals are received, approved, and returned in a timely manner. Ensure the submittal logs are being updated. Ensure submittals are accurately reviewed for compliance with the Contract Documents. Ensure that submittal approvals are timely, in order to avoid materials or equipment arriving late.
PROCUREMENT LOG	Ensure the procurement logs are developed and maintained to eliminate any project delays. Ensure the project teams are communicating with subcontractors on a regular basis regarding timely delivery of materials.
MONTHLY OWNER REPORTS	As applicable to the project requirements, ensure the monthly owner reports are created. Ensure thoroughness, accuracy and timeliness of your reports so that the Owner can rely on your reports.
REQUESTS FOR INFORMATION	Ensure that all RFI procedures are being followed. Ensure that RFIs are properly tracked, logged, and answered. Ensure that CORs are created where RFI response dictates.
CHANGE ORDER REQUESTS	Ensure that all COR procedures are being followed. Specifically, the pricing of CORs should be submitted within two weeks of their occurrence and all prime contract stipulations followed.
NON-RECOVERABLE SCOPE CHANGES	Ensure that non-recoverable scope changes are mitigated and accurately forecast in financial reports.
ACCOUNTS RECEIVABLE	Ensure the schedule of values exhibits are favorable to Bernards. Ensure that billings / invoicing are timely. Ensure that funds are received per the contract requirements. Ensure positive cash flow for each project.
ACCOUNTS PAYABLE	Ensure the initial subcontract schedule of values exhibits will allow for sufficient monies in reserve to complete the work. Review and validate monthly payments for subcontractor pay applications and vendor invoices for all projects. Ensure compliance with all Bernards AP procedures.
PUNCH LIST	For all projects within your COE, ensure the punch list process is timely and it exceeds the Owner's expectations. Ensure that trade completion lists are completed six weeks prior to the formal punch list. Ensure that the completion lists as well as the punch lists are completed in a timely fashion.
CLOSEOUT	For all project within your COE, ensure that closeout packages comply with the contract and are submitted timely. Ensure final submittals from the subcontractors are received in a timely manner. Ensure closeout packages are professionally bound, indexed and delivered on time. Ensure that the payments to Bernards are not affected by missing final submittals.

### Leadership Duties and Responsibilities

LEADERSHIP	Ability to lead and motivate a team to achieve project goals. Uphold excellent interpersonal skills including mentoring others and conflict resolution. Demonstrate the ability to collaborate, work well with others, and resolve issues with a win-win focus.
RECRUITING PERSONNEL	Actively participate in the process of recruiting perspective employees. Actively participate in interviewing perspective candidates. Provide active involvement in the Bernards Internship Program.
STAFF MANAGEMENT	Ensure qualified staff is on board to support project needs and the overall performance of the project teams. Make recommendations to remove or add staff to meet the needs of the projects. Manage and assign staff duties to meet the needs of the projects. Mentor all on the projects to help them work effectively within the project teams. Provide timely comprehensive feedback on performance. Make recommendations for promotions and salary adjustments as applicable.
SUBORDINATE TRAINING / ASSIGNMENTS	Be an excellent role model for your subordinates. Ensure your subordinates are growing in their performance of duties. Ensure they are motivated and maintain a constant workload.
DESIGN TEAM RELATIONS	Maintain successful, mutually beneficial working relationships with Architects and Engineers. Create confidence with the design team that challenges are being addressed in a timely professional manner. Maintain the goal of having the design team specifically request to work with you again on the next project.
SUBCONTRACTOR RELATIONS	Maintain successful, mutually beneficial working relationships with subcontractors. Create confidence with the subcontractors that challenges are being addressed in a timely professional manner. Maintain the goal of having subcontractors spread a good word about you and Bernards within the industry.
ESTIMATING DEPARTMENT RELATIONS	Provide feedback to Estimating regarding the estimates within your COE. Maintain successful, mutually beneficial working relationships with Estimators.
OTHER BERNARDS DEPARTMENT RELATIONS	Maintain successful, mutually beneficial working relationships with other Bernards department personnel such as Project Administrator, Contracts Administrator, Accounting, Risk Management, Scheduling, BIM, TIS, and HR.
PROPER USAGE OF UPPER MANAGEMENT	Timely inform senior management of significant issues. Resolve the majority of issues on your projects while leaving only the major issues for assistance. Prepare solutions to the challenge that is being faced.



### Customer Service Duties and Responsibilities

CUSTOMER SERVICE SKILLS	Maintain a customer service mindset towards both internal and external customers. Maintain the core competences of customer service which includes empathy, attentiveness, positive language, patience, clarity in communication, continuous improvement, emotional intelligence, persuasion skills, and tenacity.
SENSITIVE TO CUSTOMER NEEDS	Identify your Customer's needs (hot buttons) accurately. Consider items such as cost, schedule, quality, noise, unobtrusive to surroundings, etc. Make every effort to fulfill all Customer needs.
CUSTOMER PERCEPTION OF COMPETENCY	Evaluate if your Customers views your performance as poor, adequate, or superior to the norm of the industry. Maintain the goal to achieve an evaluation of superior in the industry.
VERBAL COMMUNICATIONS WITH CUSTOMER	Communicate openly and freely with our Customers. Make recommendations, ask questions, and offer ideas when the situation arises. Be approachable to our Customers.
SAVE CUSTOMER TIME AND MONEY	Make suggestions or recommendations to your Customers. Through your efforts, strive to save our Customers money and/or time. Make it obvious to our Customers you are working in their best interest to save them time and/or money.
"BAD NEWS" DELIVERY AND REPAIR	Alert our Customers of bad news without causing severe distress. Consult with your project teams in order to come up with a plan prior to alerting our Customers of bad news. Express news with concern.
PROPERLY NOTIFY CUSTOMER OF JOB STATUS	Keep our Customers informed on what is really happening on the job (no surprises). Report challenges as well as successes.
DO MORE FOR THE CUSTOMER THAN EXPECTED	Ensure the Customer's perception is that they got more from you than was contractually expected. Go the extra mile for our Customers. Strive to have our Customers want to do the next project with Bernards because of your efforts.
CLOSEOUT AND "LETTER OF COMMENDATION "	Discuss the many positive highlights of Bernards performance with our Customers to help shape their perspective. Strive to receive a letter of commendation for Bernards at the close of your projects.



### Personal Attributes, Knowledge, Skills and Abilities

KEEPING COMMITMENTS	Accomplish all your commitments made to our Customers and Bernards teammates. Make commitments without haste and with proper research. Maintain the trust and confidence in all interactions.
RELIABILITY	Maintain predictable consistent results and attendance.
TIME MANAGEMENT SKILLS	Administer effective time management skills by analyzing workload, assigning priorities, and maintaining focus on productive endeavors.
SENSE OF TIMING	Maintain a sense of urgency for all items on the project.
NEGOTIATING SKILLS	Conduct successful negotiations.
PROACTIVE PROBLEM SOLVING	Maintain a proactive approach when addressing problems / challenges. Use preventive measures to minimize unproductive time spent reacting to issues or “firefighting” issues.
PERSPECTIVE	Maintain your ability to keep focus on the important issues. Do not get bogged down by the numerous clutter of small issues. Consider the perspective of others.
TECHNICAL WRITING SKILLS	Ensure your written correspondence is clear and concise. Correspondence should convey the requested action and timing to the reader. Correspondence should not read as a "canned" letter that does not apply to the topic. Correspondence should convey the point without sounding like an unnecessary threat. Ensure grammar, spelling, and punctuation convey professionalism.
COMPUTER SKILLS	Maintain competency in the following software applications: B360, Microsoft Suite (Excel, Word, Outlook, PowerPoint), and P6 Scheduling.
CONSISTENCY	Maintain a steady performance day-in and day-out, week-in and week-out. Ensure you are perceived as able to consistently deliver positive results.
INITIATIVE	Maintain your ability to make things happen. Initiate action and follow through to results.
ORGANIZATION	Balance a multitude of tasks / issues. Maintain your work area efficiently to minimize redundant work. Ensure your work area is neat and organized. Pay attention to detail. Maintain a level of attention to detail appropriate to the task.

COMMUNICATION	Maintain clear and concise communication. Ensure that all personnel you interact with can understand you. Strive to be concise and to the point in your telephone and email communications.
TEAMWORK	Ensure others like working with you. Do whatever it takes to help your team. Offer advice and assistance to other teammates. Be sensitive to the workload of others.
VOLUNTEERING	Maintain active participation in Company improvement initiatives. Contribute ideas for improvement within or outside your normal job description. Volunteer with enthusiasm for such efforts.
ATTITUDE	Project a positive can-do attitude. Strive to be the teammate you would want to work with.
LOYALTY	Consider Bernards interest foremost in your decisions. Foster company loyalty with all personnel. Inform your manager if you suspect any activity that is adverse to the good of the company.
INTEGRITY	Demonstrate integrity in an honorable manner at all times. Maintain trust with those who work with you. Stand behind your "word". Keep your commitments. Support your team members and do not undermine them. Maintain confidentiality with others. Diffuse and do not pass on rumors.
VACATION	Take vacations to renew your spirit. Do not request vacation time at points that are critical to your team. Properly delegate your duties prior to your vacation. Provide sufficient advance notice of your vacation to coworkers and customers.
SELF MOTIVATION	Maintain the ability to generate enthusiasm for your work on a daily basis. Overcome the negative aspects of our business. Persevere during times of heavy stress.
PROFESSIONAL IMAGE	Consistently project a professional image with respect to your attire, dress, grooming, workspace, speech, grammar and written communication.
RESOURCEFULNESS	Strive to know where to get answers and do not let matters drop. Actively seek the advice of others. Be creative in your problem solving abilities.
WORK ETHIC	Maintain a strong work ethic and the ability to work effectively alone or in a team.
DEVELOPMENT OF SKILLS	Maintain an eagerness to accept new tasks and stretch assignments outside your job description that will further your professional development.

### Preferred Education and Experience

- Bachelor of Science in Construction Management, Civil Engineering or Architecture preferred.
- Over 15 years of construction industry experience managing projects within our market segments and of our typical project sizes from start-up to completion.

### Acknowledgement

I have read, understand and agree to the above job description. I understand that this job description can be revised at any time at the sole discretion of my Manager and that additional duties may be assigned.

Employee Name: \_\_\_\_\_

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Manager Name: \_\_\_\_\_

Manager Signature: \_\_\_\_\_ Date: \_\_\_\_\_