



TOM RECTENWALD CONSTRUCTION, INC.

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GENERAL CONTRACTORS SINCE 1980

Superintendent Manual 2010

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SECTION I

Project Superintendent Job Description 2010

1.0 SUMMARY

The basic function of the Superintendent is to supervise the field construction process of assigned projects in accordance with the plans and specifications, to ensure that each phase of the work (and therefore the over-all project) is completed on schedule, within the budget, and with the quality workmanship expected by the Company and the customer. The Superintendent supervises, inspects, reviews, records, and reports all on site construction related activity ensuring that the assigned subcontractors perform their work on schedule.

2.0 ESSENTIAL DUTIES AND RESPONSIBILITIES

2.1 REPORTING RELATIONSHIPS:

The Project Superintendent reports directly to and receives guidance and direction from the General Superintendent.

The Project Superintendent has direct authority over the sub-contractors working on the project

The General Superintendent grants the Project Superintendent the authority needed to conduct day-to-day operations.

2.2 AUTHORITY AND RESPONSIBILITY:

EVAL SCORE:

____1 Reviews with or assists the Project Manager in laying out and planning the project utilizing drawings and all information available. Ensures that drawings and details are complete; that the tolerances and materials specified are reasonable and avoid possible code violations; will allow for efficient construction; the design is structurally sound and in compliance with OSHA requirements and other Federal, State, and Local health and safety, law, ordinances, and policies. Inspects job site to ensure a complete understanding of the project and that all requirements were taken into consideration and correctly interpreted.

____2 Becomes familiar with the complete bid package and assists the Project Manager in developing the overall construction schedule for all phases of the project in a logical manner ensuring that budget and completion dates are reasonable, coordinating the various trades and disciplines to achieve the least disruption of each other. Ensures priorities are correct with properly scheduled start and completion times based upon the sub-contractor's estimate of the size of crew and time required to complete each phase. Attains detailed information on the scope of work from the Project Manager including subcontract or supplier agreements along with any "special" or "unusual" conditions.

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- _____3 Ensures that all the subcontractors understand their portion of the project and agree to the schedule to complete their work. Sets aside sufficient time every day to review the job schedule ensuring that the subcontractors have sufficient advance notice to stock and man the up coming phases of the project. Monitors the daily job progress to ensure that all scheduling commitments are being kept, and the subcontractors are maintaining the manpower levels needed to stay on schedule and that all the work that was scheduled for the day has been completed. Makes suggestions to the various subs regarding manpower and equipment needs to keep the project and the work backlog at proper levels. Ensures that the sub does not fall behind schedule. Planning ahead keeps the project running smoothly and on schedule.
- _____4 Ensures that all sub-contract personnel are properly trained in the latest methods and techniques and qualified and competent to perform the tasks assigned including codes and Tom Rectenwald Construction, Inc. company standards; provides direction and guidance assuring that all personnel completely understand what is required of them. Maintains constant vigilance of the construction process for any signs of quality and /or safety related problems, conditions and/or actions. Alerts the subcontractor(s) to take corrective action before preceding with the work, and follows up to ensure the corrective action occurred. Reports the circumstances, including customer complaints to the Project Manager through the daily report.
- _____5 Ensures that all needed permits are in place and calls for all needed inspections as the project progresses to that phase.
- _____6 Maintains constant communication with personnel on the project, praise when deserved (often) and request discipline for cause as required. Has the authority to suspend or dismiss any personnel on the project site not adequately performing according to procedures, policies (particularly safety), or schedules and to halt any work that is not in compliance with the plans and specifications, or creating immanent danger through a safety violation. Conducts formal evaluations of the sub-contractors in order to actively participate in the subcontractor review process ensuring that those with quality or performance problems are removed from the approved lists. The quality and reputation of the Company is only as good as the quality workmanship of the team of subs assembled for the project.
- _____7 Ensures that morale on the project is high and that everyone is working, effectively, efficiently, and in the best interest of the project and the customer. Responsible for motivating personnel on the project, fostering the spirit of teamwork, and ensuring those effective working relationships are maintained within and between all trades and disciplines. Recognizing and showing appreciation when extra effort has been expended on the project increases morale on the job.

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- ____8 Maintains an up to date, accurate, written report of the project activities in accordance with company policy and procedures and provides the report to the Project Manager and the General Superintendent daily. The report must focus on answering the following questions: "When will this phase be completed?" "What is the next phase?", "Is the next phase ready to start and are the sub-contractors prepared?" Based upon the stage of completion, it must also alert the Project Manager to bill the client and prepare check requests for sub progress payments. It provides information to the Project Managers in preparation for weekly management meetings with the President (open discussion, input ideas, resolve issues and complaints). Reports the status of the project (over, under, or on target for the completion schedule and the project budget) and corrective action taken or planned to get back on target.
- ____9 Is present on the job site at all times while any work is being performed. Ensures that subcontractors, employees etc. are never left unattended at anytime, including night shifts. Personally checks all supplies and materials delivered to the job ensuring that the products or materials meet all specifications including quantity, quality, color, etc. rejects damaged or unacceptable goods and ensures that replacements are planned for delivery in time to maintain the work schedule.
- ____10 Ensures that only the highest quality standards are maintained and that safety practices are in place and followed. As safety officer of the project the super is required to obtain and maintain certification for construction first aid and CPR proficiency, and as a safety advocate must personally observe as well as enforce all safety rules at all times including the use of proper foot and head gear. The supers are well trained in the recognition, avoidance, and prevention of accident causing conditions and/or acts of employees that may cause injury or death to employees. Surveys daily to uncover any unsafe conditions or practices including those of other general contractors present and initiates corrective action. Investigates and reports any and all accidents involving company employees as well as subs on the job site. Ensures housekeeping is maintained and waste is properly disposed.
- ____11 Prepares for and coordinates visits from the Project Manager to the project site for a thorough review of entire process.
- ____12 Ensures that any changes are being officially approved according to the change order procedure, communicated, and implemented, and associated cost recorded accordingly for billing. No work, outside the original bid scope is to be performed without the proper paperwork authorizing such as provided by the Project Manager.
- ____13 Maintains communication with the Project Manager keeping him informed of progress to plan (on schedule, running ahead, or running behind; on budget, running under, running over), notifying him of problems along with corrective action taken or planned in order to complete the project on schedule, within budget, and with quality workmanship.
- ____14 Prepares punch lists for the subs to be completed before the project can be turned over.

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(Continued)

- ___15 Ensures that all company equipment used on the project is properly maintained in good working condition and operated safely. Follows and adheres to the company's Equipment Policy version 2004.
- ___16 Provides information to the Project Managers in order to help with the value engineering and supplier contract negotiations of repeat type jobs to continuously improve the process and control cost.
- ___17 Maintains a cooperative, professional working relationships with all personnel up and down the chain of command, with co-workers, and with sub-contractors, customers and suppliers.
- ___18 Creates and promotes the company image through exercising sound and ethical business practices as related to clients and the public. Serves as role model for all personnel through the enthusiastic performance of all duties and respects the confidentiality of personnel, records and information.
- ___19 Demonstrates the ability to consistently recognize and deal with priorities.
- ___20 Provides information that could be incorporated in the annual budget, recommends capital improvements, etc.
- ___21 Participates in formulating and administering company policies and developing long-range goals, objectives, and strategy. Implements and enforces company policy.
- ___22 Assures that personal industry knowledge is current and to the needs of the business.
- ___23 Recognizes the need and personally performs some duties or fixes minor problems, which are normally assigned or performed by others in order to prevent costly delays in the schedule.
- ___24 Completes in an efficient, timely and professional manner all requirements as listed in the company's Job Start-up Procedure version 2004.
- ___25 Completes in an efficient, timely and professional manner all requirements as listed in the company's Documentation Procedure version 2004.
- ___26 Completes in an efficient, timely and professional manner all requirements as listed in the company's Job Close-out Procedure version 2004.

Completes any other tasks and duties as may be assigned.

TOTAL ESSENTIAL POINTS (130 max) _____ ÷ 26 = _____ TEP

SECTION I (Continued)

3.0 QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required.

4.0 EDUCATIONS and/or EXPERIENCE

Preferred: College Degree in Construction Management, 4 years minimum, documented experience as Project Superintendent with strict scheduling and completion requirements, dealing with sub-contractors, working for a general contracting firm with a reputation for progressive, quality workmanship and talented professionals. Documented merit initiated progression to the position.

Required: High school diploma with three to five years experience as Project Superintendent with a general contractor

5.0 LANGUAGE SKILLS

Ability to communicate effectively, including expectations to sub-contractor personnel in various trade disciplines. Ability to deal with and maintain cordial relationship with the public, suppliers, contractors, architects, etc. Must be well versed in English in order to prepare reports and correspondence.

6.0 MATHEMATICAL SKILLS

Ability to read and interpret construction drawings. A thorough understanding of basic math is essential along with the ability to measure and to compute dimensions, quantities and sizes of various parts, assemblies, and installations. Must be able to judge and compute percent or stage of completion of jobs

7.0 REASONING ABILITY

Ability to accomplish goals and objectives through effective supervision, motivation, and coaching of personnel working under another's direction. Must possess the ability to solve practical problems and deal with a variety of variables simultaneously. Must have the ability to consistently recognize and deal with priorities. Must have the ability to deal effectively and consistently in human relations. Must have a thorough working knowledge of general construction practices and methods and the ability to spot and correct unsafe conditions and actions.

8.0 CERTIFICATES, LICENSES, REGISTRATIONS: N/A

**SECTION I
(Continued)**

9.0 PHYSICAL DEMANDS

While performing the duties of this job, the employee is regularly required to use hands and fingers to handle or feel. Walking, turning, stooping and reaching for and carrying materials, stepping over and around obstacles, climbing ladders, stairs, and scaffolding. The individual must possess sufficient correctable close vision to be able to read reports, detailed drawings, labels, directions, specifications and measuring devices along with hand-eye coordination to use measuring devices; peripheral vision and ability to adjust focus. Must have sufficient correctable hearing to be able to communicate on the telephone and in person. The incumbent will be repeatedly exposed to stressful conditions.

10.0 WORK ENVIRONMENT

The environment can be indoors with controlled conditions or outside in all weather conditions. Some work will be performed in and around potentially dangerous construction equipment and materials.

11.0 ACKNOWLEDGMENT

I have reviewed, and understand the above job description and I believe it to be accurate and complete. I understand that this position will require extensive traveling and working extensive hours, including nights and weekends. I understand that this is a salaried position. I understand that while I am under employment in this salaried position, I will receive the same weekly compensation regardless of the amount of hours worked in a particular week. I also understand that management retains the right to change this job description at any time. Additionally, I agree that if I cannot or will not take on this responsibility, along with the complete authority and accountability, I must be relieved of these duties and employment may be terminated at that time.

Project Superintendent

Date

Approval

Date

SECTION II

Job Start / Mobilization Procedure (PMFS-001)

- 1)** The Project Management Team will provide the following information and/or documents:(Project Binder)
 - a) Project Contact Report listing all information for the job site, subs, customer, landlord, building department, etc.
 - b) Landlord pre-construction meeting time and location
 - c) Permit applications as required
 - d) Permit and permit approved plans
 - e) Approved for construction plans
 - f) Required checks for security deposit, permits etc.
 - g) Insurance certificates
 - h) Enlarged construction schedule for posting
 - i) Superintendents Box (If requested)
 - j) TRC job site signs (Mandatory)
 - k) Notebook Computer
 - l) Digital Camera
 - m) Project Booklet containing the following documents:
 - i) Copies of subcontract agreements
 - ii) Construction schedule
 - iii) Copies of TRC material purchase orders
 - iv) Copies of owner's vendor purchase orders

Superintendents Box Procedure (FS-001)

- 1)** An updated and fully functioning Superintendents Box must be on every job site, everyday of construction, with the only exceptions as follows:
 - a) job sites with job trailers (See Job Trailers Paragraph 3)
 - b) minor open remodels where a modified setup has been approved by TRC
- 2)** Superintendents Boxes must be setup and used as illustrated below
- 3)** Superintendents Boxes must be kept clean, organized, secured and in plain view of the major work area
- 4)** Bulletin boards (not provided) must be mounted as shown below with the following items posted:
 - a) enlarged schedule
 - b) building permit (or copy)
 - c) laser and other warning signs
- 5)** The superintendent assigned to each box is responsible for maintaining Boxes, as well as arranging the shipment to and from the job site.



Job Office Trailers Procedure (FS-002)

- 1)** Projects requiring job trailers must be fully mobilized ASAP, but no later than the end of the first week of construction.
- 2)** The trailer setup must include everything contained in a Superintendents Box including:
 - a) federal posters
 - b) OSHA Safety Manuals
 - c) fire extinguishers
 - d) hard hats
 - e) first Aid
 - f) filing cabinet
 - g) fax / printer (see Equipment Policy Section V)
 - h) computer (see Equipment Policy Section V)
 - i) All bulletin board items must also be posted inside trailer, as well as inside the building, as required.
- 3)** Trailers must be kept clean, organized and secure at all times.

SECTION III

Superintendent Documentation Procedure (FS-004)

1) Daily Log Reports

- a) A Daily Log Report must be emailed/faxed to Tom Rectenwald tom@tomrectenwald.com for each weekday by 8am the following weekday. *It is preferred that all emails be sent before leaving the job site the same day.*
- b) A Daily Log Report must be sent regardless of whether you are on a job, helping on another job, at home or in the office. *Payroll is submitted using the information contained in your Daily Log Report, any delays on your part will delay your paycheck.*
 - i) Prior to the last workday before leaving on an approved vacation, send one Daily Log Report listing the approved vacation dates. Reminder, all vacations must be approved by Tom Rectenwald in advance of starting a project.
 - ii) Excuses for not submitting your Daily Log Reports will *not* be accepted, i.e. my phone is not hooked up, I don't have time, etc. Find a phone line...your paycheck and your job depends on it.
- c) Daily Log Reports must be completed in full. Complete each section and elaborate in the comments section - this is your daily shot at communicating in writing anything about the project, if you having problems or concerns, etc.
- d) Use spell check, be sure text is fitting in the cells and use proper grammar. Daily Log Reports are official company record-keeping documents, and will be viewed regularly by most members of the office staff, as well as clients, and could be instrumental in resolving disputes that may arise between our company and a subcontractor or client.

2) Digital Photos

- e) Each workday you are required to take 5 digital photos of your job site. These photos must be emailed to sitephotos@tomrectenwald.com by 8am the following weekday.
- f) The TRC job number for your project must be in the subject line.
- g) The photos should coincide with the story your Daily Log Report is telling.
 - i) If your log says 2 electricians are wiring the panel, take a photo of them wiring the panel, etc.
 - ii) Take wide shots that show the general progress of the project.
 - iii) Do not rotate the camera for vertical shots.
- h) If your camera has a setting for date stamping the photo, please ensure that the date is correct.
- i) It is your responsible to obtain the necessary equipment from your project manager, and maintain this equipment to complete this procedure.

2) Weekly Job Site Safety Inspection Report

- a) The office furnishes the forms.
- b) The Superintendent must hold a site safety meeting and complete the Site Safety Inspection Report including the Subcontractor Attendance Sheet once per week.
- c) The completed report must be faxed to the office upon completion; complete the section on the Daily Log Report showing the day the meeting was held.
- d) Retain original copies in your files on the job.

Superintendent Documentation Procedure (FS-004)

(Continued)

3) Two Week Schedule Plan

- a) This office furnishes the two-part forms.
- b) The purpose is to focus on, communicate and plan short-term scheduling adjustments.
- c) The "planned" row should be filled out as the current project schedule reads, the actual row should be filled out showing any adjustments.
 - i) entries should be made for activities that fall in that time frame
- d) A completed schedule must be **faxed** to the PM no later than noon every Monday.
- e) Each Superintendent and their PM should review the Two Week Schedule Plan each Monday.

4) Notice of Possible Change Order/Work Order

- a) This form is provided on your computers hard drive.
- b) The purpose of this form is to immediately communicate to the PM, all issues that arise or claims that are made on site by a sub or owner, that may result in a change order.
- c) Email the completed form to the PM immediately.

5) Expense Reports

- a) There are now two types of expense reports:
 - i) Electronic Weekly Expense Report
 - (1) the weekly E-report is for food(\$30.00 Per Day) and mileage only(.35 per mile)
 - (2) no receipts are required
 - (3) the expense form is provided on your hard drive
 - (4) the E-report must be emailed to your PM at the end of each week, and no later than 7am Monday morning
 - (5) the approved amount will be added to your direct deposited paycheck
 - ii) Standard Weekly Expense Report
 - (1) two-part forms are provided by the office
 - (2) all purchases must be pre-approved by your PM
 - (3) a receipt must be provided for each line item
 - (4) weekly reports must be either sent regular mail or hand-delivered to the office
 - (5) expense checks will be processed within three business days of receipt, and will be mailed to your home address

7) Understanding Contract Scopes & Drawings

- a) Your ability to fully understand the contract documents (subcontract Agreements, purchase orders and plans), and the responsibilities of all parties, is critical to the success of the project.

8) Subcontract Agreements

Subcontract agreements will generally state the subcontractor is to Furnish all labor and material "per plans" with some key points listed as "included, but not limited to" – read and study these carefully. Note where they all state the "No extra's or overtime can be added to this contract without written authorization by the Project Manager and "Sub-contractor is responsible for daily cleaning of job site." Your job is to interpret the plans and to insure that all subs and vendors are fulfilling their contract.

Superintendent Documentation Procedure (FS-004)

(Continued)

9) Change Orders

b) Do not assume a sub is going to give you something for free, they usually don't.

Never authorize additional work, especially verbally. Tom Rectenwald will issue all change orders. When a sub asks you about an extra or overtime, try and sort out what is legitimate and what is not by utilizing the NTPCO/WO form. When you or the sub really feels a change order is warranted, call the Project Manager and have the sub fax a detailed change order request to this office. Do not let a sub proceed under the assumption a change order will be issued, wait until you have a copy of a signed change order from the Project Manager. Time is **critical** on these fast-paced projects, therefore, do your job and stay on top of these situations, as will this office, to avoid delays as much as possible.

10) Back Charges

It is your job as the project superintendent to push all subs and vendors to fulfill their contracts. Back charges are almost always avoidable if the project is being run correctly. However, from time to time, we will run into subs that cannot man the job or refuses to clean up their rubbish, or a vendor who has manufactured something incorrectly or has failed to ship on time, and overtime is necessary. We must handle all of these situations very carefully. A back charge is nothing more than a negative change order, except that in a case where a sub is not performing, we must document warnings of their non-performance. When a situation has been elevated to critical, Tom Rectenwald will be involved in all conversations and correspondence.

11) Punch List

It is your responsibility to schedule a walk-through with the client's Project Manager. Allow yourself enough time to complete the punch list before the final cleaning. Make sure that a copy of the first punch list is sent to the Project Manager. Schedule and insure that all subcontractors complete their work immediately.

SECTION IV

Superintendents Site Close-out Procedure (FS-005)

1) Superintendents Demobilization Check List

- a) At the end of a project, make sure all of the items listed below have been addressed:
 - i) Customer's Punch List
 - (1) ensure prompt completion of customer's punch list
 - (a) fax a copy to the PM immediately upon receipt of the list
 - (b) fax the signed list to the PM immediately upon completion of the punch list work
 - (c) make a copy to leave with store manager
 - (d) submit the original hard copy to this office
 - ii) Landlord's Punch List
 - (1) ensure prompt completion of the landlord's punch list
 - (a) fax a copy to the Client's PM and TRC office immediately upon receipt of the list
 - (b) fax the signed list to the Client's PM and TRC office immediately upon completion of the punch list work
 - (c) make a copy to leave with store manager
 - (d) submit the original hard copy to this office
 - iii) Certificate of Occupancy
 - (1) ensure the C.O. is promptly obtained
 - (a) fax a copy to the PM immediately upon receipt
 - (b) make a copy and leave with store manager
 - (c) submit original to this office
 - iv) organize and sort vendor slips by purchaser and submit to this office
 - v) disconnect phone wire and jack
 - (1) call TRC office to cancel service
 - vi) arrange to have last dumpster removed before you leave town
 - (1) make sure you submit all receipts, including the last one, to this office
 - vii) demobilize the Superintendents Box
 - (1) clean and organize box for shipping
 - (2) ensure box is returned in the same order as received including contents
 - (3) arrange shipping of box to TRC office or your next project in your vehicle
 - viii) TRC Job Site Signs
 - (1) remove and return to the office
 - ix) As-Built Drawings
 - (1) if required by the project, ensure as-built drawings are completed and safely returned to the office

SECTION V

Electronic Equipment Policy (P-101)

1) Computers

- a) Your company provided computer is for company use only.
- b) All computers are provided, maintained and managed by Aaron Rectenwald.
- c) Your PC has been formatted and setup specifically for the use intended:
 - i) Please do not attempt to make any changes to the setup of any kind
 - ii) Contact Aaron Rectenwald for authorization of loading of software of any kind.
- d) Contact Aaron Rectenwald for all technical support issues.
- e) Internet Policy
 - i) all employees must abide by this policy
 - ii) all employees must sign a copy of this policy to be kept in their employment file
- f) All employees are responsible to take measures necessary to protect the computer from dirt, theft and damage.
 - i) contact Aaron Rectenwald immediately if a problem of any kind occurs

2) Fax / Printers

- a) Your company provided fax / printer is for company use only.
- b) All fax machines and printers are provided by TRC and are maintained and managed by the superintendent.
- c) Your fax / printer has been formatted and setup specifically for the use intended:
 - i) Please do not attempt to make any changes to the setup of any kind
- d) Contact Aaron Rectenwald for all technical support issues.
- e) All employees are responsible to take measures necessary to protect the fax / printer from dirt, theft and damage.
- f) Contact Aaron Rectenwald immediately if a problem of any kind occurs.

3) Digital Cameras

- a) Your company provided digital camera is for company use only.
- b) All cameras are provided by TRC and are maintained and managed by the superintendent.
- c) Your camera has been setup specifically for the use intended:
- d) Contact Aaron Rectenwald for all technical support issues.
- e) All employees are responsible to take measures necessary to protect the digital camera from dirt, theft and damage.
- f) Contact Aaron Rectenwald immediately if a problem of any kind occurs.

Superintendents Box Procedure (FS-001)

- 12)** The Superintendents box is a vital component necessary to properly mobilize our projects.
- a.** With a properly equipped box on site, we have complied with many requirements such as:
 - i.** Safety Policies and Procedures manual, including:
 - ii.** OSHA Hazard Written Communication Program
 - iii.** Job site Safety Rules
 - iv.** Posting and Reporting Accidents Procedures
 - v.** MSDS Sheets
 - vi.** OSHA Form 300-A – Summary of Work Related Injuries
 - vii.** Federal postings such as minimum wage rates
 - viii.** First Aid Kit
 - ix.** Fire Extinguishers
 - x.** Safety items such as:
 - 1.** hard hats
 - 2.** ear plugs
 - 3.** safety glasses
- 13)** The Superintendents Box also serves as a mobile office providing a professional, organized work center that impresses clients and subcontractors.
- a.** The top is to be used as a desk and plan table.
 - b.** it is also encouraged to utilize a folding table for additional plan/desk space
 - c.** The superintendent's box includes:
 - i.** fax / Printer
 - ii.** pull out tray for a notebook computer
 - iii.** secured filing cabinet
- 14) An updated and fully functioning Superintendents Box must be on every job site, everyday of construction, with the only exceptions:
- a.** job sites with job trailers (See Job Trailers Paragraph 3)
 - b.** minor open remodels where a modified setup has been approved by Tom
- 15) Superintendents Boxes must be setup and used as illustrated below
- 16) Superintendents Boxes must be kept clean, organized, secured and in plain view of the major work area
- 17) Bulletin boards (not provided) must be mounted as shown below with the following items posted:
- a.** enlarged schedule
 - b.** building permit (or copy)
 - c.** laser and other warning signs
- 18) The superintendent assigned to each box is responsible for maintaining Boxes, as well as arranging the shipment to and from the job site.

