

13.2 ROLES & RESPONSIBILITIES

Scope

Timbro is committed to running an operationally efficient business while providing an environment for those with it to succeed. In order to achieve an open, honest, and accountable environment, Timbro has developed this governance policy to create a two-way understanding of the roles and responsibilities of those throughout the organization.

Responsibilities

General Manager

- Responsible for overseeing the project execution, and coordinating work with the General Superintendent
- The General Manager meets periodically with Timbro's Managers and Office Controller to discuss construction and business concerns
- The General Manager ensures the long-term growth and sustainability of the firm. Their duties also include providing leadership while ensuring there are controls in place to confirm that work is overseen and safety needs are met.

General Superintendent

A general superintendent is primarily in charge of overseeing projects and programs, ensuring operations adhere to standards and requirements. In the construction industry, a general superintendent supervises the daily procedures in a construction site to ensure the project's completion within budget, schedule, and quality standards. They also have other administrative duties, such as coordinating with contractors and suppliers, monitoring the inventory of materials, purchasing supplies according to project requirements, developing reports, conducting inspections, and implementing safety policies and regulations.

- Manages Superintendents and provides the vision for project planning, coordination, sequencing and site utilization.
- Develops the overall construction plan for the Project in conjunction with the Project Manger.
- Oversees, manages and documents all day-to-day job site activities including WorkSafeBC safety compliance requirements.
- Directs field personnel according to the project plan and WorkSafeBC supervisory principles.
- Communicates issues, events, performance and progress daily to the Project Manager.
- Reports any problems/issues promptly to the Project Manager to facilitate the most cost-effective solutions.
- Establishes effective working relationships with clients.
- Project Start-Up/Turnover Meeting:
 - Identifies pre-mobilization activities in conjunction with the Project Manager.
 - Develops start-up schedule, which includes priority purchasing requirements for a successful project start.
- Develops a high-performance team through supervision, training, coaching and mentoring.
- Ensures regular feedback is shared with subordinates, including timely completion of employee performance appraisals.
- Fosters and enhances owner, architect, subcontractor and vendor relations.
- Ensures strict adherence to ethics and compliance requirements throughout the company.
- Develops the objectives/goals of each assigned individual.
- Conducts inspection of construction, and inspection of area supervisors.
- Communicates with the Project Management Team, subcontractors and vendors to assist them in working to the Project Schedule.
- Assists in formulating and implementing the construction schedule in the field.
- Assists in the establishment and implementation of the Project Baseline Schedule based on the project contracts and subcontractor input, taking into accounts any elements that might impact the schedule.
- Maintains the schedule and ensures that work performed is consistent with the contract and will meet or exceed client expectations.
- Provides input to the Scheduling Department for them to be able to update the Project Schedule on a monthly basis.

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- Provides guidance and overview of staff Superintendent, look ahead scheduling and planning. Reviews and assists staff with developing planning and makes certain plan is communicated throughout the project team.
- Insures that all subcontractors participate in a safety pre-construction meeting prior to starting work on the project.
- Insures that all subcontractors have a full set of SDS sheets on the project, as well as their site specific safety plan and current insurance certificate.
- Reviews the project daily to insure that all activities are being performed in accordance with all WorkSafeBC and governing requirements and the project site specific safety plan.
- Insures that all first delivery inspections and benchmark inspections are conducted and occur per the baseline schedule so as not to impact the progression of the subsequent work.
- Insures that the inspections and material testing are approved, documented and communicated to the project team.
- Ensures that all products and materials incorporated into the project are per approved submittals and contract documents.
- Manages site pre-construction including pre-construction survey, job site utilization and staging plans.
- Mobilizes the field office and maintains the job site to Timbro's standards.
- Organizes documentation of the job site for easy access and review.
- Manages subcontractor performance to quality and ethical standards.
- Works with Project Manager to identify and resolve personnel issues and construction process revisions.
- Manages all phases of the construction process including documenting and reporting site activities and progress; manages the site with current phased Job Site Utilization Plans.
- Attends project turnover, mobilization and project coordination meetings.
- Makes sure that Superintendents attend safety pre-construction meetings and weekly foreman and safety meetings. Sits in on meetings as required.
- Chairs monthly schedule review meetings.
- Attends closeout meetings.
- Attends owner meetings.
- Manages the quality and condition of all material deliveries. Oversees the process to insure compliance with Timbro Material Verification requirements.
- Overview of required safety reporting and all other required files to Timbro's standards.
- Insures that as-built working drawings are maintained as well as the current drawing log and revision log, and communicates this to the subcontractors.
- Assists in the review and response of RFI, Shop Drawings, Product Data and any other document required for the successful completion of the project.
- Assists the Project Manager in the review of the Value of Schedule and in the approval of subcontractor monthly pay applications.
- Understands and administers Timbro's Contract and Subcontract Agreements.
- Assists the Project Manager in the management of the General Conditions pertaining to the field related activities.
- Verifies that the document control process for all addenda, ASI's and Drawing Revisions are kept to date on the field working drawing set. Provides overview that the process is ongoing and current.
- Reviews memos and minutes for meetings associated with the projects.
- Works with the Project Team and Management to recover all legitimate GC costs relating to owner changes. Reviews with the Field Staff all field directives and back charges for timely processing on a monthly basis.

Shop Manager

A Shop Manager directs and organizes tasks related to maintenance of buildings and equipment. Their duties include leading a maintenance team to meet targets, performing regular inspections, and maintaining equipment. The Shop Manager coordinates the installation, repair and maintenance of facilities and machinery. They work with technicians and other maintenance employees. Their job is to organize and monitor or supervise the maintenance operations of a facility. The Shop Manager also provide technical assistance to department directors. They ensure mechanics follow all maintenance and safety standards while performing their responsibilities in an organization.

Shop Manager's duties and responsibilities often include:

- Planning, prioritizing, assigning, supervising, reviewing and participating in all tasks related to facility maintenance
- Developing methods and schedules for facility maintenance
- Responsibly handling emergency situations or after-hours calls for repair and maintenance
- Taking part in developing maintenance policies and standards for an organization
- Coordinating training sessions in facility maintenance, safety procedures, and methods
- Planning daily tasks and delegating them to Maintenance Technicians and other professionals
- Maintaining preventive maintenance standards for an organization's facilities and equipment

Project Manager

1. Defining scope & Specifications of the project

- a. Every project shall have a different set of scope & Specifications.

2. Strategize & Prepare site logistics

- a. With respect to available space, the whole area is divided into different parts as per execution strategy. The available area is plotted, and separated space is allocated.

3. Prioritize the activities in sequence

- a. MAJOR PART: the whole project is listed out in the form of activities. I.E. Work breakdown structure is prepared for the project.
- b. Activities are to be completed in priority are considered the primary set of Work breakdown Structure (WBS)

4. Planning & Scheduling (Timelines)

- a. After finalizing WBS, now all the activities are allocated with prescribed timelines (ensuring project completion within stipulated timelines).

5. Quantity Estimate

- a. Quantum of different materials required for the project are estimated or calculated based on design/drawings provided by the Architect & Structural team.
- b. General material used in construction is Cement, Steel, Aggregate, Sand, Brick / Blocks, Plywood/pinewood (for Shuttering), Gypsum (for plaster), Doors, Windows, Tiles / Marble / Granite (for Flooring, etc.).
- c. Based on the above estimate & planning, a material requirement schedule is prepared by the project manager and submitted to the procurement team for further process.

6. Resource elimination

- a. Based on the quantum of work & timelines, the project manager shall work out the resource requirement, i.e. Estimation of the number of labors (or) machinery required.
- b. Machinery is an integral part of the construction, were based on project specifications, there are multiple types of machinery that are available in the market. The project manager shall shortlist the machinery as per the project requirement and further procures the same considering budgeting assumptions.

7. Budgeting

- a. Budgeting is one of the major portfolios of a project manager. All the quantities of materials & resources (Staff, labor, machinery, etc.) requirements which are worked out earlier are converted into cost, and the project manager shall prepare the budget in accordance with the cost allotted by the management and subsequent expectations of the customer.
- b. After a rigorous exercise on different options, the best budget shall be proposed to the management by the project manager, and necessary assumptions and benefits are clearly stated to management for further approval.
- c. Once the budget is approved by the management, then the project manager shall start with the resource deployment and execution.

8. Deployment of resources (Man, Material and Machinery)

- a. As per budgetary provisions, the project manager shall negotiate with vendors in coordination with the procurement & contracts team and deploy the required Manpower, Material & Machinery at the site for execution.

9. Execution

- a. Based on strategy & planning project manager shall start execution with the site team consisting of Engineers, Supervisors with specialized trade, i.e. Engineer – Shell & core (Structural part) & Engineer – Finishing (Interior flat finishes).
- b. In this stage project manager shall coordinate & lead the team of Planning, billing, execution & quality and ensures that the project is well within the schedule, budget, quality, etc.

10. Risk Identification & Mitigation

- a. One of the most important roles of a project manager is to identify the potential risks of projects which are about to occur or already occurred in the project and finding a way out or mitigation measures for the same.

11. Monitoring & Controlling

- a. The project manager shall monitor the project on a daily, weekly & monthly basis, and project progress is evaluated based on Time, cost & quality parameters & any overheads or deviation in these parameters are identified, and necessary compensatory measures are worked out.
- b. Necessary Material & labor reconciliations are carried out at regular intervals to ensure that the project is always in prescribed budgetary provisions.

12. Management Information Systems

- a. The project manager is accountable for each, and every aspect of the project and management shall evaluate his/her performance on their commitments & value additions to the project.
- b. All the progress & financial aspects of the project are captured & documented in required formats and presented to management on a weekly/monthly basis.

13. Quality Control

- a. Any project can be evaluated on one single parameter, i.e. Customer Satisfaction. The welfare of any company in the construction industry is purely dependent on customer satisfaction. Every valued customer shall always expect a difference in conventional product & a good quality product.
- b. One of the most important responsibilities of the project manager is to always maintain a top-notch quality in the product and ensure 100% customer satisfaction.

14. Safety

- a. Maintaining & following efficient safety measures at the site is also an integral responsibility of a project manager.

Estimator

An Estimator, or a Construction Estimator, helps businesses and individuals determine how much projects will cost and whether they have enough funds in their budgets. Their duties include predicting the costs of labour, supplies, and materials, getting estimates from subcontractors, and preparing detailed reports for clients.

Estimators compile and analyze information about the materials and labour needed for a project. Estimators also remind their clients about safety regulations, building codes, and other laws. Duties and responsibilities in an Estimator job description may include:

- Recording and comparing bids from multiple vendors and subcontractors
- Finding ways to reduce costs of equipment and supplies
- Advising people about the most cost-effective ways to construct a home or business
- Creating bills and invoices, and receiving payments from customers
- Preparing changes to costs estimates when customers change their plans, or when the availability of materials or labour changes
- Preparing schedules for construction progress to let customers know how long projects will take
- Making reports about expenses for the duration of the project
- Visiting job sites and analyzing blueprints and plans



GOVERNANCE COMPLIANCE
GOVERNANCE AND ORGANIZATIONAL POLICY

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Superintendent

A Construction Superintendent, or Project Supervisor, is the team leader for construction projects. Their duties include managing project schedules, monitoring the progress of the Construction Workers in the team, and ensuring all necessary equipment and supplies are available.

A Construction Superintendent is primarily responsible for the effective and efficient completion of a construction project. Their primary duties and responsibilities generally include:

1. Preparing expense reports outlining cost estimates for suppliers, material, labour and other related costs
2. Collaborating with Project Managers, clients and other management personnel when determining budgets and timelines
3. Coordinating deliveries of material and equipment with suppliers and vendors
4. Creating schedules for workers and subcontractors
5. Maintaining a daily log of construction site operations and identifying any gaps or areas that need to be addressed
6. Implementing techniques and strategies that are both efficient and cost-effective
7. Ensure that all workers are working in compliance with the WorkSafeBC Act, applicable regulations and the policies and procedures set out by the company.
8. Ensure a worker works in the manner and with the protective devices, measures and procedures required by WorkSafeBC Act and Regulation.
9. Ensure a worker uses or wears the equipment, protective devices or clothing that the worker's employer requires to be used or worn.
10. Advise a worker of the existence of any potential or actual danger to the health or safety of the worker of which the supervisor is aware.
11. Where so prescribed, provide a worker with written instructions as to the measures and procedures to be taken for protection of the worker.
12. Take every precaution reasonable in the circumstances for the protection of a worker.
13. Demonstrate a strong commitment to the organization's health and safety policy.
14. Make every reasonable attempt to resolve the health and safety concern of employees.
15. Conduct workplace inspections in accordance with company policy.
16. Conduct safety talks in accordance with company policy.
17. Conduct and review Hazard Assessments in accordance with company policy.
18. Enforce company policies and procedures and provide training to workers where prescribed.
19. Investigate and ensure a written report is completed for all incidents and accidents, and near misses.
20. Correct unsafe acts and unsafe conditions.

Foreman

A Foreman, or Construction Foreman, is responsible for overseeing daily operations at a worksite to ensure the completion of projects in a safe and efficient manner. Their duties include hiring Construction Workers and trade professionals to perform specific tasks, monitoring budgeting expenses for Workers, supplies or tools and reviewing laws and regulations to maintain a safe work environment.

A Foreman is a top supervisory role for locations such as construction sites. With their industry experience and formal training, people in this role are able to direct, supervise and troubleshoot routine issues that occur on the job site. In addition to ensuring that safety rules are followed on the site at all times and developing work schedules based on employee and contractor availability, they are also responsible for:

1. Coordinating daily tasks according to priorities and plans, making changes when necessary due to weather, supply, delivery and personnel
2. Delegating individual responsibilities and projects to crew members and contractors
3. Recruiting, hiring, training, managing and mentoring employees and contractors
4. Providing adequate resources and staffing to meet project schedules, laws, regulations, best practices and safety needs

5. Emphasizing safe use of tools, machinery and equipment while providing training on PPE, Safety Equipment and procedures
6. Developing and managing project budgets and quality standards for all sites
7. Resolving conflicts or miscommunications quickly and amicably
8. Regularly reporting project status to supervisors, site engineers and other officials
9. Ensure that all workers are working in compliance with the WorkSafeBC Act, applicable regulations and the policies and procedures set out by the company.
10. Ensure a worker works in the manner and with the protective devices, measures and procedures required by WorkSafeBC Act and Regulation.
11. Ensure a worker uses or wears the equipment, protective devices or clothing that the worker's employer requires to be used or worn.
12. Advise a worker of the existence of any potential or actual danger to the health or safety of the worker of which the supervisor is aware.
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Procedures

All workplace parties are responsible for reviewing and understanding the above responsibilities, as outlined in this policy.