

**FRONT COVER NOTES FOR
GENERAL CONTRACTORS
PROJECT MANAGER
EXAMINATION SPECIFICATION**

This examination will be developed based on the following format:

<u>SECTION I</u>	<u>VALUE</u>
(1) 90 Multiple Choice Items	90%
(A) 22 items - Related Management Skills	24%
(B) 8 items - Tendering Functions	9%
(C) 21 items - Pre-Construction/Post-Award Functions	23%
(D) 29 items - Project Co-ordination	32%
(E) 10 items - Post Construction	12%
 <u>SECTION II</u>	
(1) Communication	10%
 TOTAL VALUE	 100%

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SECTION: RELATED MANAGEMENT SKILLS

VALUE: 24%
(22 questions)

TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
<p>G.P.1000.01.01</p> <p style="text-align: center;">1 question</p>	<p>Communicate clearly with own forces, owner, client, consultant, regulatory agencies and other contractors.</p>	<ul style="list-style-type: none"> (a) Ability to communicate the various types of contracts to field staff. (b) Ability to produce written correspondence and reports. (c) Ability to make oral presentations. (d) Ability to electronically communicate by phone, Internet, etc. (e) Ability to free-hand draw. (f) Ability to maintain good relations with owner, client, and consultants. (g) Knowledge of the consultant's/consulting engineer's role. (g) Knowledge of the contractual responsibilities of the owner, client and consultant. (i) Knowledge of authority and legal responsibilities of government inspectors. (j) Knowledge of code requirements. (k) Knowledge of contract documents and progress information usually required by owner/client/consultants. (l) Ability to use computer software packages. (m) Ability to respect the company's policies and procedures and understand the level of authority.
<p>G.P.1000.01.02</p> <p style="text-align: center;">1 question</p>	<p>Assist financial management to implement cost coding system.</p>	<ul style="list-style-type: none"> (a) Knowledge of typical cost code subdivisions of an operations budget. (b) Knowledge of importance of balancing usefulness of information against cost and effort required to collect.

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TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
G.P.1000.01.03 1 question	Oversee work of project co-ordination staff.	(a) Ability to organize staff. (b) Ability to co-ordinate staff. (c) Ability to manage staff. (d) Ability to motivate staff. (e) Ability to maintain team morale. (f) Ability to lead staff.
G.P.1000.01.06 1 question	Ensure a safety program is implemented.	(a) Ability to assign safety monitoring to staff. (b) Ability to develop a safety monitoring policy for the project. (c) Knowledge of health and safety legislation. (d) Ability to research and have appropriate safety education made available. (e) Knowledge of company's safety policy. (f) Knowledge of contractual safety requirements.
G.P.1000.01.08 1 question	Reviewing and recommending the hiring or dismissal of operations staff.	(a) Ability to assess technical qualifications, education, work attitudes, and personality of applicants. (b) Ability to review performance of staff. (b) Knowledge of legal responsibilities of employer to employee. (c) Knowledge of the inter-relationships between the various parties involved in a construction project.
G.P.1000.01.09	Assist in planning and	(a) Knowledge of orientation program for new

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TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
1 question	initiating a management training program for operations personnel.	employees. (b) Ability to train/develop needs for construction operations staff. (c) Knowledge of available courses and seminars. (d) Ability to spot shortcomings of staff and taking remedial action.
G.P.1000.01.11 1 question	Co-ordinate (where applicable) labour agreements.	(a) Knowledge of local labour agreements of construction trades and suppliers. (b) Knowledge of the role of provincial labour relations board. (c) Knowledge of mediation and arbitration procedures. (d) Knowledge of employment standards. (e) Knowledge of contract negotiations.
G.P.1000.01.13 1 question	Consult and/or prepare project budget for construction operations.	(a) Knowledge of financial forecasting. (b) Knowledge of budget components. (c) Knowledge of the importance of having a sound budget and realizing the impact of budgeting on the construction operations. (d) Knowledge of spreadsheets.
G.P.1000.01.14 1 question	Ensure a quality control process is implemented.	(a) Knowledge of damage claims. (b) Knowledge of re-ordering procedures. (c) Knowledge of construction standards established in code, contract documents and company policy. (d) Ability to ensure inspection of custom-made materials at place of manufacture, and materials when delivered on site. (e) Knowledge of periodic construction quality reports. (f) Knowledge of typical quality control procedures.

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TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
G.P.1000.01.15 1 question	Maintain job site diary.	(a) Knowledge of the legal implications of a properly kept records. (b) Ability to prepare a record of the work day. (c) Knowledge of key entries.
G.P.1000.01.16 1 question	Identify and resolve potential labour conflicts involving own forces, and offer advice and assistance to subcontractors having labour difficulties.	(a) Ability to maintain co-operative relations with union business agents. (b) Knowledge of contractual and legal responsibilities of employer and employee (union and non-union). (c) Knowledge of jurisdictional practice of trade union locals.
G.P.1000.01.18 1 question	Ensure an inventory of material is maintained.	(a) Knowledge of the components of an inventory system. (b) Knowledge of the importance in keeping accurate inventory records and costs.
G.P.1000.01.19 1 question	Ensure a list of acceptable suppliers, carriers and rental companies is maintained.	(a) Ability to assess the reliability of service. (b) Ability to evaluate the cost in comparison to reliability.
G.P.1000.01.20 1 question	Organize field purchasing system.	(a) Knowledge of the company's cost coding system. (b) Ability to delegate purchasing authority.
G.P.1000.01.21 1 question	Ensure a maintenance program is implemented.	(a) Knowledge of maintenance requirements for safe and efficient operations of equipment. (b) Knowledge of on-site maintenance requirements.

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TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
G.P.1000.01.22 1 question	Keep abreast with technological changes in the industry.	(a) Ability to maintain a current library of codes and regulations. (b) Ability to maintain current estimating practices. (c) Ability to maintain current data books. (d) Knowledge of economics micro/macro.
G.P.1000.01.23 1 question	Respond to design/build and construction requests.	(a) Knowledge of current codes and regulatory agencies. (b) Knowledge of software packages. (c) Ability to participate as a partner in a multi-disciplinary design/build team. (d) Ability to perform elemental cost analysis. (e) Ability to interpret client's needs. (f) Ability to respond to an expression of interest request.
G.P.1000.01.25 1 question	Analysing project in detail to realize cost savings through redesign.	(a) Knowledge of design methods of constructions. (b) Knowledge of alternative methods of construction. (c) Knowledge of alternative products and materials.
G.P.1000.01.26 1 question	Identify potential claims and take timely action.	(a) Ability to maintain written (and photographic) records of all potential claim situations. (b) Ability to ensure that all concerned parties are informed orally and, where applicable, through correspondence. (c) Knowledge of contractual responsibilities of all concerned parties.

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		(d) Ability to analyse the impact on the schedule and associated costs.
R.B.P.1000.01.02 1 question	Protect company's interests against potential legal liability.	(a) Ability to identify potential third party claims and take timely action (environmental, etc.). (b) Knowledge of the company's obligation to provide a healthy and safe work environment for own forces and subcontractors.
G.P.1000.02.07 1 question	Communicate clearly with public.	(a) Ability to keep the public informed about construction constraints. (b) Ability to deal with irate citizens about construction operations.

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SECTION: PRE-CONSTRUCTION / POST AWARD FUNCTIONS VALUE: 23%
(21 questions)

TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
<p>G.P.1000.03.01</p> <p style="text-align: center;">1 question</p>	<p>Conduct an internal job start-up meeting.</p>	<ul style="list-style-type: none"> (a) Ability to evaluate staff requirements in relation to: size, duration and complexity of job; and type of client. (b) Ability to select key personnel. (c) Ability to establish contract milestones and project strategy for construction. (d) Knowledge of material handling techniques. (e) Knowledge of factors which limit or foster productivity. (f) Knowledge of union regulations on crew composition if applicable. (g) Knowledge of the schedule requirements. (h) Knowledge of contract requirements. (i) Ability to clearly state contract objectives. (j) Knowledge of alternative methods of construction. (k) Ability to conduct a meeting. (l) Knowledge of minute taking. (m) Ability to schedule a meeting. (n) Ability to identify critical operations on the project requiring extra cooperation or special attention.
<p>G.P.1000.03.02</p> <p style="text-align: center;">1 question</p>	<p>Advise administration to arrange insurance and bonding.</p>	<ul style="list-style-type: none"> (a) Knowledge of performance bonds, labour and material bonds, post-construction insurance and other forms of insurance available to contractors. (b) Knowledge of typical contract requirements for insurance and bonding. (d) Ability to assess risk exposure. (e) Knowledge of forms of construction, contract insurance and bonding.

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TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
G.P.1000.03.03 1 question	Conduct an external job start-up meeting.	<ul style="list-style-type: none"> (a) Ability to conduct a meeting. (b) Knowledge of minute taking. (c) Ability to schedule a meeting. (d) Ability to establish contract milestones and contract strategy for construction. (e) Ability to communicate contract documents to all parties. (f) Ability to review contract schedule. (g) Ability to establish contact objectives. (h) Ability to allow all parties to discuss all issues. (i) Ability to introduce all players of the construction project. (j) Ability to identify critical operations of the project requiring extra cooperation or special attention.
G.P.1000.03.04 1 question	Implement company cost control system to project.	<ul style="list-style-type: none"> (a) Ability to analyse contract size and complexity, critical construction operations and contractual requirements for reporting costs/progress.

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TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
<p>G.P.1000.03.05</p> <p>1 question</p>	<p>Review contract documents.</p>	<p>(a) Knowledge of standard forms of construction contracts.</p> <p>(b) Knowledge of principles of law of contract between owners (or their agents), subcontractors and suppliers.</p> <p>(c) Knowledge of different types of construction contracts (unit price, lump sum, turn key, design build, alliance, value, etc.).</p>

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TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
<p>G.P.1000.03.06</p> <p>2 questions</p>	<p>Assist in negotiating, modifying, awarding subcontracts, and supplier contracts (purchase orders).</p>	<ul style="list-style-type: none"> (a) Knowledge of negotiating considerations. (b) Ability to assess reliability, quality, etc. of subcontractors. (c) Ability to determine scope of work. (d) Knowledge of contract requirements. (e) Ability to issue and confirm purchase orders for materials, equipment and miscellaneous supplies. (f) Ability to evaluate supplier/manufacturer quotations for conformity with material specifications/standards. (g) Knowledge of considerations in negotiating terms of payment and delivery. (h) Knowledge of on-site and off-site handling techniques. (i) Knowledge of sales tax, customs duties, brokerage fees, typical discounts, etc. (j) Knowledge of insurance coverage (loss, theft, damage) for special orders. (k) Knowledge of cost and delivery effects of alternative modes of transportation. (l) Knowledge of cost implications of lease vs. purchase of equipment. (m) Ability to provide supplier/ manufacturer with clear written instructions on delivery dates, packaging, identification of materials, etc. (n) Knowledge of types of purchase orders (spot, blanket, project, contract). (o) Knowledge of affidavits or mill inspection certificates. (p) Ability to assess reliability, quality, and financial capability of subcontractors and suppliers. (q) Ability to procure equipment for project. (r) Ability to procure materials for project. (s) Knowledge of contracts for subcontractors.

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TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
<p>G.P.1000.03.07</p> <p>1 question</p>	<p>Oversee preparation of construction operations plan.</p>	<ul style="list-style-type: none"> (a) Knowledge of project schedule. (b) Knowledge of project equipment requirements. (c) Knowledge of project labour requirements. (d) Knowledge of project material requirements. (e) Knowledge of project speciality requirements. (f) Ability to plan site layout and temporary services in conjunction with supervision and in consultation with subcontractors. (g) Ability to plan effective location of job site office, material storage, access routes, hoarding, security, etc. (h) Ability to guard against damage to existing property. (i) Ability to prepare job equipment list in conjunction with superintendent and equipment management. (j) Knowledge of applications, cost effectiveness and capacities of various types of equipment. (k) Ability to co-ordinate plans and specifications with field work of all construction forces on project. (l) Knowledge of construction decisions requiring approval/review of owner's representative. (m) Ability to assess the interests of other contractors on-site. (n) Ability to advise project co-ordination on cost of material, availability of materials, inspection requirements, delivery problems, etc., and their potential impact on schedule. (o) Ability to keep abreast of long range cost and availability of material through trade publications, information from suppliers, etc. (p) Ability to liase with estimating on trends in cost and availability of materials.

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TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
G.P.1000.03.09 1 question	Prepare and expedite alternative material and equipment approvals from consultant/owner.	(a) Knowledge of construction standards. (b) Knowledge of procedures for preparing and expediting approvals.
G.P.1000.03.10 2 questions	Direct preparation of construction schedule by project co-ordination.	(a) Knowledge of bar chart, network diagramming (CPM, PERT) and other diagrammatic methods of scheduling. (b) Knowledge of resource levelling throughout project. (c) Ability to maximize cash flow through life of project. (d) Ability to determine latest possible date for switching to another supplier. (e) Ability to use computer scheduling software.
G.P.1000.03.11 1 question	Consult with cash flow schedule in conjunction with financial management.	(a) Knowledge of payment schedule. (b) Knowledge of contractual and legal hold back provisions. (c) Knowledge of project accounting procedures. (d) Knowledge of the importance of progress billing. (e) Ability of assessing the need of cash flow requirements.
G.P.1000.03.12 1 question	Arrange for permits.	(a) Knowledge of types of permits and information required by regulatory agencies. (b) Knowledge of federal, provincial and municipal by-laws affecting construction.
G.P.1000.03.13 1 question	Arrange for required inspection/testing.	(a) Knowledge of testing requirements included in contract documents. (b) Knowledge of procedures for inspections/testing. (c) Knowledge of private testing agencies.

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TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
G.P.1000.03.15 1 question	Establish a method for controlling the receipt and distribution of construction documents.	(a) Knowledge of spreadsheets and/or databases. (b) Knowledge of transmittal documents. (c) Knowledge of filing practices. (d) Knowledge of document control.
G.P.1000.03.16 2 questions	Establish a change order system.	(a) Knowledge of document control. (b) Knowledge of spreadsheets and/or databases. (c) Ability to generate a change order. (d) Ability to generate site instructions. (e) Ability to analyse notices of change.
G.P.1000.02.03 3 questions	Study plans, specifications, addenda and all construction conditions set by owner/consultant.	(a) Ability to detect early determination of any discrepancies, ambiguities, omissions, etc. in contract documents. (b) Ability to study drawings, and specifications early in the job. (c) Knowledge of performance requirements (accelerated schedule, etc.) (d) Ability to be aware of any environmental conditions of the contract. (e) Ability to understand the liability of errors or omissions in drawings and noting such to management and owner/consultant. (f) Knowledge of document hierarchy.
G.E.1200.06.0 4 1 question	Participate in post tender negotiations.	(a) Knowledge of negotiating skills. (b) Ability to understand your costs.

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SECTION: PROJECT CO-ORDINATION

VALUE: 32%
(29 questions)

TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
G.P.1000.04.01 1 question	Oversee work of subcontractors.	(a) Knowledge of contract documents. (b) Ability to maintain co-operative relations with subcontractors. (c) Ability to ensure subcontractors submit required documentation. (d) Ability to supervise and monitor subcontract work.
G.P.1000.04.02 1 question	Assist general management and administration in preparing liens.	(a) Knowledge of provincial lien legislation. (b) Knowledge of what to lien. (c) Knowledge of the lien period.
G.P.1000.04.03 2 questions	Respond to liens by subcontractors and/or suppliers.	(a) Knowledge of provincial lien legislation. (b) Knowledge of legal recourse. (c) Ability to mediate.
G.P.1000.04.04 2 questions	Assist general management, administration, legal advisor in assembling and preparing construction claims.	(a) Ability to properly document contract claims. (b) Ability to identify potential contract claim situations. (c) Ability to understand the claims resolution procedures for the contract. (d) Knowledge of the obligation to represent subcontractors in a claim situation. (e) Ability to present claims.

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TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
G.P.1000.04.05 2 questions	Processing progress billings submitted by subcontractors and/or suppliers.	(a) Knowledge of basic accounting procedures. (b) Ability to be aware of all work completed to cut-off date. (c) Knowledge of contract conditions for payment.
G.P.1000.04.06 2 questions	Assist in finalizing contract value and carry out transfer of project to owner.	(a) Ability to assemble finalization documents (guarantees, as-built, warranties, etc.) (b) Knowledge of impact of partial take-over (liabilities, warranties, hold back). (c) Ability to ensure accounting has been supplied with all necessary cost information to finalize contract value. (d) Knowledge of the project documents required (guarantees, as-built, warranties, quality control). (e) Knowledge of transfer procedures required (commissioning, instruction for equipment use, labelling, etc.). (f) Ability to ensure client's employee's are trained.
G.P.1000.04.07 2 questions	Initiate the substantial completion process.	(a) Ability to contact owner and request completion. (b) Ability to communicate with operations staff to ensure contract is ready for completion. (c) Ability to ensure the in-house deficiency list rectified. (d) Ability to secure documentation from owner recognizing substantial completion.
G.P.1000.04.09 1 question	Expedite preparation, delivery and approval of required shop drawings.	(a) Ability to recognize the need for shop drawings. (b) Ability to understand shop drawings are tied to construction schedule. (c) Knowledge of procedures for expedition preparation, delivery and approval of shop

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		drawings.
G.P.1000.04.10 1 question	Expedite on-site consulting requirements.	(a) Ability to recognize the items requiring consulting. (b) Knowledge of liability issues associated with on-site consulting requirements. (c) Knowledge of applicable safety acts.
G.P.1000.04.12 2 questions	Process contemplated change notices and change orders.	(a) Ability to identify work that is not specified in contract documents. (b) Ability to consult with supervision, project co-ordination and trade contractors on impact to change on cost and schedule. (c) Ability to negotiate and obtaining approval of changes. (d) Ability to keep accurate change orders log. (e) Ability to keep project site informed. (f) Ability to price change orders. (g) Ability to record all changes in plans and cost of changes. (h) Ability to keep records of change order approvals.
G.P.1000.04.13 1 question	Expedite subcontractors and suppliers in conjunction with construction team.	(a) Ability to ensure that subcontractors are on-site when required and that, where necessary, equipment is available and material is delivered. (b) Ability to expedite timely deliver of equipment and materials. (c) Ability to keep close liaison with purchasing and equipment management. (d) Knowledge of cost/delivery effects of alternative modes of transportation. (e) Knowledge of typical expediting procedures of the contractor. (f) Knowledge of the relationship between the

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		contract and subcontract conditions.
G.P.1000.04.14 1 question	Manage a quality control program.	(a) Knowledge of construction standards established in code, contract documents and company policy. (b) Ability to ensure inspection of custom-made materials at place of manufacture, and materials when delivered on-site. (c) Ability to produce periodic construction quality reports. (d) Knowledge of typical quality control procedures.
G.P.1000.04.15 1 question	Review reports on equipment use, construction progress and subcontractor progress.	(a) Ability to keep accurate records of equipment use and construction progress. (b) Knowledge of methods for measuring construction in place. (b) Ability to report progress quantities.
G.P.1000.04.16 2 questions	Review periodic reports on cost forecast to completion.	(a) Ability to identify cost overruns and take corrective action. (b) Ability to prepare periodic labour and equipment forecasts to completion. (c) Ability to assess labour and equipment required. (d) Ability to determine reasons for excessive variance. (e) Knowledge of budget and schedule constraints. (f) Knowledge of the effects of introducing overtime and shift work. (g) Ability to analyse the relationship between safety and costs.
G.P.1000.04.18 1 question	Monitor construction safety.	(a) Knowledge of all safety legislation. (b) Knowledge of good safety practices. (c) Knowledge of accident investigation and reporting procedures.

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TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
		(d) Ability to evaluate loss time accidents.
G.P.1000.04.19 2 questions	Ensure deficiency lists are periodically created and reviewed.	(a) Ability to inspect all work done under contract. (b) Knowledge of methods and procedures for constructing the work. (c) Knowledge of the relationship between deficiencies and acceptance.
G.P.1000.04.21 1 question	Manage purchasing system.	(a) Ability to provide proper authorization of requisitions. (b) Ability to maintain expediting/purchasing records. (c) Ability to ensure that invoiced materials have been delivered to site and invoiced work has been done. (d) Ability to authorize invoices. (e) Knowledge of typical record maintenance procedures. (f) Ability to organize and manage a field purchasing system.
G.P.1000.04.25 2 questions	Ensure public safety.	(a) Knowledge of liability issues. (b) Knowledge of signage. (c) Ability to co-ordinate with local authorities.
G.S.1100.04.02 2 questions	Co-ordinate and document back charges in conjunction with project co-ordination.	(a) Ability to clearly define services provided to and by subcontractors. (b) Ability to record and authorize back charges. (c) Knowledge of contractual responsibilities of general contractor and subcontractors.

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SECTION: POST-CONSTRUCTION

**VALUE: 12%
(10 questions)**

TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
G.P.1000.05.01 2 questions	Participate in a post-construction review in conjunction with construction team.	<ul style="list-style-type: none"> (a) Ability to determine strengths and weaknesses in estimating, planning or implementation of contract. (b) Ability to reassess project's role in strategic plan of company. (c) Ability to evaluate subcontractors, suppliers, personnel, etc.
G.P.1000.05.02 2 questions	Evaluate and process warranty claims/items.	<ul style="list-style-type: none"> (a) Knowledge of contractor's liability under warranties. (b) Ability to provide proper documentation and preparation of claims to subcontractors, suppliers, etc. (c) Ability to determine if warranty claim is legitimate. (d) Ability to arrange inspection at the end of the warranty periods.
G.P.1000.05.04 1 question	Work with labour productivity factors.	<ul style="list-style-type: none"> (a) Knowledge of on-site analysis of work and methods. (b) Ability to analyse cost reports and other statistics. (c) Ability to assess, in consultation with field supervision, construction methods and systems. (d) Knowledge of reference sources on labour factors. (e) Ability to obtain from supervision feedback on company's tables of labour productivity. (f) Knowledge of how unit labour costs are calculated.
R.B.P.1000.05.01 2 questions	Assist in securing release of all final payments.	<ul style="list-style-type: none"> (a) Knowledge of final inspection procedures. (b) Knowledge of contract requirements. (c) Ability to obtain letter of completion through final inspection. (d) Knowledge of legal documents required to obtain final payment (WCB, stat/dec., etc.).

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TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
G.P.1000.05.05 3 questions	Resolve outstanding claims.	(a) Ability to negotiate. (b) Ability to mediate. (c) Ability to keep accurate records.