

**FRONT COVER NOTES FOR
ROAD BUILDERS HEAVY CONSTRUCTION
PROJECT MANAGER
EXAMINATION SPECIFICATION**

This examination will be developed based on the following format:

<u>SECTION I</u>		<u>VALUE</u>
(1)	80 Multiple Choice Items	80%
	(A) 14 items - Related Management Skills	17%
	(B) 10 items - Tendering Functions	13%
	(C) 20 items - Pre-Construction/Post-Award Functions	25%
	(D) 28 items - Project Co-ordination	35%
	(E) 8 items - Post Construction	10%
 <u>SECTION II</u>		
(1)	Working With Specifications	10%
(2)	Letter Writing	10%
	 TOTAL VALUE	 100%

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SECTION: **RELATED MANAGEMENT SKILLS**

VALUE: **17%**

TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
<p>G.P.1000.01.01</p> <p>1.64% 2%</p> <p>2 items</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 architect's/consulting engineer's role. (h) 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.1000.01.03</p> <p>1.09% 1%</p> <p>1 item</p> <p>See Note (2)</p>	<p>Oversee work of project co-ordination staff.</p>	<ul style="list-style-type: none"> (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.
<p>R.B.P.1000.01.01</p> <p>0.54% 1%</p> <p>1 item</p> <p>See Note (1)</p>	<p>Manage heavy equipment.</p>	<ul style="list-style-type: none"> (a) Knowledge of equipment inventory control. (b) Knowledge of leasing and rental controls. (c) Knowledge of maintenance schedules. (d) Ability to keep data on current technology of equipment. (e) Ability to keep accurate records on equipment costs (maintenance, operating, etc.). (f) Ability to prepare availability reports on equipment.

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TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
G.P.1000.01.02 1.09% 1% 1 item See Note (2)	Assist financial management to implement cost coding system.	(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.
G.P.1000.01.06 1.09% 1% See Note (2)	Ensure a safety program is implemented.	(a) Ability to ensure safety responsibilities are assigned 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 DO NOT TEST	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. (c) Knowledge of legal responsibilities of employer to employee. (d) Knowledge of the inter-relationships between the various parties involved in a construction project.
G.P.1000.01.09 0.54% 1% See Note (1)	Assist in the planning and initiating a management training program for operations personnel.	(a) Knowledge of orientation program for new employees. (b) Ability to train/develop needs of operations staff. (c) Available courses and seminars. (d) Ability to spot shortcomings of staff and taking remedial action.
G.P.1000.01.11 DO NOT TEST	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.

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		(d) Knowledge of employment standards. (e) Knowledge of contract negotiations.
G.P.1000.01.12 DO NOT TEST	Assist general management in drafting long-range plan for target market, services to be added, deleted or strengthened, and in developing a bidding strategy.	(a) Ability to analyse the marketplace. (b) Ability to develop business on behalf of the company.
G.P.1000.01.13 1.64% 2% 2 items	Consult and/or prepare project budget for construction operations and forward to financial management.	(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.1000.01.15 1.09% 1% 1 item See Note (2)	Maintain project work records.	(a) Knowledge of the legal implications of a properly kept records. (b) Ability to prepare a daily project(s) work record. (c) Knowledge of key entries.
G.P.1000.01.16 1.09% 1% 1 item See Note (2)	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 agent. (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 0.54% 1%	Ensure an inventory of materials is maintained.	(a) Knowledge of the components of an inventory system. (b) Knowledge of the importance in keeping accurate inventory records and costs.

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TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
1 item See Note (1)		
G.P.1000.01.19 0.54% 1% 1 item See Note (1)	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.1000.01.22 DO NOT TEST	Keep abreast with technological changes in the industry.	(a) Ability to maintain a current library of codes and regulations. (b) Ability to attend supplier seminars. (c) Ability to compare cost of implementing new technology versus proven technology.
G.P.1000.01.23 1.09% 1% 1 item See Note (2)	Respond to pre-qualification and/or design build 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 1.64% 2% 2 items	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 1.64% 2% 2 items	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.

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		(c) Knowledge of contractual responsibilities of all concerned parties. (d) Ability to analyze the impact on the schedule and associated costs.
R.B.P.1000.01.02 1.64% 2% 2 items	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.

NOTES:

- (1) Only one of these four (4) tasks will be assessed on the examination.
- (2) Three of these six (6) tasks will be assessed on the examination.

SECTION: TENDERING FUNCTIONS

VALUE: 13%

TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
G.P.1000.02.01 2.29% 2% 2 items	Advise estimating at tendering stage on construction methods to be used, and indirect costs of construction.	(a) Ability to assess requirements for supervision and indirect costs. (b) Ability to keep abreast of new cost-effective methods of construction.
G.P.1000.02.02 2.29% 2%	Conduct a pre-construction site inspection in conjunction with management team.	(a) Ability to assess existing structure, utilities, storage space, obstructions, site access, etc. (b) Ability to conduct a job site analysis (notes,

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TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
2 items		<p>pictures, reports).</p> <p>(c) Ability to analyse the competition.</p> <p>(d) Knowledge of who is bidding the project.</p>
G.P.1000.02.03 2.29% 2% 2 items	Study plans, specifications, addenda and all construction conditions set by owner/architect.	<p>(a) Ability to detect early determination of any discrepancies, ambiguities, omissions, etc. in contract documents.</p> <p>(b) Ability to study drawings, and specifications early in the job.</p> <p>(c) Knowledge of performance requirements (accelerated schedule, etc.)</p> <p>(d) Ability to be aware of any environmental conditions of the contract.</p> <p>(e) Ability to understand the liability of errors or omissions in drawings and noting such to management and owner/consultant.</p> <p>(f) Knowledge of document hierarchy.</p>
G.P.1000.02.06 1.52% 1% 1 item See Note (1)	Analyse reports on out-of-town conditions.	<p>(a) Ability to assess accessibility to site.</p> <p>(b) Ability to assess travel requirements and lodging.</p> <p>(c) Ability to assess climate.</p> <p>(d) Ability to analyse local labour availability and productivity.</p> <p>(e) Ability to perform on-site analysis of work and methods.</p> <p>(f) Ability to conduct a risk analysis of taking the project.</p> <p>(g) Ability to assess, in consultation with field supervision, construction methods and systems to be used in project.</p>
G.P.1000.02.04	Solicit competitive prices for rental or lease/purchase of	<p>(a) Knowledge of availability, applications, cost effectiveness and capacities of various types of</p>

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TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
1.52% 1% 1 item See Note (1)	equipment.	equipment. (b) Knowledge of cost implications of lease vs. purchase.
G.E.1200.05.02 2.29% 2% 2 items	Review and finalize bid submissions in consultation with management team.	(a) Ability to assess overhead requirements. (b) Knowledge of requirements for bonds, insurance, permits, etc. (c) Ability to analyse construction methods. (d) Knowledge of new methods of construction. (e) Knowledge of the types of contracts, contract partners and local conditions. (f) Knowledge of the bid strategy.

NOTES:

(1) Only two (2) of these three (3) tasks will be assessed on the examination.

SECTION: PRE-CONSTRUCTION/POST-AWARD FUNCTIONS

VALUE: 25%

TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
G.P.1000.03.01 2.27% 2% 2 items	Conduct an internal job start-up meeting.	(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.

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TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
		<ul style="list-style-type: none"> (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.
G.E.1200.06.04 2.27% 2% 2 items	Participate in post tender negotiations.	<ul style="list-style-type: none"> (a) Knowledge of negotiating skills. (b) Knowledge of unit costing.
G.P.1000.03.02 DO NOT TEST	Advise administration to arrange insurance and bonding.	<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. (c) Ability to assess risk exposure. (d) Knowledge of forms of construction, contract insurance and bonding.
G.P.1000.03.04 1.5% 1% 1 item See Note (1)	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.
G.P.1000.03.05 2.27% 2% 2 items	Review contract documents.	<ul style="list-style-type: none"> (a) Knowledge of standard forms of construction contracts. (b) Knowledge of principles of law of contract between owners (or their agents), general contractors, subcontractors and suppliers. (c) Knowledge of different types of construction contracts (unit price, lump sum, turn key, design build, alliance, value, etc.).
G.P.1000.03.03 2.27% 2%	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

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TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
2 items		strategy for construction. (e) Ability to communicate contract documents to all parties. (f) Ability to review contract schedule. (g) Ability to establish contract 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.1000.03.06 2.27% 2% 2 items	Assist in negotiating, modifying, awarding subcontracts, and supplier contracts (purchase orders).	(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.

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TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
		(s) Knowledge of contracts for subcontractors.
<p>G.P.1000.03.07</p> <p>2.27% 2%</p> <p>2 items</p>	<p>Oversee preparation of construction operations plan.</p>	<p>(a) Knowledge of project schedule.</p> <p>(b) Knowledge of project equipment requirements.</p> <p>(c) Knowledge of project labour requirements.</p> <p>(d) Knowledge of project material requirements.</p> <p>(e) Knowledge of project speciality requirements.</p> <p>(f) Ability to plan site layout and temporary services in conjunction with supervision and in consultation with subcontractors.</p> <p>(g) Ability to plan effective location of job site office, material storage, access routes, hoarding, security, etc.</p> <p>(h) Ability to guard against damage to existing property.</p> <p>(i) Ability to prepare job equipment list in conjunction with superintendent and equipment management.</p> <p>(j) Knowledge of applications, cost effectiveness and capacities of various types of equipment.</p> <p>(k) Ability to co-ordinate plans and specifications with field work of all construction forces on project.</p> <p>(l) Knowledge of construction decisions requiring approval/review of owner's representative.</p> <p>(m) Ability to assess the interests of other contractors on-site.</p> <p>(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.</p> <p>(o) Ability to keep abreast of long range cost and availability of material through trade publications, information from suppliers, etc.</p> <p>(p) Ability to liaison with estimating on trends in cost</p>

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TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
		and availability of materials.
G.P.1000.03.09 0.75% 1% 1 item See Note (1)	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 2.27% 2% 2 items	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 the 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 1.5% 1% 1 item	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 0.75% 1% See Note (1)	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 1.5% 1% 1 item	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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<p>G.P.1000.03.17</p> <p>0.75% 1%</p> <p>1 item</p> <p>See Note (1)</p>	<p>Implement maintenance program.</p>	<p>(a) Knowledge of maintenance requirements for safe and efficient operations of equipment.</p> <p>(b) Ability to ensure that on-site maintenance is performed.</p>
<p>G.P.1000.03.18</p> <p>1.5% 1%</p> <p>1 item</p>	<p>Make a business decision on what material to use on the project.</p>	<p>(a) Knowledge of types and grades of material.</p> <p>(b) Knowledge of contract requirements.</p> <p>(c) Ability to perform a cost benefit analysis.</p> <p>(d) Ability to assess the options available.</p>
<p>G.P.1000.03.14</p> <p>0.75% 1%</p> <p>1 item</p> <p>See Note (1)</p>	<p>Arrange temporary services.</p>	<p>(a) Knowledge of project requirements.</p> <p>(b) Knowledge of requirements of regulatory agencies.</p> <p>(c) Knowledge of typical procedures for arranging services.</p> <p>(d) Ability to consult with subtrades on their service needs.</p>
<p>R.B.P.1000.02.02</p> <p>0.76% 1%</p> <p>1 item</p> <p>See Note (1)</p>	<p>Obtain and verify layout lines and levels.</p>	<p>(a) Knowledge of surveying.</p> <p>(b) Ability to calculate quantities based on survey data.</p>

NOTES:

(1) Only two (2) of these four (4) tasks will be assessed on the examination.

SECTION: PROJECT CO-ORDINATION

VALUE: 35%

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TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
G.P.1000.04.01 2.05% 2% 2 items	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.1000.04.16 2.05% 2% 2 items	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. (g) Knowledge of the effects of introducing overtime and shift work. (h) Ability to analyse the relationship between safety and costs.
G.P.1000.04.12 2.05% 2% 2 items	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. (g) Ability to price change orders. (h) Ability to record all changes in plans and cost of changes. (i) Ability to keep records of change order approvals.
G.P.1000.04.05 1.37% 1% 1 item	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.

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G.P.1000.04.02 1.37% 1% 1 item	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.1000.04.04 2.05% 2% 2 items	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.
G.P.1000.04.06 1.37% 1% 1 item	Finalize 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 employees are trained.
G.P.1000.04.09 1.37% 1%	Expedite preparation, delivery and approval of required shop drawings.	(a) Ability to recognize the need for shop drawings. (b) Ability to understand how shop drawings are tied to construction schedule.

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1 item		(c) Knowledge of procedures for expedition preparation, delivery and approval of shop drawings.
G.P.1000.04.10 2.05% 2% 2 items	Expedite on-site consulting requirements.	(a) Ability to recognize the items requiring engineering. (b) Knowledge of liability issues associated with on-site consulting requirements. (c) Knowledge of applicable safety acts.
G.P.1000.04.13 2.05% 2% 2 items	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 contract and subcontract conditions.
G.P.1000.04.14 2.05% 2% 2 items	Manage a quality control program.	(a) Knowledge of construction standards established in code, contract documents and company policy. (b) Knowledge of ensuring 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 1.37% 1% 1 item	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. (c) Knowledge of subcontractor's method and procedure of work.

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G.P.1000.04.18 DO NOT TEST	Monitor construction safety.	(a) Knowledge of all safety legislation. (b) Knowledge of good safety practices. (c) Knowledge of accident investigation and reporting procedures. (d) Ability to evaluate loss time accidents.
G.P.1000.04.19 1.37% 1% 1 item	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 1.37% 1% 1 item	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) Ability to organize and manage an office purchasing system. (h) Ability to manage a payment system.
G.P.1000.04.25 1.37% 1% 1 item	Ensure public safety.	(a) Knowledge of liability issues. (b) Knowledge of signage. (c) Ability to keep a sign diary. (d) Ability to co-ordinate with local authorities.
G.P.1000.04.07 2.05% 2% 2 items	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.S.1100.04.02	Co-ordinate and document back charges in conjunction with	(a) Ability to clearly define services provided to and by subcontractors.

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2.05% 2% 2 items	project co-ordination.	(b) Knowledge of proper recording and authorization of back charges. (c) Knowledge of contractual responsibilities of general contractor and subcontractors.
G.P.1000.02.07 2.05% □ 2% 2 items	Communicate clearly with public.	(a) Ability to keep the public informed about construction constraints. (b) Ability to deal with irate citizens about construction operations.

SECTION: POST CONSTRUCTION

VALUE: 10%

TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
G.P.1000.05.01 3% 3 items	Conduct post-construction review in collaboration with construction team.	(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% 1 item	Evaluate and process warranty claims/items.	(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 period.
R.B.P.1000.05.01 3% DO NOT TEST	Secure the release of all final payments.	(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

**ROAD BUILDERS HEAVY CONSTRUCTION - PROJECT MANAGER
EXAMINATION SPECIFICATION**

TASK NO. & VALUE	TASK DESCRIPTION	TASK SUPPORTING KNOWLEDGE AND SKILLS
		final payment (WCB, stat/dec., etc.).
G.P.1000.05.04 2% 1 item	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.