






LEE KENNEDY Let's build on big thinking.		Project Engineer	APM	Senior APM	Project Manager	Senior Project Manager
Financial Management		N/A	Basic	Working	Extensive	Expert/Leader
Budget Control	<p>A. Diligently manages the project budget with an emphasis on identifying and managing risk. Knows the general conditions budget inside and out.</p> <p>B. GC and GR - accurately manages budget & costs; creates accurate cost projections (with input from Super); anticipates potential future costs; reviews report prior to meeting with leadership and can successfully defend all data and logic during monthly review with leadership.</p> <p>C. Manages (or reviews) contingency allowances and related costs; understands how money is spent, rejecting invoices, evaluating change proposals.</p> <p>D. Meets or exceeds financial targets. Looks for cash flow enhancement opportunities. Should be able to analyze, find errors, track back errors, communicate with accounting. (Mentor junior employees to own portion of budget)</p> <p>E. Mentor APM to manage a portion of the budget under your leadership & train mentor apm/pm on identifying field related costs and working with superintendents on cost management</p>	<p>A. N/A</p> <p>B. N/A</p> <p>C. N/A</p> <p>D. N/A</p> <p>E. N/A</p>	<p>A. Basic understanding of the project budget.</p> <p>B. Basic understanding of the GC/GR budget and how to create cost projections, anticipate potential future costs</p> <p>C. Basic understanding of contingency, allowance and related cost budgets and how the money is spent.</p> <p>D. Review cash flow with PM/SPM to begin understanding project cash flow.</p> <p>E. Start to identify field related costs with the Supers on cost management.</p>	<p>A. Take ownership of a portion of the budget and review with PM/SPM</p> <p>B. Knowledgeable of the GC/GR budget, how to create cost projections, and anticipate potential future costs. Reviews report prior to meeting with leadership and can start to answer their questions.</p> <p>C. Understands how the money is spent, how to review/approve/reject invoices, and start to evaluate change proposals.</p> <p>D. Take ownership of a portion of the budget and review with PM/SPM.</p> <p>E. Start to manage a portion of the budget with the PM/SPM</p>	<p>A. Diligently manages the project budget with an emphasis on identifying and managing risk. Knows the general conditions budget inside and out.</p> <p>B. GC and GR - accurately manages budget & costs; creates accurate cost projections (with input from Super); anticipates potential future costs; reviews report prior to meeting with leadership and can successfully defend all data and logic during monthly review with leadership.</p> <p>C. Manages (or reviews) contingency allowances and related costs; understands how money is spent, rejecting invoices, evaluating change proposals.</p> <p>D. Meets or exceeds financial targets. Looks for cash flow enhancement opportunities. Should be able to analyze, find errors, track back errors, communicate with accounting. (Mentor junior employees to own portion of budget)</p> <p>E. Mentor APM to manage a portion of the budget under your leadership & train mentor apm/pm on identifying field related costs and working with superintendents on cost management</p>	<p>A. Knows the project budget inside and out and is able to answer any questions from the Sr APM/PM</p> <p>B. Accurately manages budget & costs; creates accurate cost projections (with input from Super); anticipates potential future costs; reviews report prior to meeting with leadership and can successfully defend all data and logic during monthly review with leadership.</p> <p>C. Advanced knowledge of the contingency, allowances and related costs and knows how the money is spent; able to train the APMs/Sr APMs/PM</p> <p>D. Meets or exceeds financial targets. Looks for cash flow enhancement opportunities, able to analyze, find errors, track back errors and communicate them with accounting. Mentor junior employees.</p> <p>E. Advanced knowledge of the budget, continue mentoring APMs/PMs on how to manage the budget and working with the supers to identify field related costs and cost management.</p>
Change Order Process	Identifies and tracks subcontractor costs and financial exposures, pushes through with sense of urgency.	N/A	During jobsite walk throughs, start identifying issues that may become change orders with guidance from the team.	General understanding of how to process a change order from the identification all the way through the issuance to the owner & subcontractor.	Track subcontractor costs and financial exposures, and understanding of the sense of urgency and know when to notify PX/Mike/Bob.	Advanced knowledge of the change order process and how it impacts the job financially and know when to notify PX/Mike/Bob.
Owner Requisitions	Requisitions submitted on time every month. Assist with compiling documentation for owner; look for cash flow enhancement opportunities.	N/A	N/A	Take ownership of subcontractor requisition review, and have a general understanding of the owner requisition. Start to anticipate the owner's questions.	Ensure owner requisition submitted on time every month. Review the requisition prior to submitting it to the owner, and be able to anticipate and answer any owner questions prior to going final. Understands the client's billing requirements	Advanced understanding of the owner requisition and general understanding of cash flow enhancement opportunities.
Subcontractor & Vendor Payment	Ensures invoice and requisitions are processed in a timely manner. Process payment applications including verification of accuracy and corrections as required. Process AP invoices including verification of accuracy, corrections as required and assignment to proper job codes.	N/A	Start reviewing Subcontractor requisitions while walking the job site to ensure subs are billing accurately.	Take ownership of subcontractor requisition review, general understanding of job costs.	Process AP invoices including verification of accuracy, corrections as required and assignment to proper job codes.	Advanced understanding of the subcontractor requisition process and review of the job costs. Review/approve subcontractor payments.
Cost Reports	Timely and accurate submission of cost reports; General understanding of cost types, cost report, and fee report components. Strong understanding of logic behind cost projections and forecasting.	N/A	General understanding of cost types, cost report, and fee report components. Review with your PM the logic behind cost projects and forecasting. Attend cost report meetings.	Take ownership of some sections of the cost report and attend cost report meetings.	Timely and accurate submission of cost reports: Solid understanding of cost types, cost report and fee report components. Strong understanding of the logic behind cost projections and forecasting. Review/teach cost report knowledge to APMs.	Timely and accurate submission of cost reports; Advanced understanding of cost types, cost report, and fee report components. Advanced understanding of the logic behind cost projections and forecasting. Review/teach cost report knowledge to APMs.

		Project Engineer	APM	Senior APM	Project Manager	Senior Project Manager
Project Administration		Working	Extensive	Expert/Leader	Expert/Leader	Expert/Leader
Communication/ Relationship Building	Communication with the Owner/Client, Subcontractors, Lee Kennedy.	N/A	Start taking lead on communication with the subcontractors and building a relationship with the subcontractors and owner/client.	Take on more responsibility with subcontractor communication, taking ownership of pieces of the owner/client meetings and monthly cost report. Continue building a relationship with the subcontractors and owner/client.	Ability to have the difficult conversations with the subcontractors, owner/client and Lee Kennedy management team.	As the "face" of the operation with the owner, need to have the ability to have the difficult conversations with the subcontractors, owner/client and Lee Kennedy management team.
Project Set Up	Possesses the ability to, support or drive project start-up by effectively managing available resources, adhering to budget and schedule constraints and partners closely with pre-con & field team to ensure smooth mobilization of project. Maintains high level of organization via Procore & establishes regular meetings with internal & external stakeholders.	Basic knowledge of the project set up.	Maintain high level of organization via Procore & attend jobsite meetings & take meeting minutes.	Partner closely with pre-con & field team to set up project budget. Maintain high level of organization via Procore & establish regular meetings with project team.	Possesses the ability to, support or drive project start-up by effectively managing available resources, adhering to budget and schedule constraints and partners closely with pre-con & field team to ensure smooth mobilization of project. Maintains high level of organization via Procore & establishes regular meetings with internal & external stakeholders.	Possesses the ability to, support or drive project start-up by effectively managing available resources, adhering to budget and schedule constraints and partners closely with pre-con & field team to ensure smooth mobilization of project. Maintains high level of organization via Procore & establishes regular meetings with internal & external stakeholders.
Planning & Organizing	Defines tasks and milestones to achieve objectives, while ensuring the optimal use of resources to achieve those objectives. Ensures hot list is tracked.	Basic knowledge of the hot list and how to properly track it with assistance and guidance of team.	Defines tasks and milestones to achieve objectives, while ensuring the optimal use of resources to achieve those objectives. Ensures hot list is tracked.	Defines tasks and milestones to achieve objectives, while ensuring the optimal use of resources to achieve those objectives through the end of the project. Ensures hot list is tracked.	Defines tasks and milestones to achieve objectives, while ensuring the optimal use of resources to achieve those objectives through the end of the project. Ensures hot list is tracked.	Defines tasks and milestones to achieve objectives, while ensuring the optimal use of resources to achieve those objectives through the end of the project. Ensures hot list is tracked.
Submittal & Shop Drawings	Generates (or drafts) complete and accurate submittal schedule including activity dates. Possesses the ability to participate in submittal and procurement log generation based on acute knowledge of the construction schedule, materials lead times, installation durations, and assist in determining if there is any missed scope.	Be able to complete a submittal schedule, and possess the ability to participate in the submittal and procurement log generation based on the construction schedule, materials lead times, installation durations with the training and guidance of team.	Manage the submittal and shop drawing process: Drafts complete and accurate submittal schedule including activity dates. Possesses the ability to participate in submittal and procurement log generation based on acute knowledge of the construction schedule, materials lead times, installation durations, and assist in determining if there is any missed scope.	Generates (or drafts) complete and accurate submittal schedule including activity dates. Possesses the ability to participate in submittal and procurement log generation based on acute knowledge of the construction schedule, materials lead times, installation durations, and assist in determining if there is any missed scope with the site superintendent.	Generates (or drafts) complete and accurate submittal schedule including activity dates. Possesses the ability to participate in submittal and procurement log generation based on acute knowledge of the construction schedule, materials lead times, installation durations, and assist in determining if there is any missed scope on a weekly/monthly basis.	Generates (or drafts) complete and accurate submittal schedule including activity dates. Possesses the ability to participate in submittal and procurement log generation based on acute knowledge of the construction schedule, materials lead times, installation durations, and assist in determining if there is any missed scope on a weekly/monthly basis.
RFIs & Documentation	Understand responsibilities relative to request for information - know how to properly post RFI to contract drawings, maintain the log, assists with solutions prior to sending RFI, determines correct distribution list for RFI, and understands cost or schedule implications. Continuous oversight of junior staff tasked with this work.	With the training and guidance of your team, understand responsibilities relative to RFIs & Documentation; know how to post RFI to contract drawings, maintain the log, determine correct distribution list for RFI, and begin to understand the cost or schedule implications.	Understand responsibilities relative to request for information - know how to properly post RFI to contract drawings, maintain the log, assists with solutions prior to sending RFI, determines correct distribution list for RFI, and understands cost or schedule implications.	Understand responsibilities relative to request for information - know how to properly post RFI to contract drawings, maintain the log, assists with solutions prior to sending RFI, determines correct distribution list for RFI, and understands cost or schedule implications. Continuous oversight of Project Engineer and APM tasked with this work.	Understand responsibilities relative to request for information - know how to properly post RFI to contract drawings, maintain the log, assists with solutions prior to sending RFI, determines correct distribution list for RFI, and understands cost or schedule implications. Continuous oversight of junior staff tasked with this work.	Understand responsibilities relative to request for information - know how to properly post RFI to contract drawings, maintain the log, assists with solutions prior to sending RFI, determines correct distribution list for RFI, and understands cost or schedule implications. Continuous oversight of Project Manager tasked with this work.
Permitting	Follow permitting and code requirements & understanding what is need to do the work in order to get the permits . Possesses ability to determine the code and is familiar with the variance permitting processes and authorities under jurisdiction	Assist with compiling the necessary documentation for the permitting process with the training and guidance of your team.	Assist with compiling the necessary documentation for the permitting process and understand what is needed to do the work in order to get the permits.	Assist with compiling the necessary documentation for the permitting process and understand what is needed to do the work in order to get the permits.	Follow permitting and code requirements & understanding what is need to do the work in order to get the permits . Possesses ability to determine the code and is familiar with the variance permitting processes and authorities under jurisdiction	Follow permitting and code requirements & understanding what is need to do the work in order to get the permits . Possesses ability to determine the code and is familiar with the variance permitting processes and authorities under jurisdiction
Technology & Tools	Uses ever evolving business systems and automated tools to promote standardization, efficiency and transparency. (Procore, Viewpoint, Microsoft Office, etc.)	Proficient/confident with the systems enough to navigate and complete necessary tasks.	Proficient/confident with the systems enough to navigate and complete necessary tasks.	Uses ever evolving business systems and automated tools to promote standardization, efficiency and transparency. (Procore, ConstructSecure, Microsoft Office, etc.)	Uses ever evolving business systems and automated tools to promote standardization, efficiency and transparency. (Procore, ConstructSecure, Microsoft Office, etc.)	Uses ever evolving business systems and automated tools to promote standardization, efficiency and transparency. (Procore, ConstructSecure, Microsoft Office, etc.)
Closeout	Follows the proper process and manages the documentation required during acceptance and closeout process (e.g. punch list, guarantees/waivers, change orders, open changes/claims, accounting)	Assist with managing the documentation required for the closeout process from the start to completion of the project.	Take ownership of the closeout process and documentation as delegated by the PM.	Take ownership of the closeout process and documentation as delegated by the PM.	Follows the proper process and manages the documentation required during acceptance and closeout process (e.g. punch list, guarantees/waivers, change orders, open changes/claims, accounting) to meet all obligations set forth by the client.	Follows the proper process and manages the documentation required during acceptance and closeout process (e.g. punch list, guarantees/waivers, change orders, open changes/claims, accounting) to meet all obligations set forth by the client.

		Project Engineer	APM	Senior APM	Project Manager	Senior Project Manager
Schedule		N/A	Basic	Working	Extensive	Expert/Leader
Procurement	Creates and manages purchasing schedule.	N/A	N/A	N/A	Creates, manages and drives the purchasing schedule.	Creates and manages purchasing schedule, and ensures the team is on track or be able to explain during cost report meetings.
Meeting Participation	Actively participates in schedule updates - both on weekly basis and monthly update.	Attend schedule update meetings.	Actively participates in schedule updates - both on weekly basis and monthly update.	Actively participates in schedule updates - both on weekly basis and monthly update.	Actively participates in schedule updates - both on weekly basis and monthly update with engagement from the superintendent.	Actively participates in schedule updates - both on weekly basis and monthly update with team involvement.
Progress Updates (Actual vs. Target)	Ensures that material and equipment deliveries are adjusted as necessary to accommodate revised schedule (see material procurement and submittals.)	N/A	Basic awareness of upcoming equipment deliveries and if the deliveries will accommodate the schedule.	Ensures that material and equipment deliveries are adjusted as necessary to accommodate revised schedule (see material procurement and submittals.)	Drives the schedule: ensures that material and equipment deliveries are adjusted as necessary to accommodate revised schedule (see material procurement and submittals.). Understands what the risks are if the schedule is not on target.	Drives the schedule: ensures that material and equipment deliveries are adjusted as necessary to accommodate revised schedule (see material procurement and submittals.). Understands what the risks are if the schedule is not on target.
Identify & Track Impacts	Awareness of changes, delays and costs and ensures notification to client & field team. Actively manages three week look ahead	N/A	Basic awareness of changes, delays and costs and notifies PM/SPM.	Awareness of changes, delays and costs and notifies PM/SPM. Start utilizing three week look ahead when coordinating with the jobsite & subs.	Awareness of changes, delays and costs and ensures notification to client & field team. Actively manages three week look ahead	Awareness of changes, delays and costs and ensures notification to client & field team. Actively manages three week look ahead
Analysis & Recovery Plan	Brings team together to review and understand issues, draw conclusions and solve problems.	N/A	N/A	Attend schedule update meetings and inform Scheduler/PM/SPM of any foreseeable issues and potential solutions.	Brings team together to review and understand issues, draw conclusions and solve problems. Understands the risks on the project and trains junior staff to understand the risks and potential outcomes.	Brings team together to review and understand issues, draw conclusions and solve problems. Understands the risks on the project and trains junior staff to understand the risks and potential outcomes.
MEP/FP Coordination Design & Updates	Collaborate with MEP/FP to assure submittals and coordination design are meeting schedule and procurement expectations.	N/A	Collaborate with MEP/FP to assure submittals and coordination design are meeting schedule and procurement expectations.	Collaborate with MEP/FP to assure submittals and coordination design are meeting schedule and procurement expectations.	Collaborate with MEP/FP to assure submittals and coordination design are meeting schedule and procurement expectations.	Collaborate with MEP/FP to assure submittals and coordination design are meeting schedule and procurement expectations.



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Risk Management		N/A	Basic	Working	Extensive	Expert/Leader
Safety Management	A. Conducts required ConstructSecure inspections; attended required trainings, holds required subcontractor kickoff meetings. B. Effectively manages the project safety program, implementing the PEVI process.	A. Attend safety trainings B. N/A	A. Conducts required ConstructSecure inspections; attend required trainings. B. N/A	A. Conducts required ConstructSecure inspections; attend required trainings. B. Start managing the project safety program with the PM.	A. Conducts required ConstructSecure inspections; attended required trainings, holds required subcontractor kickoff meetings. B. Effectively manages the project safety program, implementing the PEVI process.	A. Conducts required ConstructSecure inspections; attended required trainings, holds required subcontractor kickoff meetings. B. Effectively manages the project safety program, implementing the PEVI process.
Quality Management	A. Manages procurement & submittal log in conjunction with the Superintendent. B. Drives our Quality Control process on the project, including but not limited to: kick-off meetings, first delivery inspections, check lists, etc.	A. N/A B. N/A	A. Basic understanding of the procurement & submittal log in conjunction with the Superintendent. B. Take ownership of a portion of the QA/QC process.	A. Manages procurement & submittal log in conjunction with the Superintendent. B. Drives our QA/QC process on the project, including but not limited to: kick-off meetings, first delivery inspections, check lists, etc.	A. Mentor APMs/Sr APMs: Manages procurement & submittal log in conjunction with the Superintendent. B. Mentor APMs/Sr APMs: Drives our QA/QC process on the project, including but not limited to: kick-off meetings, first delivery inspections, check lists, etc.	A. Mentor APMs/Sr APMs: Manages procurement & submittal log in conjunction with the Superintendent. B. Mentor APMs/Sr APMs: Drives our QA/QC process on the project, including but not limited to: kick-off meetings, first delivery inspections, check lists, etc.
Insurance Management	A. Manages the subcontractor insurance requirements for the project (all subcontractors have insurance prior to arrival on the project). B. Understanding of the Owner Contract and requirements.	A. N/A B. N/A	A. N/A B. Basic understanding of the Owner Contract and requirements.	A. N/A B. Understanding of the Owner Contract and Requirements.	A. Manages the subcontractor insurance requirements for the project (all subcontractors have insurance prior to arrival on the project). B. Understanding of the Owner Contract and requirements.	A. Manages the subcontractor insurance requirements for the project (all subcontractors have insurance prior to arrival on the project). B. Understanding of the Owner Contract and requirements.
Owner Contract	Has complete understanding of the Owner Contract.	N/A	Basic understanding of what is included in the owner contract.	Understands where to find things within the owner contract.	Has complete understanding of the Owner Contract. Understands the importance of adherence.	Has complete understanding of the Owner Contract and able to answer any questions related to it. Understands the importance of adherence and relays to the junior staff.
Subcontractor Contract	Ensures timeliness of commitments and issuance of contracts. Has complete understanding of all Subcontract requirements including Scopes of Work.	N/A	Review & understand subcontractor requirements and scope of work	Has complete understanding of all Subcontract requirements including scopes of work.	Ensures timeliness of commitments and issuance of contracts. Has complete understanding of all Subcontract requirements including scopes of work.	Ensures timeliness of commitments and issuance of contracts. Has complete understanding of all Subcontract requirements including scopes of work.

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Business Insight		N/A	N/A	Basic	Working	Extensive
Continued Education	Required trainings, certifications, licenses	CSL OSHA 30		CM Lean LEED	Leadership Organizational Skills Interview Prep Communication (written & verbal)	
Mentoring	Pass along the knowledge to the junior staff below you.	N/A	Mentor the Project Engineer in project admin work.	Mentor the Project Engineer and APM in order to help them continue to grow in their careers.	Mentor the junior staff in order to help them advance in their careers.	Mentor the junior staff in order to help them advance in their careers. Be the team leader, drive the job and manage the larger team.
Strategic Thinking	Sees ahead clearly, can anticipate future consequences and trends accurately, future-oriented, and has broad knowledge and perspective.	N/A	N/A	Start to become future-oriented and start to see consequences and trends within the industry.	See ahead clearly and can generally anticipate future consequences and trends accurately, future-oriented, and has broad knowledge and perspective. Knows when to troubleshoot or escalate an issue.	Seek out areas of improvement within LKCo and be part of the advancement and change rather than going with the flow. Knows when to troubleshoot or escalate an issue.
Organizational Awareness	Knows how the business works, understands our culture, knowledgeable in current and possible future processes, practices, trends, technology and information affecting his/her business. Works as One Lee Kennedy Team.	Understands the LKCo Culture and knows how the business works. Works as One Lee Kennedy Team.	Advanced understanding of the LKCo Culture and how the business works. Seek learning & development opportunities to continue growing knowledge about current and future practices & trends. Works as One Lee Kennedy Team.	Continue to be relentlessly curious about current & future processes, practices, trends, technology and information affecting his/her business. Works as One Lee Kennedy Team.	Continue to be relentlessly curious about current & future processes, practices, trends, technology and information affecting his/her business. Build relationships within the industry (owners, subcontractors, vendors, etc.) by networking, attending seminars, continuing education, social events to help build your brand and the Lee Kennedy brand. Help those Project Engineers, APMs and Senior APMS advance. Works as One Lee Kennedy Team.	Seek out areas of improvement within LKCo and be part of the advancement and change rather than going with the flow. Build relationships within the industry (owners, subcontractors, vendors, etc.) by networking, attending seminars, continuing education, social events to help build your brand and the Lee Kennedy brand. Works as One Lee Kennedy Team.
Industry & Workforce Procedures & Requirements	A. Understands union autonomy, EEO compliance expectations, & corporate policies. B. Drives supplier diversity strategies by seeking innovative ways to engage, support and utilize diverse businesses (M/WBEs)	A. N/A B. N/A	A. N/A B. N/A	A. General understanding of union autonomy, EEO compliance expectations and corporate policies. B. N/A	A. Intermediate understanding of union autonomy, EEO compliance expectations and corporate policies and start teaching this to Senior APM. B. Drives supplier diversity strategies by seeking innovative ways to engage, support and utilize diverse businesses (M/WBEs).	A. Advanced understanding of union autonomy, EEO compliance expectations and corporate policies. B. Drives supplier diversity strategies by seeking innovative ways to engage, support and utilize diverse businesses (M/WBEs).