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# Pinnacle Construction Consulting Project

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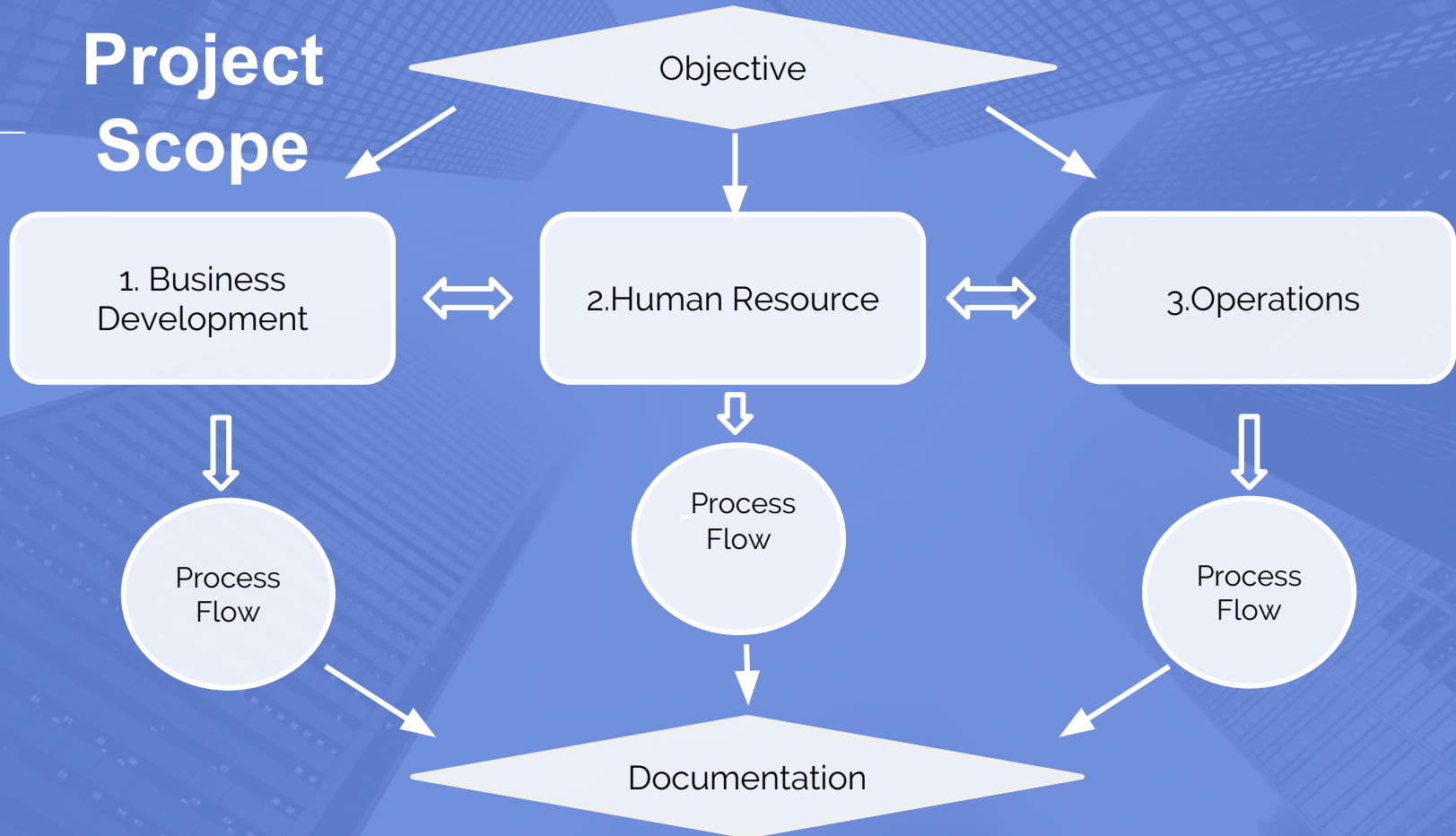
- ProCore Resource
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# Objective

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Document Pinnacle's Core Processes within Business Development, Human Resources, and Operations, while also developing recommendations to help Pinnacle improve accountability, efficiency, and communication between departments

# Project Scope





# Process

## PINNACLE

1 **BUSINESSS  
DEVELOPMENT**

DAVID HUGHES  
WEILING KANG

3 **OPERATIONS**  
2 **HUMAN RESOURCES**

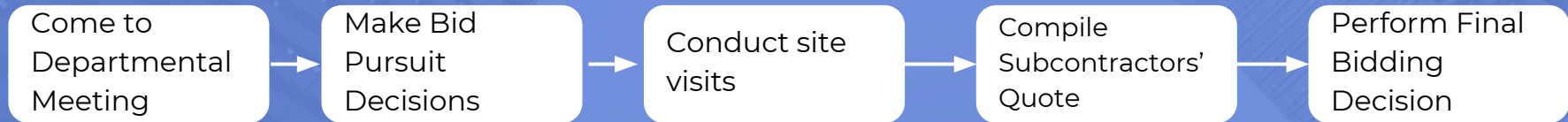
OPERATIONS  
HUMAN RESOURCES  
BUSINESS DEVELOPMENT

JULIA WELCH  
KYLENE YE  
RENREN DENG

# Business Development

## Job Overview - Departmental Director

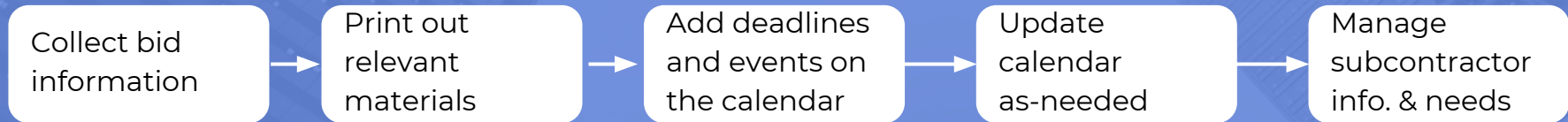
- Review and assess bidding information to make bid pursuit decisions
- Conduct site visit as needed
  - Make sure subcontractors have everything covered
- Review and compile subcontractors' quotes
  - Perform financial analysis on bidding costs and returns and make final bidding decision
  - Estimate costs as needed.



# Business Development

## Job Overview - Proposal/Marketing Coordinator

- Collect bidding information, including all subcontractors' information
- Organize and print out pre-bidding information for departmental meetings
- Add deadlines and update events on the calendar
- Maintain bidding related materials including pre-qualification requirements, standard firm information, project profiles until the final decision of bids
- Update deadlines and relevant information as needed.





# 1. Business Development: Bidding Process Overview

## 1A. Collect Potential Bids

- Lead search
- Collect and organize bidding information
- Print out bidding information

## 1B. Select Bids

- Departmental meeting
- Refine potential bids
- Update calendar

## 1C. Evaluate Subcontractors

- Site visits
- Review and compile quotes

## 1D. Submit Bids

- Finalize project proposals
- File project proposals

## 1E. Bid Awarded - Transition

- Confirm acceptance of bids
- Hand to Operations
- Move onto next project
- Update calendar

Department Director: Rusty Lytle

Proposal/Marketing Coordinator: Denise Setteur-Spurio



# 1A. Collect Potential Bids

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- Lead research for projects
  - Receiving emails from subcontractors
  - Searching on Government website
  - Approx. 20% business comes from online resources
  - Approx. 80% business comes from standing contractors
- Organize and send bidding information electronically to Marketing department
- Print out pre-bidding information for departmental meetings
- Schedule departmental meetings

# 1B. Select Bids

- Departmental Meeting
  - Make selections on which bids to pursue
- Review and performs (go/no go decisions) based on
  - Location
  - Capacity
  - Types
  - Sizes
  - Lenth
  - Relationship
- Perform site visits as needed
  - Add bidding information and events to the calendar
  - Relevant parties are to through with any added requirements as needed (credentials, bonds, etc)

# 1C. Evaluate Subcontractors

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- Review Quotes
  - Review and compile subcontractor quotes via Excel
  - Estimate costs as needed.
- Final review/analysis of potential bids
  - Targets an estimated return of 5% over cost.
  - Overall return should be 10 to 15%. Operation's effectiveness provide remaining margin return.



# 1D. Submit Bids

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- Finalize the project proposal
  - Business Development sends relevant information to Marketing
  - Marketing department files them electronically or by hand depending on the client's expectations.

# 1E. Bid Awarded - Transition

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- Confirm the acceptance of bid
  - Send confirmed bids to the Operations department
  - Move onto next project.
  - Update calendar and client profile as needed

## 2. Human Resources: Overview & Processes

### 2A. Hiring

- Define Roles
- Job Posting
- Resume Screening
- Interview
- Reference Check
- Salary Negotiations

### 2B. On-Boarding

- 30-60-90 Day Orientation
- On-the-Job Training

### 2C. Benefits

- Negotiate and Manage Contracts
- Work out individual benefit choices

### 2D. Maintenance

- Payroll
- Performance Reviews
- Benefits

### 2E. Off-Boarding

- Based on performance reviews
- No formal process currently in place

Department Leader: Cheryl Stasiak



# 2A. Hiring Process

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- **Define Roles**
  - Define the position description
  - Set salary parameters
  - Set working time frame
- **Choose Resources**
  - Working with hiring manager to determine budget for candidate search
  - Compile lists of sources for recruitment (Ziprecruiter, FB)
- **Job Posting**
  - Post ads online
  - Compile spreadsheets of sources and find candidates
- **Resume Screening**
  - Review resumes of candidates before passing along to hiring manager
- **Interviewing Process**
  - Usually completed by hiring manager
- **Reference Check**
- **Performance Testing**
- **Salary Negotiation**

## 2B. Onboarding

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- 30-60-90 day Program
  - Checklist expectations of what should be done by a new hire within 30, 60, and 90 days of start date.
- On the job training
  - Most training occurs on the job.
  - Examples of required training:
    - CPR training, Drug free workplace

# Focus Area: Improving the Onboarding Process

- Create an on-boarding manual
  - Include specific job description with responsibilities and expectations for each new hire
  - Include specific direction on how to use software or where to find certain documents, basic HR functions (recording time, etc.)
  - Job Responsibility documents in part created by off-boarding employees (if leave on their own)
- Results
  - Allows new employees to be more effective more quickly
  - Increased job satisfaction which could help with employee turnover
  - Save the on the time cost and allow for higher productivity



## 2C. Benefits

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- Negotiate and manage contracts for benefit plans on a yearly basis
  - Medical insurance with prescription coverage
  - 401(k)

## 2D. Maintenance

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- Payroll
  - Make sure disbursements are made accurately and are timely
  - Salary changes
- Performance Reviews
  - Utilize the People analyzer to hire, fire and decide if they are a good fit for current position
  - Done on a quarterly basis
- Benefits
  - Maintaining benefits, updating benefits

# Pinnacle's Values

Choosing Candidates, Training, & Performance Reviews







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*Get It, Want It, Capacity*

## 2E. Off-boarding

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- No formal process
- Recommendation: Need documentation or a formal process that would allow new hires to quickly adapt to their new role.
  - Have each outgoing person compile their job functions, key software, daily tasks
  - Make copies and transfer important documents, logs, etc. onto Pinnacle network

# 3. Operations Overview

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- **Department Head:** Dan Raglow
- **Project Managers:** Currently 4
  - Manage overall project, establishes initial schedule, buyout process, modification negotiations, pricing, and deals with clients
- **Superintendents:** Currently 4
  - Manage day to day construction, subcontractors, drives schedule, mandates safety adherence
  - Superintendent's report to Project Managers



# 3. Operations Processes Overview

## 3A. Project Setup

- Agree on Budget
- Project Team Members
- Health, Safety, and Quality Control
- Pre-construction submittals



## 3B. Scheduling

- Contract requirements & Period of Performance
- Sequencing of scopes
- Weather
- Client Mandated Working/ Non-Working Times



## 3C. Subcontractor Buyout

- Price
- Past performance and experience
- Keeping working relationships with multiple subcontractors



## 3G. Project Closeout

- Quality - Checked by Pinnacle and Client
- Punchlist items
- Paperwork requirements submitted
- Wrapup items



## 3E. Safety

- Pinnacle H&S Policies
- Project Specific H&S Requirements
- OSHA Standards
- AHA Report
- On-site Inspections by SSHO
- Formal notification of deficiencies



## 3D. Cost Reporting

- PM must report most accurate cost report monthly
- Includes forecasts for costs not yet finalized
- Checked by accounting

# Job Explanation - Project Managers

Dan: Coordinates and facilitates Project Manager work



## 3A. Project Setup

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- Agree on budget
  - Sales/marketing and Operations
- Determine Project Team Members (in order of priority)
  - Geography > Program or client > Availability > Skillset
- Preconstruction Submittals
  - Project submittals: health and safety plans, quality control plans, resumes
  - Material submittals: must be approved by clients before project can begin
- Preconstruction activities
  - Coordinate access, security clearance



## 3B. Scheduling

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- Use Microsoft Project for most scheduling, may use Primavera P6
- Depends on
  - Contract Requirements & Period of Performance
  - Sequencing of Project Scopes
  - Weather
    - Geographical assessment of possible work days
    - Weather dependent construction activities
      - Ex. Pouring concrete
  - Client
    - Mandated working and non-working times
      - Ex. Night projects, weekends only

## 3C. Subcontractor Buyout

- Buyout process
  - Buyout Subcontractors -> Contract Negotiation -> Award of Work
- Criteria of picking subcontractors
  - Price
    - Generally weighted more than reliability
- Reliability
  - Past experience
  - Ease of working with subcontractors
  - Pinnacle's familiarity with subcontractors
  - Subcontractors' experience with similar projects
- Other reason
  - Keep a working relationship with some specific subcontractors

## 3D. Cost Reporting

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- Forecast any costs that have not been finalized
  - Includes finding quotes and costs of project modifications
- Record cost and revenue associated with pending client/contractor modifications
- Hold cost reporting meeting
  - Monday: cost reports for the month into accounting
  - Wednesday: Accounting department returns cost reports to PM for review.
  - Friday: cost reporting meeting



## 3E. Safety

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- Pinnacle's Health and Safety Policies and Procedures
- Project specific health and safety requirements (EM385-1-1)
- Occupational Safety and Health Administration (OSHA) Standards
- Activity Hazard Analysis (AHA) Report
- Continual on-site inspections by Site Safety and Health Officer (SSHO)
- Any necessary inspections by SSHO
- Present all required documentation to client
- Formal notification to subcontractors of any deficiencies

## 3F. Other Construction Operation Activities

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- Deal with issues relating to owners and subcontractors
- Issue resolution within projects
- Meetings
  - Hold weekly client and subcontractor meetings
  - Daily meetings with Superintendent
  - Create and distribute meeting minutes
- Scheduling Updates:
  - Update the schedule if needed
  - Improve the schedule if time allows
- Coordinate Subcontractors (if necessary, usually when related to contract)
- RFIs
  - Send to client when there are concerns about cost or schedule impact

# 3F Other Construction Operation Activities (cont)

- Documentation of damages or delays by Subcontractor
- Project Modifications
  - Preparation and negotiation with client
  - Issue corresponding change orders
- Billing
  - Biweekly or monthly basis
  - Coordinate billing from client and payments to subcontractor in the same time period
  - Pencil copy billing sent to client - submit percentages of completion and if client agrees, then becomes a formal billing
  - Approve and review subcontractor bill and bill to client
  - Check for subcontractor bill for accuracy
  - Submit subcontractor bill to accounting
  - Once paid by client, PM must mark off on AP Aging report to issue checks



# 3G. Project Closeout

- Quality
  - Necessary quality inspections
  - Pinnacle and client check to ensure all project requirements met
- Punch List Items
  - Any items found on the Pinnacle or client walk-through that need to be changed, modified, or redone
  - Scale of punch-list item projects can vary
    - Goal is to have 0 punch list items
- Paperwork (Struggle with this point before getting wrapped up in more projects)
  - Project closeout paperwork and requirements must be submitted
    - Warranty documentation:
      - Owners manuals, Equipment installed, Contract required closeout submittals, Waste management plan, Warranty management plan, Final photographs Testing reports (concrete, electric, sound), Final billings

## 3G. Project Closeout (cont)

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- Hold payment meeting with Accounting
  - After receive final payment from client, release payment to subcontractor and close the project out in the accounting system
- Wrap-up
  - Get all resources, equipment, and people off the project site
  - Transition members to their next assignment
  - Address and resolve warranty items in a timely manner

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# Focus Area: Resource Utilization





# ProCore Resources

- Change Events
- Change Orders
- Daily Log
- Documents
- Project Dashboard
- Meetings

# ProCore Certifications



## Procore Certified Associate

FREE

Learn the key fundamentals and best practices for each Procore management tool. Gain a working knowledge of Procore and demonstrate tool competency. Earn your Procore Certified Associate certificate upon course completion.

[Get Certified](#)



## Procore Certified Subcontractor

FREE

Gain an in-depth understanding of key Procore tools (such as RFIs, Submittals, and Punch List) with a curriculum tailored for training subcontractors on the best practices of using Procore. Earn your Procore Certified Subcontractor certificate upon course completion.

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## Procore Certified Superintendent

FREE

Learn how to efficiently manage all aspects of a job site's activities using management tools such as the Daily Log, Meetings, RFIs, Photos, Punch List, and more. Gain insight into best practices as well as learn valuable time-saving tips and tricks. Earn your Procore Certified Superintendent certificate upon course completion.

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## Procore Certified Architect

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# Key Overall Findings

**Lack of Standardization and Documentation of Pinnacle Processes**

**Limited labor resources for new projects due to additional client requests and unforeseen circumstances on projects**

**Internal Communication between departments can be limited at times**

**More “tribal knowledge” than process approved methods of learning**

**Formal Communication/ Documentation of Project Progress and Status**



# Conclusions

— Lack of standardization & documentation within the company leading to poor communications (between departments, to new hires, to subcontractors)

All of the departments, but specifically Operations, should better utilize available project management software (ProCore)

Extending projects can result in needed employee resources being unavailable for new projects and can cause excess costs for Pinnacle

Recommendations	Level of Effort	Cost	Time Required
Create job descriptions for each position at Pinnacle	Medium	Low opportunity and manpower cost	Low-Medium Medium Term task
Develop in-depth documents that outline Pinnacle's common practices that can be shared across departments	High	Medium opportunity and manpower cost	Medium Long Term task
Take full advantage of ProCore's trainings and services to improve employee performance and familiarity with the software	Medium	High opportunity & initial manpower cost	Medium-High Long-term task
Create more formalized expectations of client requests during project setup (ex. Project mods)	Medium	High opportunity & manpower cost	Low Short-term task
Develop quantitative performance metrics to improve employee evaluation	High	Medium opportunity & manpower cost	High Long-term task
Draft documentation materials for Pinnacle's core business practices and activities (for all departments, expanding upon current documentation)	High	High opportunity & manpower cost	High Long-term task



# Questions?