



Canadian Construction
Association
Gold Seal Certification

Superintendent occupational profile



CONTRACTS AND LEGAL

Competency	Supporting competency/skill/knowledge/task
Protect company's interests against potential legal liability	Identify potential third-party claims and take timely action
	Understand the company's legislated obligations to provide a healthy and safe work environment
	Identify and manage the legal liabilities resulting from regulations and contract documents
	Assist in identifying potential third-party claims and support mitigation
Manage the site execution of work as outlined in contracts	Identify and address any discrepancies, ambiguities, omissions, onerous conditions in construction documents
	Manage the performance requirements of subcontractors
	Manage the environmental conditions of in accordance with the contract
	Understand construction documents
	Understand the performance requirements of contract
	Assist in managing the liability of errors or omissions in contract documents
	Know document hierarchy

FINANCIAL ACUMEN

Competency	Supporting competency/skill/knowledge/task
Manage purchasing for site	Provide proper authorization of requisitions
	Maintain expediting/purchasing records
	Ensure that invoiced materials have been delivered to site and invoiced work has been completed
	Authorize invoices
	Follow record maintenance procedures
	Organize and manage field purchasing system
Understand accounting and financial principles	Understand principles of budgeting and cost allocation
	Manage invoices
	Understand principles of cost control management
	Prepare labour and equipment forecasts
	Understand the methods for assessing labour and equipment
	Review variances and progress reports in conjunction with supervision and take corrective action
	Determine causes of excessive variance
	Assess bud get and schedule constraints
Verify cost coding and cost allocations	Understand the impacts of overtime and shift work
	Know the company cost coding systems
	Assign activities to correct coding

COMMUNICATION SKILLS

Competency	Supporting competency/skill/knowledge/task
Communicate clearly and ethically with all project stakeholders	Communicate contract requirements and responsibilities to client, subcontractors, consultants and company team
	Produce written correspondence and reports
	Make oral presentations
	Create free-hand sketches
	Maintain good relations with all project stakeholders
	Know role of the architects and consulting engineers
	Know the contractual responsibilities of the owner, client and consultant
	Understand the roles and responsibilities of all stakeholders
	Know authority and legal responsibilities of government inspectors
	Know the provincial code requirements for specialty trades
	Know the contract documents and progress information required by owner/client/consultants
	Use computer software packages
	Know the cost implications of legislation
	Follow company policies and procedures and understand the levels of authority
	Understand and implement company "good neighbour policy"
	Conduct activities in a professional and ethical manner
	Understand and implement the company's media policy with respect to emergency site issues
	Organize meetings and inspections with authorities having jurisdiction
	Organize and conduct relevant project meetings

INDUSTRY KNOWLEDGE

Competency	Supporting competency/skill/knowledge/task
Demonstrates commitment to continuous improvement of job methods and practices	Keep abreast of relevant building codes, current trends and changes in the industry
	Understand current estimating practices
	Know the current provincial legislation with respect to building codes, health and safety

HR & WORKFORCE MANAGEMENT

Competency	Supporting competency/skill/knowledge/task
Understand HR responsibilities of a superintendent	Manage attendance of site staff
	Support professional development of site staff
	Understand and use incentives programs
	Understand company benefit programs
	Understand code of conduct established in company policy and construction contracts
	Follow all labour laws and regulations
	Understand fair and ethical HR practices
Establish and enforce job discipline	Understand role, rights and responsibilities of supervisor
	Follow the rules of conduct established in company policy and construction contract
	Ensure that foremen understand and enforce rules
	Understand hiring and dismissal procedures
Oversee work of foremen	Understand the role and responsibilities of a foreman
	Act as replacement for foremen when required
	Mentor and support foremen
	Manage field staff
	Motivate field staff and maintain team morale
Manage job site conflicts	Apply conflict management principles
	Coach foremen and other supervisory staff on conflict resolution
	Involve other stakeholders as required
	Understand role of HR in managing and resolving conflicts
Ensure that company field staff are qualified to perform tasks as assigned	Know training and certification required for all job-site tasks
	Observe and report competence of field staff
	Plan and initiate required training of site staff
Maintain positive labour relations	Maintain co-operative relationships with labour representatives
	Recognize labour conflicts, complaints and grievances and work collaboratively to resolve
	Mediate conflicts, complaints and grievances involving company's own forces
	Know the contractual and legal responsibilities of employer and employees
	Know the jurisdictional practice and scope of work (inclusions/exclusions) of trade unions
	Understand the authority of the local business agent
	Understand company responsibility regarding signatory unions and the impact on projects

SUBCONTRACTOR MANAGEMENT

Competency	Supporting competency/skill/knowledge/task
Organize and chair subcontractor meetings	Understand rules and practices for facilitating effective meetings
	Organize and chair Foreman meetings
	Organize and chair meeting with subcontractors
	Ensure that meeting minutes are distributed
Manage work of subcontractors	Understand contract and subcontract documents
	Maintain co-operative relations with subcontractors
	Support submission of subcontractor documents
	Supervise subcontractor work
	Coordinate movement of large machinery on site and critical lifts
	Provide clear oral and written instructions to subcontractors
	Understand the subcontract obligations
	Know systems and terminology for subcontractors
	Review and verify shop drawings
	Know job schedule and priorities
	Know time and space required for work by other trades
Verify cost coding and cost allocations	Understand company cost coding system
	Manage the delivery of company materials and equipment to site
	Manage completion and submission of time sheets of company labour
Support request for information (RFI) process	Identify omissions or errors in the contract documents and submit RFI accordingly
	Support subcontractors in submitting RFIs
	Support RFI process by suggesting solutions to omissions and errors in the contract documents identified in the RFI
	Identify possibility of costs associated with the RFI

PROJECT MANAGEMENT SKILLS

Competency	Supporting competency/skill/knowledge/task
Assist or lead in the preparation of the construction schedule	Understand all related drawings and specifications
	Understand contract document implications
	Understand flow charts
	Understand critical path method scheduling
	Understand task dependencies
	Understand resource allocation
	Review actual site progress against construction schedule
	Determine latest possible date for switching to another supplier
	Know substantial performance requirements
Prepare the construction management plan with the project manager and/or project team	Know the project schedule
	Identify project labour, equipment, material and specialty requirements
	Guard against damage to existing property
	Prepare job equipment list
	Know the application, cost effectiveness and capacities of common equipment
	Co-ordinate plans and specifications with field work of all construction forces
	Know the construction decisions requiring approval/review of owner's representative
	Know the types of permits and information required by regulatory agencies
	Know federal, provincial regulations and municipal by-laws affecting construction
	Know the testing and inspection requirements
	Know the quality assurance and quality control plans
	Know the contract
Monitor and update construction schedule	Monitor the construction schedule
	Update the construction schedule as required by the contract documents
	Ensure that subcontractors are meeting schedule commitments
Direct the allocation of project resources	Give clear, oral, written and graphic instructions
	Know quantitative and qualitative standards of performance
	Instruct workers on work methodology
	Know the required skills of trades
	Know the tools, equipment, materials, techniques, and methods to be used

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Competency	Supporting competency/skill/knowledge/task
Create and monitor weekly Look Ahead schedule	Develop weekly Look Ahead schedules
	Identify specific tasks and work to be completed
	Review and discuss schedule in weekly subcontractor meetings
	Update the construction schedule
Maintain project documents	Maintain a daily diary
	Maintain project contact list
	Keep all construction drawings current
	Respect company filing and document system
	Maintain all project documentation and correspondence in document control system
	Ensure all photographs are kept in the project file
	Maintain Health, Safety and Environment (HSE) reports
	Maintain tracking records for material and equipment
	Ensure that inspection and testing reports are filed and distributed
	Keep equipment, tools and material reports
	Maintain labour report
	Ensure that minutes of meetings are filed and distributed
	Maintain schedules
	Ensure that quality control and assurance reports are filed and distributed
	Maintain commissioning documents
	Maintain records of non-compliance and non-performance
	Keep operation and maintenance manuals
	Send transmittals to consultant upon delivery of maintenance material/ attic stock

HEALTH AND SAFETY

Competency	Supporting competency/skill/knowledge/task
Develop and implement project specific safety plan	Assign safety responsibilities to staff
	Follow a safety monitoring policy for the project
	Know health and safety legislation
	Implement job site safety procedures
	Develop a site-specific safety plan and hazard assessments
Monitor and enforce construction safety	Manage HSE plan
	Implement the company's safety policies on the job
	Train or ensure training is available on specific safety issues
	Understand safety legislation
	Understand and document compliance of health and safety requirements
	Know responsibilities of all employees and subcontractors
	Apply good safety practices
	Know accident investigation and reporting procedures
	Assign safety monitoring to each level of staff
	Know first aid
Establish joint health and safety committee (JHSC)	Evaluate loss time accidents
	Know requirements for creating joint health and safety committee
	Ensure that JHSC meetings are held
	Know membership requirements of JHSC
Ensure job hazard analysis is completed for both internal and subcontractor forces	Know responsibilities of the JHSC
	Understand requirement for a job hazard analysis
	Ensure subcontractors know their obligations with respect to job hazard analysis
	Collect and file all job hazard analysis records from subcontractors
Understand all safety requirements	Perform job hazard analysis for all company field staff
	Obtain all documentation from subcontractors for safety related activities
	Ensure that the documentation is compliant, properly distributed and filed
	Coordinate all hazardous work with subcontractors to ensure that the safety of all site personnel is protected
Follow company health and safety policy	Know the company and site-specific safety plan
	Ensure that all site personnel are adhering to the safety policy
	Provide guidance and consequences to site personnel as required
	Maintain all required safety documentation
Know the provincial safety reporting requirements	Know provincial requirements for notifying and managing safety incidents, accidents or death
	Know provincial reporting requirements for incidents, accidents or death
	Know the legal obligations with respect to a scene of an incident, accident or death

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Competency	Supporting competency/skill/knowledge/task
	Protect the scene of an incident, accident or death for investigation
	Cooperate with authorities
	Complete all required reports are required
	Know the safety requirements as set out in the contract documents and which take precedence
Manage housekeeping to ensure a clean and safe site	Understand subcontractor contractual responsibilities with respect to clean up and housekeeping
	Give notice to subcontractors who do not provide proper housekeeping
	Ensure that the project site is kept clean and free of debris
	Understand the impact of poor housekeeping on site safety

CONSTRUCTION PROCESS

Tendering	Supporting competency/skill/knowledge/task
Participate in a pre-tender site inspection	Assess existing structure, utilities, storage space, obstructions, site access
	Conduct a job site analysis
Work with estimating to identify impacts of direct and indirect costs	Identify related constructability challenges or opportunities
	Identify construction methods to be used,
	Keep abreast of new cost-effective methods of construction
	Understand how to apply construction methodologies that will provide cost or schedule savings
	Understand impacts of schedule and indirect costs of construction
	Assess requirements for supervision and indirect costs
	Identify risks associated with project
	Understand risks associated with working in certain geographical locations
Analyze reports on out-of-town conditions	Assess local labour situations
	Analyze local labour availability and productivity
	Provide comment on the risks if project is won
	Assess construction methods and systems to be used in project
Solicit competitive prices for rental or lease/purchase of equipment	Know availability, applications, cost effectiveness and capacities of various types of equipment
	Understand cost implications of leasing vs. purchasing
	Negotiate best prices and conditions for company
Review bid submissions in consultation with management team prior to submission	Understand tender submission process
	Understand company tendering strategies
Pre-construction	Supporting competency/skill/knowledge/task
Prepare site layout plan	Coordinate with subtrades to determine trailer, large equipment and laydown requirements
	Identify major rental equipment
	Identify requirements and locations for washroom and first aid facilities
	Identify requirements for hoarding fencing
	Understand the financial and logistical impacts of moving the site facilities
	Identify and locate power, water and gas
Participate in project planning meetings	Participate in client pre-commencement meeting
	Attend pre-construction site inspection meeting
	Participate in internal meetings
	Provide input to scheduling meetings
	Provide input to commissioning meetings
	Attend other required meetings

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Participate in an internal job start-up meeting	Assess staff requirements
	Select key personnel
	Establish contract milestones and project strategy for construction
	Know technical and cost aspects of methods and sequences
	Know technical and cost aspects of materials and equipment selection
	Know material handling techniques
	Know productivity factors
	Know union regulations on crew composition
	Know schedule requirements
	Know contract requirements
	Evaluate staff capabilities in relation to the project
	Know alternative methods of construction
Arrange for inspection and testing	Know inspection and testing requirements included in contract documents
	Request subtrades to schedule testing for witnessing of appropriate parties
	Know procedures for inspections and testing
	Understand inspection and testing required by building codes, contract documents and company
	Determine if the inspection and testing is to be paid for under Cash Allowances
	Create an inspection and testing plan
	Communicate the inspection and testing plan to the client, consultants and relevant subcontractors
Arrange for temporary services	Know project requirements for temporary services
	Know requirements of regulatory agencies
	Know procedures for arranging services
	Consult with subcontractors regarding service needs
Realize cost savings through redesign	Know alternative methods of construction
	Know alternative products and materials
	Know the purchasing requirements for material and supplies
	Work with project manager to analyze project and identify potential cost savings
Plan availability requirements and allocate own forces, equipment and material	Realize cost savings through redesign
	Know the cost/benefit analysis for labour and equipment requirements
	Calculate quantities of material required
	Know standard units and methods of measuring site work, concrete, form work, masonry and carpentry methods of measuring trade work components
	Effectively organize workforce
	Plan the mobilization of the project in accordance with schedule

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	Implement the project schedule
	Know equipment, personnel and equipment capabilities
Participate in post tender negotiations	Understand principles of contract negotiation
	Understand project costs
	Understand where typical scopes of work are duplicated or missing
Arrange for locates for own forces work	Arrange for locates of services
	Communicate subcontractor responsibility to perform their own locates
Assist in identifying and obtaining permits	Understand responsibilities for obtaining building permits
	Support project management team to identify required permits, responsibilities for obtaining them and when required
	Support project management team in obtaining the building permit
	Assist in obtaining or obtain the "Notice of Project" required by provincial legislation
	Understand the legal obligations of signing the "Notice of Project"
Organize subcontractor startup meetings	Assist in organizing and chair subcontractor start-up meetings
	Ensure that subcontractors attend a start-up meeting prior to commencement of work on site
	Assist project management in obtaining all required documents from subcontractor prior to the start-up meeting
	Provide the company site specific safety policy to the subcontractor
	Communicate the site logistics, travel ways and smoking policy to the subcontractor
Understand environmental issues affecting construction	Understand all environmental issues and concerns regarding the project site
	Understand the requirements to protect waterways, trees, silt run-off etc. of the project site
	Ensure protection requirements are implemented
Organize site security	Review security requirements for all stages of the project
	Select most suitable security methodology for the project
	Obtain competitive quotations for security
	Secure security services for the project
Conduct or participate in a preconstruction site inspection	Attend the site to review the existing site conditions and ascertain if changes have occurred since tender was submitted
	Ensure that photographs are taken of the current site
	Review access to the site and confirm in Site Layout Plan
	Review neighbouring buildings to determine if there is any potential impact
Create a waste management plan	Understand LEED requirements for waste management
	Understand company requirements for waste management
	Obtain competitive pricing for waste management bins, removal etc.
	Secure services of a waste management company

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Examine contract documents for impractical details and possible code violations	Review contract documents for construction details that may not work
	Review contract documents for possible code violations
	Understand company responsibilities under the contract
Review subcontracts and contract documents to ensure that all scopes of work are included	Review estimating scope of work to ensure that scopes of work have not been duplicated or missing
	Assist in identifying missing or duplicated scopes of work
Project tasks	Supporting competency/skill/knowledge/task
Maintain job site and daily log	Know the legal implications of a properly kept diary
	Prepare a record of the workday
	Know the key daily log entries
	Distribute and file Daily Log
Manage job progress	Coordinate with other trades to eliminate interference
	Oversee work of subcontractors
	Requisition/order equipment and materials
	Ensure that material is delivered on time and is the correct quantity and quality ordered
	Process field instructions/change orders
	Track subcontractor workforce against baseline schedule/manpower
	Direct the allocation of project resources
	Ensure proper storage, use and maintenance of tools
	Establish production levels in collaboration with project manager
	Establish and enforce job discipline
	Prepare reports on equipment use, construction progress and subcontractor progress
	Assist in the preparation of periodic reports on cost forecast to completion
	Identify labour, equipment, material variances and take corrective action
	Verify labour, material, equipment, subcontracts coding and cost allocations
	Identify potential problems in installation process and plan solutions
	Regularly inspect the project to verify progress
	Conduct regular jobsite meetings
Manage field work orders/authorizations	Understand use of field work order/authorizations to subcontractors
	Issue field work order/authorizations to subcontractors
	Understand the implications and follow up required for field work order/authorization
	Ensure that copies of field work orders/authorizations are distributed to the project management team

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Participate in change management process	Identify conflicts or work not specified in contract documents
	Understand implications of doing additional work without proper written authorization from owner's representative
	Consult with subcontractors on impact of change on cost and schedule
	Provide cost effective options to the consultants
	Know the methods for determining costs
	Ensure that all subcontractors are notified and perform the work of Change Orders
	Understand purpose of Supplemental Instructions, Contemplated Change Orders, Changes Orders and Change Directives
	Protect company when performing work under a Change Directive
	Understand the impact of accumulated changes to the schedule
Organize daily deliveries	Provide a method of managing site deliveries to subcontractors
	Ensure that method is fair to all subcontractors
	Ensure the quality of materials agree with those specified in contract
	Establish delivery date in conjunction with schedule
	Ensure that the correct quantity according to the order is delivered
Requisition/order equipment and materials	Know the procedures for field purchasing/requisitioning of equipment and materials
	Know shop production procedures
	Know material expediting procedures
Manage onsite equipment maintenance program	Implement company's equipment maintenance program
	Understand/follow equipment maintenance requirements
	Ensure on-site equipment maintenance is performed
Manage project tools, equipment and materials	Know the tools, equipment, materials, techniques and methods used for the project
	Implement tool, equipment and material handling plan
	Plan availability of equipment and material
	Ensure proper storage, use and maintenance of tools
	Identify when tools and equipment need to be repaired or replaced
Establish production levels in collaboration with project manager	Understand budget constraints
	Know methods of cost control
	Know company cost control system
	Know equipment capabilities
	Know personnel capabilities
	Understand productivity factors
Manage potential problems with installation process	Know requirements and work methodology of subcontractors and own forces
	Know requirements related to installation of specific systems
	Work collaboratively with subcontractors to plan efficient and effective installations

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Manage company deficiency management program	Implement deficiency management program
	Ensure that the deficiencies are identified, communicated to subcontractors and rectified by the subcontractor in a timely manner
	Actively manage the quality of the build throughout the project to reduce deficiencies
	Cooperate with consultants during deficiency walk-throughs
	Organize subcontractors to complete their deficiency work
Assist in transfer of building to owner	Know the impact of partial take-over on liabilities, warranties and hold back
	Know the project documents required
	Know transfer procedures required
	Ensure client's employees are trained according to the contract documents
Manage the substantial performance process	Understand the requirements for substantial performance
	Work with the project management staff and consultants to achieve the accepted value of outstanding deficiencies
	Ensure that the subcontractors have not been overpaid
	Ensure that all testing, reports and occupancy have been completed
	Manage the turnover of maintenance materials (attic stock) to the owner
Work with authorities having jurisdiction and subcontractors to obtain occupancy	Understand the local authorities having jurisdiction requirements for occupancy
	Work with subcontractors to ensure that all life safety systems are completed, tested and operational
	Ensure that consultants have been provided with all information required to issue letters to the authorities having jurisdiction
	Attend all walk-throughs and testing with the authorities having jurisdiction
	Ensure all required documentation is provided to authorities having jurisdiction
	Assist subcontractors having difficulty with their work to achieve substantial performance
Manage company quality control and assurance program	Know construction standards established in code, contract documents and company policy
	Ensure company QA/QC program is implemented and maintained
	Ensure inspection of custom-made materials at place of manufacture
	Ensure inspection of materials when delivered on site
	Review construction quality reports
	Know common quality control procedures
	Understand benefits of supporting company QA/QC program
	Actively participate in managing the quality of the built work throughout the duration of the project

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Assist with documentation and issuing of back charges	Understand the scope of work of each subcontractor
	Record authorization of, and manage back charges
	Enforce contractual responsibilities of all subcontractors on site
	Inform subcontractors of rectifying work or clean-up issues
Participate in processing of construction claims	Understand the claims resolution procedures according to the contract documents
	Analyze the impact on the schedule and associated costs
	Identify potential claims and take timely action
	Understand causes of delays in work and how to mitigate them
Obtain and verify layout lines and levels	Understand subcontractor non-conformance and non-performance
	Understand methods of surveying
	Calculate quantities based on survey data
	Perform basic survey duties for site layout and subcontractor layout verification
Organize initial and final survey of the project/building	Understand provincial lien legislation and potential impact on project
	Understand provincial lien legislation with respect to liens
	Assist project management staff in reviewing submittals including shop drawings, technical data and samples
	Ensure all mock-ups are built for consultant review
Support the submittals/shop drawing review process	Understand requirements for substitution approval
	Review shop drawings for coordination of materials and elements that are integrated or joined
	Ensure additions made by consultants on shop drawings are managed through the change management process
	Ensure that all "as-built" drawings are updated on an ongoing basis
Ensure that all "as-built" drawings are updated on an ongoing basis	Understand contractual requirements for maintaining "as-built" drawings on site
	Ensure subcontractors maintain and update as-built drawings
	Identify risks and opportunities at all stages of construction
	Understand how to minimize risk and maximize opportunity
Manage risks and opportunities	Participate in regular risk and opportunity reviews with project management staff
	Transfer risk to those who can best manage it
	Ensure that the site layout plan is kept current
	Manage the relocation of trailers, etc. as required
Update site layout plan	Understand contractual requirements for testing and inspections for company and subcontractors
	Coordinate all testing and inspections as required
	Accommodate testing and inspection requirements
Manage inspection and testing process	

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	Ensure that testing and inspection reports are distributed to consultants as required and to subcontractors if required
	Ensure that testing and inspection reports are filed appropriately
	Ensure that corrective action is taken to rectify materials/systems that failed testing and inspection
Coordinate with consultants and authorities having jurisdiction	Understand the authority of consultants and authorities having jurisdiction
	Cooperate with authorities having jurisdiction
	Facilitate and host all field meetings with consultants and authorities having jurisdiction
	Understand which authorities having jurisdiction have jurisdiction on the project
	Provide information and keep records as required by authorities having jurisdiction
Manage commissioning process	Participate in development of commissioning schedule
	Understand contractual requirements for commissioning
	Ensure subcontractors provide required commissioning documentation
	Ensure commissioning is completed in a timely manner
	Participate in commissioning process to ensure that substantial performance is achieved
	Ensure owner training is completed as required by the contract documents
Work with labour productivity rates	Analyze cost reports and other data
	Assess construction methods and systems
	Use company labour rates and tables of labour productivity
	Calculate unit labour costs
	Calculate labour costs on self-performed work
	Determine when to use own labour to perform a task vs subcontractor
Post construction	Supporting competency/skill/knowledge/task
Ensure that all deficiencies are rectified to achieve final completion	Ensure that subcontractors are completing deficiencies
	Ensure that all deficiency records are current and distributed to subcontractors
	Cooperate with the owner to ensure that all deficiencies are rectified and that the owner is satisfied
Manage demobilization	Ensure that all trailers, sea cans and rental equipment are returned to rental company or yard and costs are reconciled
	Ensure that all fencing is returned and hoarding is removed
	Ensure that all subcontractors have removed trailers, equipment and materials from site
	Manage the disconnection of all temporary services
	Support the transfer of utilities to the owner

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Participate in internal project closeout meeting	Understand the importance of having an internal project closeout meeting
	Understand the value of sharing lessons learned
	Help analyze estimated vs actual budget
	Provide project safety overview
	Contribute to schedule analysis
	Discuss project quality levels
	Provide deficiency review
	Provide analysis of subcontractor performance
	Provide primary challenges and success factors in project execution
Manage warranty process	Understand contractor and subcontractor responsibilities and liabilities
	Participate in the one-year warranty review with owner, consultant and company
	Support owner and subcontractors during the warranty period
	Organize the warranty process and inform owner
	Understand company obligation to owner with respect to a warranty process
Assist in securing release of all final payments	Know final inspection procedures and coordinate performance of inspections
	Know the requirements of the contract
	Obtain letter of completion through final inspection
	Know legal documents required to obtain final payment