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Competencies
by role

Functional Competencies

Competency	Definition	Key Behavioral Indicators
Safety leadership	Actively plans for, champions, manages and enforces safety at all levels to ensure a safe environment for all employees.	<ul style="list-style-type: none"> • Understands, embraces and champions Marek's safety program • Promotes safe practices • Prioritizes the safety of all Marek employees and every person on the jobsite/in a Marek work environment • Recognizes and remediates safety hazards during live jobsite walks, including broader issues related to other trades and sequence of work • Confronts the customer with safety issues, regardless of origin or cause, leading to a positive resolution • Seeks out new learning or opportunities to improve safety leadership
Effective communication	Communicates well, verbally and in writing, with internal and external colleagues at all levels.	<ul style="list-style-type: none"> • Communicates in a professional and considerate manner, representing Marek's core value of respecting others • Uses the mode of communication (face-to-face, phone, web conference, letter, email, etc.) most appropriate to the situation, audience and desired outcomes • Listens attentively and uses thoughtful questions to get to the heart of a matter • Uses simple examples to communicate complex ideas; organizes information in a logical manner to ease understanding • Is understood by others clearly and effectively
Relationship building	Builds positive and productive relationships; collaborates to achieve common goals.	<ul style="list-style-type: none"> • Demonstrates the ability to work well with all levels of employees, management and external partners • Builds professional, trusting relationships • Elicits participation from others to deliver better results • Actively seeks others' viewpoints and accesses their best thinking • Engages others to action based on personal insights and a relationship with them • Exhibits a spirit of teamwork, balances personal interests with the team's goals
Customer focus	Connects and engages with customers (both internal and external), to understand their needs and satisfy them.	<ul style="list-style-type: none"> • Knows Customer intimately, including his or her goals, what is top of mind, what is most important to him or her in life • Establishes a trusting friendship and bond with Customers • His or her calls are taken or returned by Customer same day • Is relied on by the Customer as source of all good things • Describes the Customer's goals/desired outcomes or priorities and links solutions to customer's needs • Delivers on solutions which result in win-win outcomes for Customer and Marek
Results oriented	Consistently delivers results; sets and achieves achievable, yet aggressive goals in line with Marek's quality, service, productivity and ethical standards.	<ul style="list-style-type: none"> • Pursues goals with energy, drive, a sense of urgency and need for completion • Navigates problems and obstacles to achieve desired outcomes • Keeps sight of overall objectives in daily work • Sets and maintains high performance standards for self and others, holds self and others to standard of excellence • Measures performance against goals and results
Detail oriented	Pays attention to details, recognizes the component parts of a project or procedure, and knows how those details or parts work together – the cause and effect of each. Plans and organizes time and resources efficiently.	<ul style="list-style-type: none"> • Notices complicated or missing details/items • Avoids assumptions, asks questions to clarify and uncover • Effectively utilizes a system of review and checks to provide accurate and consistent work • Provides accurate information on a timely basis and in a usable form to others who need to act on it • Learns lessons if details are missed, does not repeat the same mistake again

Estimator Competencies

Competency	Definition	Key Behavioral Indicators
Salesmanship	Creates strong relationships with both new and existing customers; consistently sells and negotiates successful projects.	<ul style="list-style-type: none"> • Identifies and pursues target customers and projects in alignment with Marek goals • Creates and maintains close, trusting relationships with customers and potential customers (both new and existing) • Senses and seizes business opportunities which create win-win outcomes for Marek and customer • Utilizes creative techniques to negotiate for win-win (value engineering, packaging multiple trades, etc.) • Consistently secures profitable and/or strategic customers and projects
Cost Estimating	Forecasts project costs and bids pricing based on customer plans and specifications. Factors in required resources (labor, materials, equipment, etc.) as well as schedule, any risks or constraints, customer relationship, market pricing and other bidders.	<ul style="list-style-type: none"> • Accurately assesses all factors of project scope which may affect cost, including probable scope which may have been left out or is unspecified • Breaks down all expenses (including labor, materials, equipment and other resources) and plans the project budget • Predicts the effects of key variables on productivity and the bottom line • Understands the business, our industry and trade, and how to maximize Marek's competitive advantage during the estimating and bidding process • Cultivates intel on the market and project, including the competitor landscape, and utilizes to effectively price and compete for business • Effectively transfers project knowledge acquired during estimating and bidding phases to production team, including both project manager and field leadership

Project Manager Competencies

Competency	Definition	Key Behavioral Indicators
Production planning	<p>Partners with Marek field leadership and customer to plan, sequence and budget work to achieve shared goals.</p> <ul style="list-style-type: none"> • Pre-job planning and coordination • Budgeting and job set up • Scheduling and sequencing • Materials, equipment and sub set up 	<ul style="list-style-type: none"> • Engages with field leader team in strategic pre-con meeting to plan work, identify and resolve potential scope, schedule, sequence, material staging or manpower issues, and develop appropriate cost code structure • Develops a fair and achievable budget for labor, material and equipment • Provides the budget in a timely manner, before the job starts • Assesses customers proposed schedule and identifies the impact of poor sequence (labor cost, safety issues and QAQC) • Navigates with and influences the customer around a sequence/ flow that favors a productive environment • Strategizes with Foremen on how to streamline material ordering and manage material cost
Maximizing project profitability	<p>Maximizes profitability throughout the life cycle of the job without sacrificing quality.</p> <ul style="list-style-type: none"> • Managing project cash flow (SOV, billing/collections) • Managing costs • Selling and managing scope changes • Maximizing opportunities to add value for both customer and Marek 	<ul style="list-style-type: none"> • Develops and gains agreement from customer on a schedule of values which ensures project is funded appropriately and pre-empts risky cost questions at the end of the job • Partners with GC and PA on timely and effective billing and collections to ensure strong cash flow • Works side-by-side with Marek field leadership to manage ongoing labor and material costs and beat the budget • Is regularly present on the job to support Marek field team and effectively navigate safety, cost and quality-impact issues with the GC • Senses and seizes opportunities to serve customer outside of the original scope where it makes sense • Secures customer agreement around fair and profitable pricing for new scope
Managing project delivery	<p>Collaborates with and drives Marek project team to execute a precision project in alignment with Marek's goals (safe, profitable, great place to work, quality/impress customer).</p> <ul style="list-style-type: none"> • Partnering with field leadership/ jobsite presence and accessibility • Managing project performance • Managing customer relationship • Managing job closeout 	<ul style="list-style-type: none"> • Serves as a resource to the field • Builds a strong, trusting partnership with the Marek Foreman and other internal team members • Is active on the jobsite, contributing through regular jobwalks and participation in project meetings to support the Foreman • Effectively manages cost, schedule, sequence and resources (labor, materials, third parties) to ensure precision project delivery • Utilizes all available tools, reports (i.e. weekly costs, percents) and human intelligence gained through jobwalks or customer interactions to consult weekly with field leader on monitoring and driving performance • Builds strong, trusting relationship with relevant customer contacts (PM, Safety, Superintendent, etc.) • Confronts customer with issues affecting safety, cost, production or quality, offering solutions leading to a positive resolution • Ensures both GC and Owner are satisfied with the value Marek provided, uncovers opportunities for upcoming projects

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Estimator I

Competency	Definition	Proficiency Level - Meets
Salesmanship	Creates strong relationships with both new and existing customers; consistently sells and negotiates successful projects.	<ul style="list-style-type: none"> • Assesses market and positions Marek for success by leveraging knowledge of projects, customers, Marek, and market conditions • Influences and creates a need for Marek's products and services • Builds and maintains customer relationships • Builds rapport quickly with new contacts and begins building credibility and a network of customer contacts • Learns the industry and who the players are, including customers and competitors • Effectively communicates Marek's market position and strengths • Represents Marek positively in the market • Participates in customer meetings, may be alongside a more senior Marek representative • Exhibits enthusiasm to engage with customers and a willingness to initiate contact
Negotiation	Creates strong relationships with both new and existing customers; consistently sells and negotiates successful projects.	<ul style="list-style-type: none"> • Participates and actively observes in customer meetings, may be alongside a more senior Marek representative • Learns about various negotiation techniques
Cost Estimating	Forecasts project costs and bids pricing based on customer plans and specifications.	<ul style="list-style-type: none"> • Accurately assesses all factors of project scope which may affect cost, including probable scope which may have been left out or is unspecified • Reviews plan, drawings, specifications and may visit construction site to note geographic features, site access, logistics for material staging, etc. • Manages time and abilities to deliver an on-time bid and avoid a mad scramble at the end • Effectively transfers project knowledge acquired during estimating and bidding phases to production team, including both project manager and field leadership • Complete understanding of take-off checks and balances procedures • Learns Marek's estimating tools, technology, and approach • Develops base foundation of product knowledge, market structure and conditions, and drawings and specifications as they relate to bidding and proposals • Pursues work and provides cost estimating and pricing for bids as directed by manager • Collaborates with Marek production leaders regarding constructability questions • Communicates with GCs to obtain and evaluate any additional job specific information, including walking prospective jobs w/ customers • Works closely with potential suppliers, manufacturers, and subcontractors on quotes • Follows through on post bid activities • Attends all pre-bid and post bid meetings for the project • Effectively utilizes Marek's estimating tools, technology, and approach, and seeks to improve accuracy, consistency, and speed of take-offs • Understands constructability and communicates with Marek production leaders in developing solutions



Estimator II

Competency	Definition	Proficiency Level - Meets
Salesmanship	Creates strong relationships with both new and existing customers; consistently sells and negotiates successful projects.	<ul style="list-style-type: none"> • Exceeds Est I competencies • Identifies and pursues target customers and projects in alignment with Marek goals • Creates and maintains close, trusting relationships with customers and potential customers (both new and existing) • Senses and seizes business opportunities which create win-win outcomes for Marek and customer • Develops insights into customers' business plans with their clients • Builds and maintains a strong, credible, and visible reputation in the market • Is recognized by customers for responsiveness, follow-through, and ability to listen and address concerns • Promotes extra value, innovation, and up-sale within customers' limits • Consistently secures profitable and/or strategic customers and projects • Delivers a complete, well-informed customer presentation • Actively participates in industry or related organizations • Influences recommendations, project scope, decision criteria, schedule, etc. on the front end to best position Marek and customer for win-win outcomes
Negotiation	Creates strong relationships with both new and existing customers; consistently sells and negotiates successful projects.	<ul style="list-style-type: none"> • Influences recommendations, project scope, decision criteria, schedule, etc. on the front end to best position Marek and customer for win-win outcomes • Effectively balances potential risks and rewards when negotiating • Conducts effective and creative post bid follow-up with decision-makers, including face to face, to close the deal
Cost Estimating	Forecasts project costs and bids pricing based on customer plans and specifications.	<ul style="list-style-type: none"> • Exceeds Est I competencies • Effectively assesses and prioritizes opportunities to bid • Breaks down all expenses (including labor, materials, equipment, and other resources) and plans the project budget • Predicts the effects of key variables on productivity and the bottom line • Effectively costs and prices both standard and non-standard construction details • Utilizes skill with estimating technology (OST QuickBid) to streamline estimating and downstream project management processes • Cultivates intel on the market and project, including the competitor landscape, and utilizes to effectively price and compete for business • Collects bid tabs and adjusts to market changes • Understands how Marek costs compare to competitors' cost positions in the market • Effectively bundles Marek's products and services for a market advantage



Estimator III

Competency	Definition	Proficiency Level - Meets
Salesmanship	Creates strong relationships with both new and existing customers; consistently sells and negotiates successful projects.	<ul style="list-style-type: none"> • Exceeds Est II competencies • Senses and seizes business opportunities which create win-win outcomes for Marek and customer • Builds strong relationships with both NEW and existing customers • Influences recommendations, project scope, decision criteria, schedule, etc. on the front end to best position Marek and customer for win-win outcomes • Is recognized by customers for being an expert in the market, as well as for responsiveness, follow-through, and ability to listen and address concerns • Mentors direct reports and other Estimators with proper processes and procedures
Negotiation	Creates strong relationships with both new and existing customers; consistently sells and negotiates successful projects.	<ul style="list-style-type: none"> • Exceeds Est II competencies • Utilizes creative techniques to negotiate for win-win outcomes, packaging multiple trades, Marek's strengths and differences) • Owns customer relationships on both an individual customer and organizational customer basis (i.e. individual representatives as well as client company as a whole) • Mentors direct reports and other Estimators with proper processes and procedures
Cost Estimating	Forecasts project costs and bids pricing based on customer plans and specifications.	<ul style="list-style-type: none"> • Exceed Est II competencies • Predicts the effects of key variables on productivity and the bottom line • Understands the business, our industry and trade, and how to maximize Marek's competitive advantage during the estimating and bidding process • Shows others how to improve accuracy, consistency, and speed of their take-offs • Trains and mentors new estimators/direct reports; reviews estimates from trainees to ensure accurate and concise quotes are submitted • Considers an estimate's downstream impacts to project management and production • Effectively assesses and prioritizes opportunities both current and future opportunities to bid; knows and factors in projects on the horizon and knows which ones to bid • Accurately assesses all factors of project scope which may affect cost, including



Project Manager I

Competency	Definition	Proficiency Level - Meets
Production Planning (Pre-job planning and coordination)	Partners with Marek field leadership and customer to plan, sequence and budget work to achieve shared goals.	<ul style="list-style-type: none"> Engages in regularly schedule production look-ahead meetings for trades with high volume, fast turnaround jobs Partners with field leaders and customer to assist in planning pre-job, including identifying and resolving potential scope, schedule, sequence, contract, budget, safety, material staging or manpower issues, and developing appropriate internal cost code structure Submits RFIs, prices work order, or change orders Creates submittal packages
Production Planning (Job Setup and Budgeting)	Partners with Marek field leadership and customer to plan, sequence and budget work to achieve shared goals.	<ul style="list-style-type: none"> Learns Marek's project management and financial tools, technology, and approach as it relates to job setup and budgeting Proactively asks questions when he or she does not understand construction documents Develops a fair and achievable budget for labor, material, and equipment Provides the budget in a timely manner, before the job starts Partners closely with Field Supervisor on a streamlined job takeoff and meaningful cost code structure (balancing ease of use with meaningful data/feedback loop to help manage costs and better estimate future work) Follows through to ensure job is set up accurately in the system, so field leaders have what is needed to effectively manage the job and all reporting tools are available and meaningful
Production Planning (Scheduling and sequencing)	Partners with Marek field leadership and customer to plan, sequence and budget work to achieve shared goals.	<ul style="list-style-type: none"> Articulates critical path items, both for Marek and the project as a whole Understands stacking of trades and how the flow and duration of other trades impacts Marek Assesses customers proposed schedule and identifies the impact of poor sequence (labor cost, safety issues and QAQC) Effectively proposes solutions to pre-empt scheduling issues Navigates with and influences the customer around a sequence/ flow that favors a productive environment Partners with Marek field leaders to appropriately resource load the schedule Engages in regularly scheduled production look-ahead meetings
Production Planning (Materials, equipment, and subcontractor setup)	Partners with Marek field leadership and customer to plan, sequence and budget work to achieve shared goals.	<ul style="list-style-type: none"> Partners with Field Supervisors on a usable material list Strategizes with Field Supervisors on how to streamline material ordering and manage material costs Partners with Marek field leaders and customer to improve or maximize productivity on the job through strategic material staging and logistics Accurately and thoroughly solicit competitive proposals and buyout of materials, vendors, and subcontractors
Maximize Project Profitability (Managing project cash flow)	Maximizes profitability throughout the life cycle of the job without sacrificing quality.	<ul style="list-style-type: none"> Develops and gains agreement from customer on a schedule of values which ensures project is funded appropriately and pre-empts risky cost questions at the end of the job Partners with GC and PA on timely and effective billing and collections to ensure strong cash flow Effectively prices, collects, and bills changes on a project

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Project Manager I

Competency	Definition	Proficiency Level - Meets
Maximize Project Profitability (Managing cost)	Maximizes profitability throughout the life cycle of the job without sacrificing quality.	<ul style="list-style-type: none"> • Works side-by-side with Marek field leadership to manage ongoing labor and material costs and beat the budget • Proactively identifies opportunities in scheduling and sequencing to drive down costs while delivering quality work • Effectively leverages reporting, production control tools and relationships with both Marek field leadership and GC to reduce costs and/or increase value • Partners with field leaders to manage quality and minimize costly re-work • Is regularly present on the job to support Marek field team and effectively navigate safety, cost, and quality-impact issues with the GC
Maximize Project Profitability (Selling and managing changes, maximizing opportunities)	Maximizes profitability throughout the life cycle of the job without sacrificing quality.	<ul style="list-style-type: none"> • Manages project scope and deliverables • Estimates and provides pricing for work orders and change orders • Develops base foundation of product knowledge, market structure and conditions, and drawings and specifications as they relate to estimating and pricing changes, etc. • Secures customer agreement around fair and profitable pricing for new scope • Communicates effectively with the field around pending and approved changes • Bills and collects for pricing changes in a timely manner
Managing project delivery (Partnering with field leadership/ jobsite presence and accessibility)	Collaborates with and drives Marek project team to execute a precision project in alignment with Marek's goals (safe, profitable, great place to work, quality/impress customer).	<ul style="list-style-type: none"> • Serves as a resource to the field • Is available and responsive to field needs (answers calls, returns calls or emails quickly, acts based on feedback) • Proactively communicates changes and updates impacting field production • Builds a strong, trusting partnership with the Marek Field Supervisor • Is active on the jobsite, contributing through regular jobwalks and participation in project meetings to support the Field Supervisor • Follows-through after walks by navigating issues or potential issues affecting safety, productivity, and quality with the customer
Managing project delivery (Managing project performance)	Collaborates with and drives Marek project team to execute a precision project in alignment with Marek's goals (safe, profitable, great place to work, quality/impress customer).	<ul style="list-style-type: none"> • Effectively manages cost, schedule, sequence, and resources (labor, materials, third parties) to ensure precision project delivery • Holds him or herself and project team accountable to the budget by updating it for changes and scope gaps • Utilizes all available tools, reports (i.e. weekly costs, percents) and human intelligence gained through jobwalks or customer interactions to consult weekly with field leader on monitoring and driving performance • Holds project team and customer accountable to the schedule, successfully negotiates with customer a safe and productive work environment before it impacts schedule or production • Enacts solutions with project team and customer to deliver win-win outcomes on time and under budget • Captures, organizes, and maintains project documentation to mediate potential risk of back charges

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Project Manager I

Competency	Definition	Proficiency Level - Meets
Managing project delivery (Managing customer relationship)	Collaborates with and drives Marek project team to execute a precision project in alignment with Marek's goals (safe, profitable, great place to work, quality/impress customer).	<ul style="list-style-type: none"> • Builds strong, trusting relationship with relevant customer contacts (PM, Safety, Superintendent, etc.) • Exhibits enthusiasm to engage with customers and a willingness to initiate contact • Bring others together to bridge any gaps within the internal or external project team to pre-empt or resolve an issue adversely impacting the project • Encourages strong relationship between Marek Field Supervisor and GC Superintendent • Establishes working relationships with other trades' PMs • Confronts customer with issues affecting safety, cost, production, or quality, offering solutions leading to a positive resolution • Effectively documents customer agreements through the RFI and/or change order process • Participates in customer meetings, may be alongside a more senior Marek representative
Maximize Project Profitability (Managing job closeout)	Collaborates with and drives Marek project team to execute a precision project in alignment with Marek's goals (safe, profitable, great place to work, quality/impress customer).	<ul style="list-style-type: none"> • Partners closely with field leaders to ensure strong close on job and pre-empt any profit fade at the end • Effectively closes deal with customer to fully bill (including retainage) and collect • Captures lessons learned with internal team as well as GC and Owner (post-job review) • Generates all closing documentation and closing actions, such as closing out pending logs, custom insurance requirements • Wraps up any outstanding bills owed to vendors, subs, etc.



Project Manager II

Competency	Definition	Proficiency Level - Meets
Production Planning (Pre-job planning and coordination)	Partners with Marek field leadership and customer to plan, sequence and budget work to achieve shared goals.	<ul style="list-style-type: none"> • Exceeds PM I competencies • Proactively resolves potential issues with customer to ensure the job is set up for success, and the work environment will be safe and productive • Maximizes use of RFIs by strategically wording questions to create clarity and position Marek for success
Production Planning (Job Setup and Budgeting)	Partners with Marek field leadership and customer to plan, sequence and budget work to achieve shared goals.	<ul style="list-style-type: none"> • Exceeds PM I competencies
Production Planning (Scheduling and sequencing)	Partners with Marek field leadership and customer to plan, sequence and budget work to achieve shared goals.	<ul style="list-style-type: none"> • Exceeds PM I competencies • Assesses customer's proposed schedule, identifies the impact of poor sequence, and effectively proposes solutions to pre-empt scheduling issues; navigates early to influence customer around a flow favoring a productive environment
Production Planning (Materials, equipment, and subcontractor setup)	Partners with Marek field leadership and customer to plan, sequence and budget work to achieve shared goals.	<ul style="list-style-type: none"> • Exceeds PM I competencies
Maximize Project Profitability (Managing project cash flow)	Maximizes profitability throughout the life cycle of the job without sacrificing quality.	<ul style="list-style-type: none"> • Exceeds PM I competencies • Understands lien rights
Maximize Project Profitability (Managing cost)	Maximizes profitability throughout the life cycle of the job without sacrificing quality.	<ul style="list-style-type: none"> • Exceeds PM I competencies • Holds him or herself and project team accountable to the budget by updating it for changes and scope gaps • Confronts customer with issues affecting safety, cost, production, or quality, offering solutions leading to a positive resolution
Maximize Project Profitability (Selling and managing changes, maximizing opportunities)	Maximizes profitability throughout the life cycle of the job without sacrificing quality.	<ul style="list-style-type: none"> • Exceeds PM I competencies • Senses and seizes opportunities to serve customer outside of the original scope where it makes sense. • Effectively assesses needs for change orders, estimates and prices change orders successfully

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Project Manager II

Competency	Definition	Proficiency Level - Meets
Managing project delivery (Partnering with field leadership/ jobsite presence and accessibility)	Collaborates with and drives Marek project team to execute a precision project in alignment with Marek's goals (safe, profitable, great place to work, quality/impress customer).	<ul style="list-style-type: none"> • Exceeds PM I competencies
Managing project delivery (Managing project performance)	Collaborates with and drives Marek project team to execute a precision project in alignment with Marek's goals (safe, profitable, great place to work, quality/impress customer).	<ul style="list-style-type: none"> • Exceeds PM I competencies • Influences schedule and sequence, RFI responses, change orders, billing, and collections throughout the lifecycle of the project to best position Marek and customer for win-win outcomes
Managing project delivery (Managing customer relationship)	Collaborates with and drives Marek project team to execute a precision project in alignment with Marek's goals (safe, profitable, great place to work, quality/impress customer).	<ul style="list-style-type: none"> • Exceeds PM I competencies • Senses and seizes opportunities to engage customers in future work • Actively participates in industry or related organizations • Is recognized by customers for responsiveness, follow-through, and ability to listen and address concerns
Maximize Project Profitability (Managing job closeout)	Collaborates with and drives Marek project team to execute a precision project in alignment with Marek's goals (safe, profitable, great place to work, quality/impress customer).	<ul style="list-style-type: none"> • Exceeds PM I competencies • Ensures both GC and Owner are satisfied with the value Marek provided, uncovers opportunities for upcoming projects



Project Manager III

Competency	Definition	Proficiency Level - Meets
Production Planning (Pre-job planning and coordination)	Partners with Marek field leadership and customer to plan, sequence and budget work to achieve shared goals.	<ul style="list-style-type: none"> • Exceeds PM II competencies • Provides Marek field leaders with dedicated lead time to prepare for jobs (two weeks on larger jobs), including prints, budget, job set up, pre-job walk, etc. • • Engages with field leader team in strategic pre-con meeting to plan work, identify and resolve potential scope, schedule, sequence, material staging or manpower issues, and develop appropriate cost code structure • • Ensures everyone on team understands their role and is properly equipped and trained • • Mentors direct reports and other Project Managers with proper processes and procedures
Production Planning (Job Setup and Budgeting)	Partners with Marek field leadership and customer to plan, sequence and budget work to achieve shared goals.	<ul style="list-style-type: none"> • Exceeds PM I competencies • Mentors direct reports and other Project Managers with proper processes and procedures
Production Planning (Scheduling and sequencing)	Partners with Marek field leadership and customer to plan, sequence and budget work to achieve shared goals.	<ul style="list-style-type: none"> • Exceeds PM II competencies • Mentors direct reports and other Project Managers with proper processes and procedures
Production Planning (Materials, equipment, and subcontractor setup)	Partners with Marek field leadership and customer to plan, sequence and budget work to achieve shared goals.	<ul style="list-style-type: none"> • Exceeds PM I competencies • Mentors direct reports and other Project Managers with proper processes and procedures
Maximize Project Profitability (Managing project cash flow)	Maximizes profitability throughout the life cycle of the job without sacrificing quality.	<ul style="list-style-type: none"> • Exceeds PM II competencies • Track lien rights per contract and be able to communicate issues • Bills and collects for pricing changes in a timely manner; demonstrating knowledge of the impact of billing and collections as they relate to cost of capital and interest • Mentors direct reports and other Project Managers with proper processes and procedures
Maximize Project Profitability (Managing cost)	Maximizes profitability throughout the life cycle of the job without sacrificing quality.	<ul style="list-style-type: none"> • Exceeds PM II competencies • Mentors direct reports and other Project Managers with proper processes and procedures
Maximize Project Profitability (Selling and managing changes, maximizing opportunities)	Maximizes profitability throughout the life cycle of the job without sacrificing quality.	<ul style="list-style-type: none"> • Exceeds PM II competencies • Mentors direct reports and other Project Managers with proper processes and procedures

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Project Manager III

Competency	Definition	Proficiency Level - Meets
Managing project delivery (Partnering with field leadership/ jobsite presence and accessibility)	Collaborates with and drives Marek project team to execute a precision project in alignment with Marek's goals (safe, profitable, great place to work, quality/impress customer).	<ul style="list-style-type: none"> • Exceeds PM I competencies • Mentors direct reports and other Project Managers with proper processes and procedures
Managing project delivery (Managing project performance)	Collaborates with and drives Marek project team to execute a precision project in alignment with Marek's goals (safe, profitable, great place to work, quality/impress customer).	<ul style="list-style-type: none"> • Exceeds PM II competencies • Mentors direct reports and other Project Managers with proper processes and procedures
Managing project delivery (Managing customer relationship)	Collaborates with and drives Marek project team to execute a precision project in alignment with Marek's goals (safe, profitable, great place to work, quality/impress customer).	<ul style="list-style-type: none"> • Exceeds PM II competencies • Mentors direct reports and other Project Managers with proper processes and procedures
Maximize Project Profitability (Managing job closeout)	Collaborates with and drives Marek project team to execute a precision project in alignment with Marek's goals (safe, profitable, great place to work, quality/impress customer).	<ul style="list-style-type: none"> • Exceeds PM II competencies • Mentors direct reports and other Project Managers with proper processes and procedures



Estimator-Project Manager I

Competency	Definition	Proficiency Level
Salesmanship	Creates strong relationships with both new and existing customers; consistently sells and negotiates successful projects.	Meets Estimator I proficiency Show proficiencies
Negotiation	Creates strong relationships with both new and existing customers; consistently sells and negotiates successful projects.	Meets Estimator I proficiency Show proficiencies
Cost Estimating	Forecasts project costs and bids pricing based on customer plans and specifications.	Meets Estimator I proficiency Show proficiencies
Production Planning (Pre-job planning and coordination)	Partners with Marek field leadership and customer to plan, sequence and budget work to achieve shared goals.	Meets Project Manager I proficiency Show proficiencies
Production Planning (Job Setup and Budgeting)	Partners with Marek field leadership and customer to plan, sequence and budget work to achieve shared goals.	Meets Project Manager I proficiency Show proficiencies
Production Planning (Scheduling and sequencing)	Partners with Marek field leadership and customer to plan, sequence and budget work to achieve shared goals.	Meets Project Manager I proficiency Show proficiencies
Production Planning (Materials, equipment, and subcontractor setup)	Partners with Marek field leadership and customer to plan, sequence and budget work to achieve shared goals.	Meets Project Manager I proficiency Show proficiencies
Maximize Project Profitability (Managing project cash flow)	Maximizes profitability throughout the life cycle of the job without sacrificing quality.	Meets Project Manager I proficiency Show proficiencies

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Estimator-Project Manager I

Competency	Definition	Proficiency Level
Maximize Project Profitability (Managing cost)	Maximizes profitability throughout the life cycle of the job without sacrificing quality.	Meets Project Manager I proficiency Show proficiencies
Maximize Project Profitability (Selling and managing changes, maximizing opportunities)	Maximizes profitability throughout the life cycle of the job without sacrificing quality.	Meets Project Manager I proficiency Show proficiencies
Managing project delivery (Partnering with field leadership/ jobsite presence and accessibility)	Collaborates with and drives Marek project team to execute a precision project in alignment with Marek's goals (safe, profitable, great place to work, quality/impress customer).	Meets Project Manager I proficiency Show proficiencies
Managing project delivery (Managing project performance)	Collaborates with and drives Marek project team to execute a precision project in alignment with Marek's goals (safe, profitable, great place to work, quality/impress customer).	Meets Project Manager I proficiency Show proficiencies
Managing project delivery (Managing customer relationship)	Collaborates with and drives Marek project team to execute a precision project in alignment with Marek's goals (safe, profitable, great place to work, quality/impress customer).	Meets Project Manager I proficiency Show proficiencies
Maximize Project Profitability (Managing job closeout)	Collaborates with and drives Marek project team to execute a precision project in alignment with Marek's goals (safe, profitable, great place to work, quality/impress customer).	Meets Project Manager I proficiency Show proficiencies



Estimator-Project Manager II

Competency	Definition	Proficiency Level
Salesmanship	Creates strong relationships with both new and existing customers; consistently sells and negotiates successful projects.	Exceeds Estimator I proficiency & meets Estimator II Show proficiencies
Negotiation	Creates strong relationships with both new and existing customers; consistently sells and negotiates successful projects.	Exceeds Estimator I proficiency & meets Estimator II Show proficiencies
Cost Estimating	Forecasts project costs and bids pricing based on customer plans and specifications.	Exceeds Estimator I proficiency & meets Estimator II Show proficiencies
Production Planning (Pre-job planning and coordination)	Partners with Marek field leadership and customer to plan, sequence and budget work to achieve shared goals.	Exceeds Project Manager I proficiency & meets Project Manager II Show proficiencies
Production Planning (Job Setup and Budgeting)	Partners with Marek field leadership and customer to plan, sequence and budget work to achieve shared goals.	Exceeds Project Manager I proficiency & meets Project Manager II Show proficiencies
Production Planning (Scheduling and sequencing)	Partners with Marek field leadership and customer to plan, sequence and budget work to achieve shared goals.	Exceeds Project Manager I proficiency & meets Project Manager II Show proficiencies
Production Planning (Materials, equipment, and subcontractor setup)	Partners with Marek field leadership and customer to plan, sequence and budget work to achieve shared goals.	Exceeds Project Manager I proficiency & meets Project Manager II Show proficiencies
Maximize Project Profitability (Managing project cash flow)	Maximizes profitability throughout the life cycle of the job without sacrificing quality.	Exceeds Project Manager I proficiency & meets Project Manager II Show proficiencies

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Estimator-Project Manager II

Competency	Definition	Proficiency Level
Maximize Project Profitability (Managing cost)	Maximizes profitability throughout the life cycle of the job without sacrificing quality.	Exceeds Project Manager I proficiency & meets Project Manager II Show proficiencies
Maximize Project Profitability (Selling and managing changes, maximizing opportunities)	Maximizes profitability throughout the life cycle of the job without sacrificing quality.	Exceeds Project Manager I proficiency & meets Project Manager II Show proficiencies
Managing project delivery (Partnering with field leadership/ jobsite presence and accessibility)	Collaborates with and drives Marek project team to execute a precision project in alignment with Marek's goals (safe, profitable, great place to work, quality/impress customer).	Exceeds Project Manager I proficiency & meets Project Manager II Show proficiencies
Managing project delivery (Managing project performance)	Collaborates with and drives Marek project team to execute a precision project in alignment with Marek's goals (safe, profitable, great place to work, quality/impress customer).	Exceeds Project Manager I proficiency & meets Project Manager II Show proficiencies
Managing project delivery (Managing customer relationship)	Collaborates with and drives Marek project team to execute a precision project in alignment with Marek's goals (safe, profitable, great place to work, quality/impress customer).	Exceeds Project Manager I proficiency & meets Project Manager II Show proficiencies
Maximize Project Profitability (Managing job closeout)	Collaborates with and drives Marek project team to execute a precision project in alignment with Marek's goals (safe, profitable, great place to work, quality/impress customer).	Exceeds Project Manager I proficiency & meets Project Manager II Show proficiencies



Estimator-Project Manager III

Competency	Definition	Proficiency Level
Salesmanship	Creates strong relationships with both new and existing customers; consistently sells and negotiates successful projects.	Exceeds Estimator II proficiency & meets Estimator III Show proficiencies
Negotiation	Creates strong relationships with both new and existing customers; consistently sells and negotiates successful projects.	Exceeds Estimator II proficiency & meets Estimator III Show proficiencies
Cost Estimating	Forecasts project costs and bids pricing based on customer plans and specifications.	Exceeds Estimator II proficiency & meets Estimator III Show proficiencies
Production Planning (Pre-job planning and coordination)	Partners with Marek field leadership and customer to plan, sequence and budget work to achieve shared goals.	Exceeds Project Manager II proficiency & meets Project Manager III Show proficiencies
Production Planning (Job Setup and Budgeting)	Partners with Marek field leadership and customer to plan, sequence and budget work to achieve shared goals.	Exceeds Project Manager II proficiency & meets Project Manager III Show proficiencies
Production Planning (Scheduling and sequencing)	Partners with Marek field leadership and customer to plan, sequence and budget work to achieve shared goals.	Exceeds Project Manager II proficiency & meets Project Manager III Show proficiencies
Production Planning (Materials, equipment, and subcontractor setup)	Partners with Marek field leadership and customer to plan, sequence and budget work to achieve shared goals.	Exceeds Project Manager II proficiency & meets Project Manager III Show proficiencies
Maximize Project Profitability (Managing project cash flow)	Maximizes profitability throughout the life cycle of the job without sacrificing quality.	Exceeds Project Manager II proficiency & meets Project Manager III Show proficiencies

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Estimator-Project Manager III

Competency	Definition	Proficiency Level
Maximize Project Profitability (Managing cost)	Maximizes profitability throughout the life cycle of the job without sacrificing quality.	Exceeds Project Manager II proficiency & meets Project Manager III Show proficiencies
Maximize Project Profitability (Selling and managing changes, maximizing opportunities)	Maximizes profitability throughout the life cycle of the job without sacrificing quality.	Exceeds Project Manager II proficiency & meets Project Manager III Show proficiencies
Managing project delivery (Partnering with field leadership/ jobsite presence and accessibility)	Collaborates with and drives Marek project team to execute a precision project in alignment with Marek's goals (safe, profitable, great place to work, quality/impress customer).	Exceeds Project Manager II proficiency & meets Project Manager III Show proficiencies
Managing project delivery (Managing project performance)	Collaborates with and drives Marek project team to execute a precision project in alignment with Marek's goals (safe, profitable, great place to work, quality/impress customer).	Exceeds Project Manager II proficiency & meets Project Manager III Show proficiencies
Managing project delivery (Managing customer relationship)	Collaborates with and drives Marek project team to execute a precision project in alignment with Marek's goals (safe, profitable, great place to work, quality/impress customer).	Exceeds Project Manager II proficiency & meets Project Manager III Show proficiencies
Maximize Project Profitability (Managing job closeout)	Collaborates with and drives Marek project team to execute a precision project in alignment with Marek's goals (safe, profitable, great place to work, quality/impress customer).	Exceeds Project Manager II proficiency & meets Project Manager III Show proficiencies

