

Non-Negotiable Standards



Safety

- Safety FIRST, safe production
- Clear Safety Communication
- No compromising (create safe culture)
- Enforcement (continually monitor/control conditions)
- Moral obligation
- Subcontractor Prequalification
- History (OSHA and Insurance)
- Qualified personnel/competent person
- Training program (accident prevention)
- Safety meetings
- Signage/visible communication
- Avoid complacency
- Train your fellow workers

Team Member Conduct

- Positive, professional attitude and behavior
- Professional appearance representing Stellar
- Integrity & honesty is valued
- Being organized is important
- Punctuality - be on time
- Teamwork is essential
- Be Respectful of others - no gossip, be aware of other peoples time
- Accountability - know your side, state your case

Communications / Starts with respect

- Return phone calls promptly
- Listen - with intent to learn - not reply
- Give your full focus / make time / avoid distractions
- Honesty - (good news or bad)
- Professionalism - "treat others as you want to be treated"
- Personal exchange - builds relationships

Risk Management

- No sub on-site without an executed subcontract, proper insurance and proper bonds in place
- "Choose well" - pre-qualify opportunities, owners, subcontractors, and employees
- Know your limitations and draw on the experiences of the team
- Plan your work and work your plan

Project Leadership

- Set project expectations, understand project
- Flexible management style
- Develop site logistics plan
- Follow mutually agreed upon schedule
- Motivate/train/empower staff
- Include owner/vendor/sub/city/consultants/project team/public
- Know your team
- Supervise frequently
- Ensure execution
- Regular staff meetings

Employee Relations

- Respect / honesty / open communications
- Team building
- Empower employees
- Train and mentor extensively
- Expectations - set and communicate performance expectations
- Reward performance & proper behavior

Client Relations

- Build relationships on all levels
- Execute commitments, do what you say
- Understand your client's needs
- Clear, accurate & timely communication.
- Owner, subcontractors and design group are part of the team

Subcontractor Relations

- Mutual respect, success is measured cohesively
- Scopes - take the time - make them comprehensive & complete
- Build relationships
- Cash flow (Pay on time)
- Be aware of subcontractors' workloads

Cost Control

- Know your budgets and understand your contracts
- Timely & accurate cost projections (no surprises)
- Prepare Monthly Project Analysis (MPA)
- Manage change orders timely
- Track field labor costs (self performed work)

Purchasing/Estimating

- Do not hard buy sub prices
- Operational input of all budgets/GMP's/GC's/ including kick-off meeting
- Prequalifying subs - Know owner of company/PM/Superintendent Plan flips and detailed written scopes with major sub trades