

## Safety

- Safety FIRST
- Safe production - work safely
- No compromising (create safe culture)
- Enforcement  
(continually monitor/control conditions)
- Moral obligation
- Subcontractor Prequalification
- History (OSHA and Insurance)
- Qualified personnel/competent person
- Contractors with like minded business values
- Teamwork
- Accountability by all employees and subs
- Clear Safety Communication
- Training program (accident prevention)
- Safety meetings
- Signage/visible communication
- Avoid complacency

## Team Member Conduct

- Personal behavior
- Professional appearance (you represent Moss)
- Integrity & honesty
- Positive attitude - be constructive & confident
- Be organized
- Punctuality - be on time, work when the team works
- Internal/external behavior
- Cooperation - collaboration, teamwork, get involved
- Respectfulness - no gossip, time management, dignity
- Accountability - take a stand, make a decision, stand by the decision

## Communications / Starts with respect

- Return phone calls - (within 24 hours)
- 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

## 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)

## Project Leadership

- Set project expectations
- Understand project details
- Develop site logistics plan
- Follow mutually agreed upon schedule
- Partnership
- Include owner/vendor/sub/city/consultants/project team/public
- Know your team
- Develop culture
- Ensure execution
- Regular staff meetings (cohesion)
- Walk field regularly
- Motivate/train/empower staff
- Flexible management style

## 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

## Client Relations

- Build relationships on all levels
- Execute commitments, do what you say
- Understand your client's needs
- Clear, accurate & timely communication. No surprises
- Owner, subcontractors and design group are part of the team

## Employee Relations

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

## Subcontractor Relations

- Mutual respect - if they fail, we fail - they make us successful
- Scopes - take the time - make them comprehensive & complete
- Build relationships throughout their organization
- Cash flow (Pay on time)
- Be aware of subcontractors' workloads - do not overload them

## Quality - The "3E's"

- Establishing expectations through excellent communications (i.e. mock-ups )
- Executing to the highest established standards
- Essential to our continued success