

**LEADERSHIP  
DEVELOPMENT  
PROGRAM**



[www.copconstruction.com](http://www.copconstruction.com)

# INTRODUCTION TO THE PROGRAM

COP Construction has been employing some of the best talent in the construction industry for over 70 years. As the industry changes and moves forward, so do we. COP does this by continuously educating, training and diversifying our people, so we always have the best talent in the pipeline and an edge on our competition. COP Construction believes that the strongest leaders are right in front of us. Therefore, we have developed The Leadership Development Program that will help deliver the successful future of the Company for many years to come. This Program is designed for individuals that have a desire to become a Leader in the Construction Industry and advance their careers with COP Construction. The Program will give future LEADers the opportunity to develop the necessary technical, managerial and leadership skills that are needed for a successful construction career. Members in the program are called "LEADers", and will exemplify the following attributes...



**L**EADERSHIP  
**E**XCEED EXPECTATIONS  
**A**CHIEVE GOALS  
**D**EDICATION TO THE COMPANY



# DEVELOPMENT PROGRAM FLOWCHART



# QUALIFICATIONS TO PARTICIPATE IN THE PROGRAM

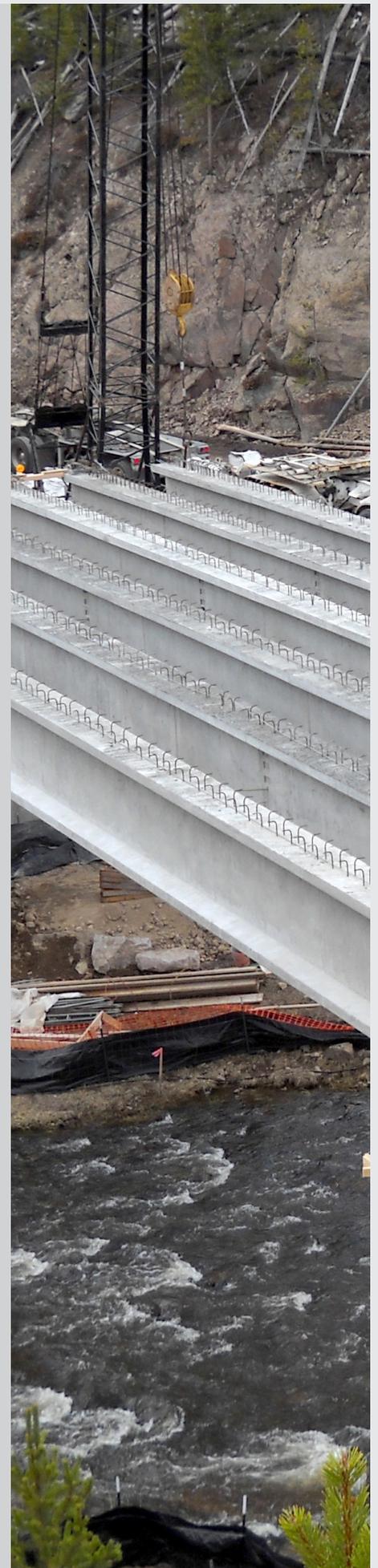
The person must have a strong desire for a future career in construction management and/or field supervision. It requires a dedicated and motivated person to be successful in the demanding world of the construction profession. The program requires the members to have a strong commitment to training, to learn from a variety of assignments, leadership development and ongoing education. Members of our Program, LEADers, must continually demonstrate a strong desire for construction knowledge and aggressive learning experiences needed for career progression. Advancement is not time based and depends directly on their demonstrated initiative and performance.



# EXPECTATIONS OF THE PROGRAM

The expectations are clear throughout the leadership development program and during their assignment. LEADers must be willing to put forth additional effort and flexibility when assigned a certain training activity, duty, position or function. With proven performance, they'll receive progressively challenging assignments along their chosen career path. LEADers must understand and be able to perform the following:

- Understand construction, as we know it at COP. This includes how different types of projects are built, how trades perform, and equipment is used.
- Understand the business side of COP by managing costs, leading employees and working relationships with clients, engineers, vendors and subcontractors.
- Perform all assignments according COP's standards which include zero accidents (no excuses), zero defects and maximizing customer satisfaction.
- Develop and demonstrate a sincere appreciation for the world of construction and its many varied elements.

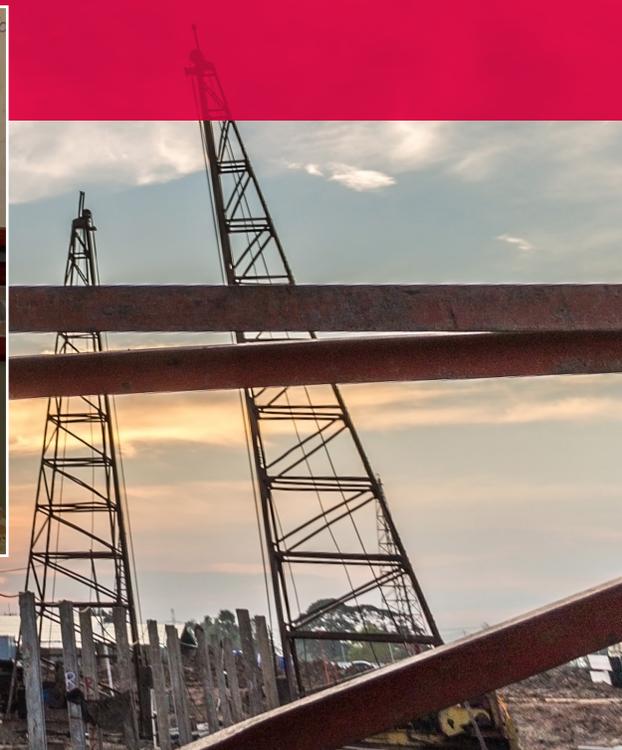


# ASSIGNMENT OF MENTOR & INITIAL COMPETENCY ASSESSMENT

The LEADer will be assigned a mentor within the organization. Typically, the mentor will be someone within management whom has worked with the LEADer for a period of time and/or has direct knowledge of the LEADer's past history and performance.

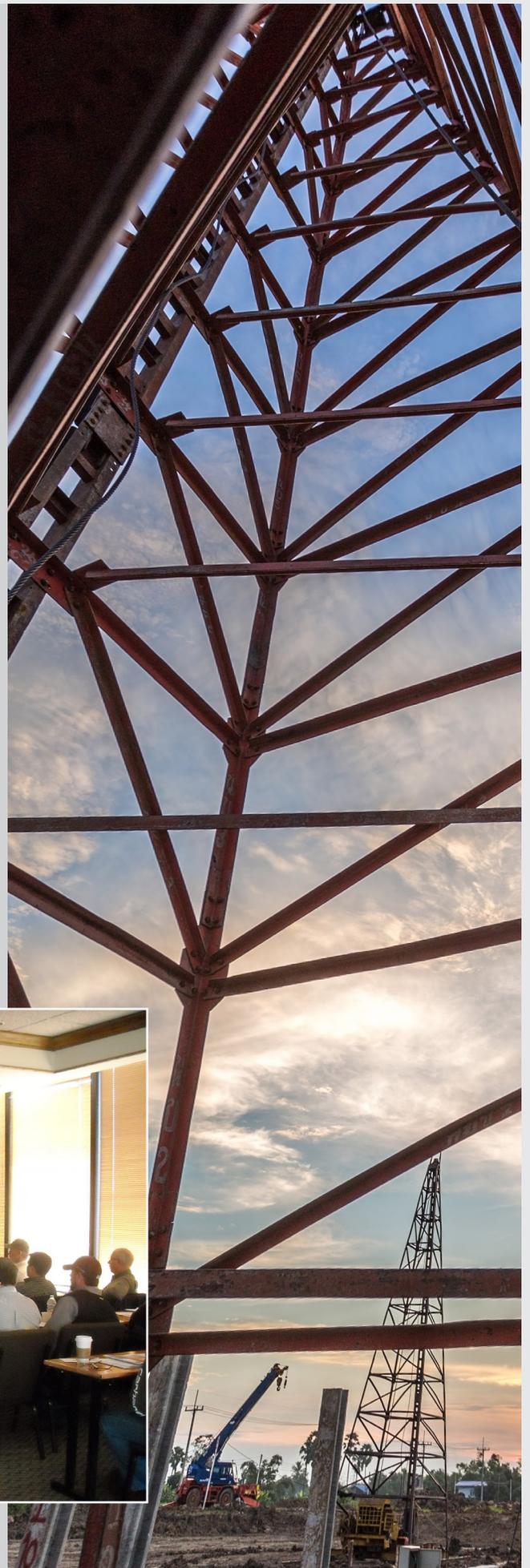
The LEADer will complete a Skills Competency assesment and grade their current skill level in certain areas of leadership, communication, technical knowledge, etc., as it applies to

their desired career goal. The mentor along with other key managers will complete the same list, grading the LEADers current skill level as it applies to the desired career goal. Once completed, a review will be scheduled to prioritize certain areas of skills enhancements and a plan will be implemented moving forward as it relates to certain leadership enhancement and technical training. The LEADer and mentor will mutually agree upon specific goals and time-frames.



# MANAGEMENT RETREATS

COP has a management retreat for selected salaried employees [i.e. Selected Board Members, Project managers, LEADers, Superintendents, Project engineers, and department heads]. The focus of this Retreat would be to showcase topics such as team building, leadership development, Company status and initiatives, etc.. This would coincide with certain training initiatives and does not necessarily involve just the LEADers in The Leadership Development Program.



# ROTATIONS OF ASSIGNMENTS

The program consists of four major rotations of assignments. For example, if the desired career goal is a “Project Manager” the LEADer would be required to complete all sets of the assignment rotations. Each rotation has specific training and performance goals tailored to the individual assignment. Further leadership development and education will also be required during a specific assignment. This could include outside or internal seminars, trainings, leadership courses, etc.

## PROJECT ASSISTANT ASSIGNMENT

During this initial assignment, the LEADer will be assisting the Project Superintendent on a specified assigned project. They will assist with a multitude of activities such as tracking quantities, coordinating and updating the construction schedule, material procurement, equipment tracking, coordinating with crews and sub-contractors, cost-tracking and safety compliance.

The assignment will require a hands-on approach to all activities associated to the project. The LEADer will get a basic overall understanding of field management and processes, in addition to developing essential leadership skills necessary to advance in a career in construction leadership. The duration of the assignment will vary with the individual and the complexity of the assignment.

## PROJECT ENGINEER ASSIGNMENT

This assignment will be determined by a Company executive in consultation with appropriate project management personnel. During this assignment, they will report directly to a Project Manager. Assignments will vary, yet all assignments will test and fine-tune a LEADer’s technical, managerial and problem solving capabilities.

The LEADer will be responsible for cost reporting, scheduling, managing equipment and resources to executing Company safety and quality initiatives, as well as establishing strong working relationships with subcontractors, engineers and owners. The duration of the assignment will vary with the individual and the complexity of the assignment.

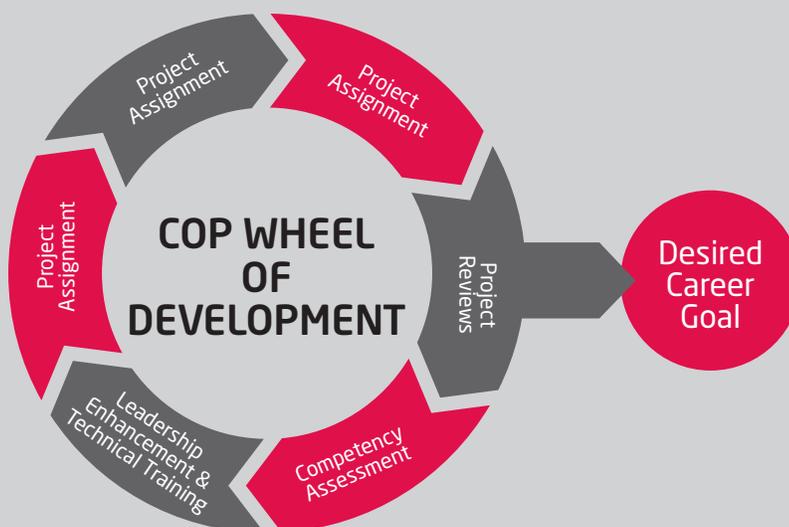
## ESTIMATING ASSIGNMENT

Whether it's an underground utility project or a treatment plant, the estimating department sees it and builds it first. It is very important that a LEADER understands the various types of projects from it's beginning to the end phases of the construction process. During this assignment, they will learn various types of estimating software as well as the unique techniques that COP uses to bid different types of projects. The LEADER will learn to perform takeoff and pricing for various types of work. During this assignment, they will work with several experienced estimators on different types of projects being bid. The duration of this assignment will vary depending on each individual's progression and performance.

## PROJECT SUPERINTENDENT

This assignment is designed to educate and test field knowledge. The goal of this assignment is to take what they've already learned and apply it to a specific project(s) from start to finish, preferably from a project that was bid and won from their estimating assignment.

LEADers will be assigned to an experienced Project Manager for a specific assignment but will have the overall field management responsibility for their project. With the collaboration from various departments, the LEADER is responsible for constructing the work, scheduling manpower, equipment, and managing production costs and budgets. Most importantly the LEADER will demonstrate the ability to effectively lead and manage personnel. This assignment will test their problem solving techniques and ability to effectively communicate and coordinate with various managers, departments, owners, engineers and sub-contractors. The duration of this assignment will vary based on their performance and progression of the assignment.



# PROGRAM COMPLETION

This means some very exciting and challenging career opportunities are available such as, Project Manager, Field Superintendent, Estimating Manager, etc. Whatever an employee chooses, COP's Leadership Development Program properly prepares it's graduates for a long and successful career with COP.



■ FOR ADDITIONAL  
INFORMATION ABOUT  
THIS PROGRAM CONTACT:

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406-656-4632

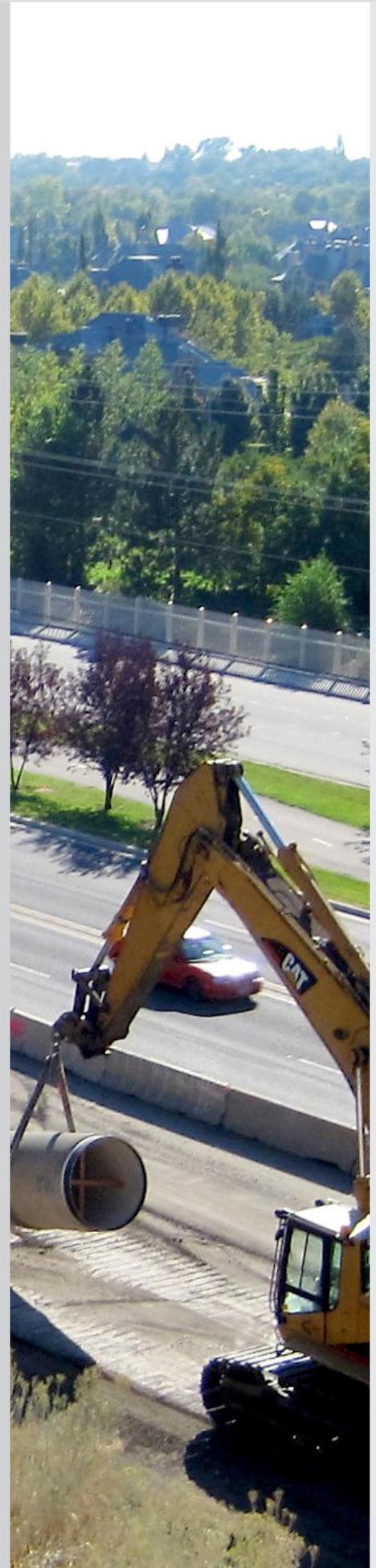
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