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Appendix A: Job Task Analysis for NRCA ProCertified™ Roofing Foremen............................. 11
NRCA ProCertification™ is a certification program for roofing workers. Its goal is to build the roofing and waterproofing industry workforce. It is targeted at people who have some roofing experience. It includes experience requirements, employer verification of skills and testing.

This handbook explains how to become an NRCA ProCertified™ Roofing Foreman. It also presents other aspects of the certification. This includes how the certification was developed and how it is governed. It reflects NRCA ProCertification’s current policies at the time the handbook was published.

The Quick Start Guide for Roofing Foreman also explains the foreman certification and focuses on the key parts of the program.

**Certification Development**

NRCA followed professional standards set by several organizations to create NRCA ProCertification. They guided its policies, administrative procedures and exams. Together, the professional standards require NRCA to:

- Conduct a job study, called a Job Task Analysis (JTA), for every certification it offers
- Set up a governance structure that is representative, fair and nondiscriminatory
- Define what is required to be eligible for the certifications
- Require applicants to pass an exam
- Require certificants to maintain their certification

The standards NRCA used to guide developing NRCA ProCertification are shown later in the handbook.

**Job Task Analysis**

Valid certifications must be based on a JTA. A JTA is a formal study that identifies the tasks that make up a job and the skills and knowledge required to perform those tasks. The JTA for the NRCA ProCertified Roofing Foreman certification came from input from the people who do this type of work. This includes contractors and experienced foremen. The foreman JTA describes the key knowledge, skills and abilities required to supervise installation work in the roofing industry. The Job Task Analysis for NRCA ProCertified Roofing Foremen is found in Appendix A.

**Nondiscrimination Policy**

NRCA does not discriminate and prohibits discrimination against its applicants, candidates and certificants based on race, color, ethnicity, religion, national origin, age, gender, sexual orientation, disability, marital status, or personal or business relationships. Membership in any voluntary association or trade organization is not required.
Overview of the Foreman Certification

NRCA has identified a roofing foreman as an individual who has been designated by a roofing company’s management to oversee a roofing crew for the delivery of a roofing or waterproofing project. NRCA ProCertified Roofing Foreman certification is issued with a system-specific qualification.

The roofing foreman must have skills and demonstrated proficiency in four areas that in essence describe the “box” or “guardrail” in which foremen work. The framework in which successful foremen complete their assignments has four pillars:

1. Safety
2. Quality assurance
3. Productivity
4. Customer service

Foremen must understand how these four pillars intersect with each other. Each pillar requires leadership and management skills as well as a specific understanding of how each job must be directed to ensure all four pillars are correctly implemented by the roofing crew.

Becoming an NRCA ProCertified Roofing Foreman requires the following:

1. Meeting the eligibility requirements and applying for the certification. The eligibility requirements are in the section named Eligibility Requirements in this manual.

2. Passing a proctored online exam offered at secure computer testing centers approved by NRCA and located throughout the U.S. There are more details about the exam in the section named Foreman Certification Exam.
   a. The exam questions are multiple-choice, and some include audio, videos and images.
   b. A candidate who fails the exam will be allowed to reschedule taking the exam two times. Each attempt will require an additional fee.
   c. After three failed attempts at the exam, an individual must reapply.

3. Renewing the certification. Renewal requirements are in the section named Renewal Requirements.

Note: Training is not required to become certified. However, NRCA offers training customized for foremen.

Eligibility Requirements

All applicants must meet the following general eligibility requirements.

- Hold an NRCA ProCertified roof system installer certification in the roof system in which the applicant wants to be qualified; OR
• Have at least two years of experience as a roofing foreman overseeing installation of the roof system in which the applicant wants to be qualified

AND

• Submit an Employer Verification form. During the application process, the applicant’s employer is required to confirm the applicant has some specific skills. A separate form must be submitted for each roof system qualification.

Availability of Roof System Qualifications for Foremen

Applications for the foreman certification with thermoplastic (TPO/PVC) and/or asphalt shingles qualifications will be accepted beginning December 2018. Also, installers can apply for thermoplastic (TPO/PVC) and asphalt shingles certifications beginning December 2018. The other certifications and foreman qualifications will be available over the next few years. NRCA will create master-level installer certifications in the near future. Contact certification@nrca.net for more information about the development schedule.

Applying for Certification

The first step to becoming certified is to submit an application and payment online.

**Online application.** The online application is found on NRCA’s website at www.nrca.net. Candidates must follow the directions carefully when filling in the required information. Incomplete applications will delay processing.

• **Employer verification of skills.** To confirm a candidate is qualified to successfully complete the certification process, a candidate must have his or her employer complete and submit the “Employer Verification” form to NRCA.
  ○ The candidate must provide their supervisor’s name and company contact information on the application form.
  ○ After the application is submitted online, NRCA will email a link to the supervisor to access and complete the Employer Verification form online.
  ○ The supervisor must indicate the candidate has demonstrated certain behaviors that are important for foremen.

• **Application approval.** A candidate will be notified if his or her application is approved within 10 days of NRCA receiving a complete application, including a completed Employer Verification form.

Verification of Information by NRCA

NRCA reserves the right to contact employers, supervisors, building owners/operators and responsible contractors to verify an applicant’s work experience.
Confidentiality

An applicant’s personal information and materials for any NRCA ProCertification credential will be kept confidential unless authorized by other NRCA policies or practices or otherwise directed in writing by the applicant. Only members of NRCA ProCertification committees, staff and designated individuals acting on behalf of NRCA’s board of directors will have access to these documents. NRCA will take all reasonable precautions to ensure an applicant’s personal information will not be released to third parties.

Foreman Certification Exam

Exam Content

The questions on the foreman certification exam are about four topics. Three topics are common for all roof systems. The fourth topic covers a specific roof system that is selected when applying. Candidates can ask to be certified in additional systems, but this will make the test longer.

1. Safety questions make up about 30 percent of the test.
   a. Ladder safety (placement and use)
   b. Personal protective equipment (PPE) (gloves, eye protection, hard hat, shoes)
   c. Fall protection (personal fall-arrest systems, guardrails, warning lines and safety monitors, railing, warning lines)
   d. Electrical (grounding and equipment in good working order)
   e. Public safety (job setup, traffic cones, barriers on sidewalk, signs)

2. Job quality questions make up about 30 percent of the test and are about the system(s) selected.
   a. Layout or placement (even, consistent side and end laps or stagger patterns)
   b. Fastening and attachment methods including nailing, screwing, adhering (placement, amount, frequency)
   c. Seaming methods (hot air, torching, adhesives, self-adhering)
   d. Flashing (position, attachment, sequence, proper installation details)

3. Productivity or efficiency questions make up about 25 percent of the test.
   a. Sequencing the work (where to start, what direction to orient the work)
   b. Assigning the work (deciding who does what work and in what order)
   c. Keeping the crew productive (during planned and unplanned interruptions)
   d. Training and coaching (increasing and improving crew capacity)
   e. Using the right equipment (making sure to have the right tools on truck and they work)

4. Customer service questions make up about 15 percent of the test.
   a. Clean area (pick up and discard debris)
   b. Restore, mind the details (put things back where they were)
   c. Introduce self, explain what/when
   d. Be honest (give correct information, take responsibility if something is damaged)
**Exam Format**

The core exam plus one system has between 40 and 70 multiple-choice questions and should take no more than one hour to complete. However, candidates will be given up to two hours to complete the test. It is estimated that an additional 30 minutes will be needed to take the test for each additional system. There are three types of questions:

1. A picture is shown and a question about the picture is asked. Three possible answers are provided. The best answer choice should be chosen.

2. A story about a roofing project is followed by a question with three possible answers. The best answer choice should be chosen.

3. A video showing system-specific installation tasks being performed is shown. Installation quality errors must be spotted.

For each type of question, the instructions, questions and answers can be shown and narrated in English or Spanish.

**Testing Accommodations**

Arrangements for people with disabilities will be provided upon request in conformance with the Americans with Disabilities Act (ADA). Professional documentation supporting a request for accommodation must be submitted to NRCA no later than four weeks before the scheduled test date. For more information about testing accommodations, contact certification@nrca.net.

**Exam Sites**

The proctored exam is given at authorized testing centers. There are about 250 Prometric Test Centers in the U.S. Tests must be scheduled in advance. To find the nearest center visit www.prometric.com.

**Failing the Exam**

Candidates who fail the exam can take it two more times. There is a cost for retaking the exam. More information about the grievance process is in the section named Grievance/Appeals Process.

**Confidentiality of Individual Exam Scores**

Individual exam scores are reported only to the candidate in a pass/fail format unless a participant agrees in writing to release his or herscore to specific parties.
Renewal Requirements

Certifications must be time limited with a specific beginning and end date. The reason is so the skills of certified people don’t become outdated over time. As a result, certification programs must require periodic renewal.

The NRCA ProCertified Roofing Foreman credential must be renewed every three years. Renewal encourages certificants to keep their knowledge and skills up to date. Renewal requirements have not been determined. They may include:

- Paying a fee
- Acting in a foreman role during the renewal period
- Completing a certain number of hours training in topics related to the NRCA ProCertified Roofing Foreman JTA

Certification Awards

Participants who pass the online exam will earn the credential. Once certified, foremen get:

- A digital badge that can be put on a website or be printed on a decal or business card. The badge lists the roof system in which the foreman is qualified.
- A laminated photo ID wallet card that contains a QR code that can be used to electronically verify the credential.

Cost of the Foreman Certification

<table>
<thead>
<tr>
<th>Who</th>
<th>What</th>
<th>NRCA Member Fee</th>
<th>Nonmember Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreman</td>
<td>Certification fee (This fee includes one attempt at the online exam and one roof system.)</td>
<td>$1,199</td>
<td>$2,399</td>
</tr>
<tr>
<td></td>
<td>Each additional roof system</td>
<td>$379</td>
<td>$759</td>
</tr>
<tr>
<td></td>
<td>Test retake fee</td>
<td>$199</td>
<td>$399</td>
</tr>
<tr>
<td></td>
<td>Three-year renewal fee (This fee covers all system qualifications.)</td>
<td>$199</td>
<td>$399</td>
</tr>
</tbody>
</table>

If an applicant does not meet the eligibility requirements, the certification fee will be refunded minus a $249 administrative fee.
Additional Policies

Change of Addresses

Certificants who change their mailing address or email address must notify NRCA as soon as possible. Failure to do so may cause important updates on NRCA’s programs to be missed that could affect a certificant’s status. Changes of address notice should be sent by email to certification@nrca.net.

Grievance/Appeals Process

NRCA ProCertification includes a strong grievance/appeals process to independently evaluate facts and circumstances when credentials or renewals have been denied. Individuals may choose to file under the following circumstances:

• The initial certification/credential application or renewal has been denied or revoked because the eligibility requirements were not met.

• The initial certification/credential application or renewal has been denied or revoked because not all steps of the application, renewal, training and/or examination process were completed.

• The initial certification/credential application or renewal has been denied or revoked because qualifications were misrepresented, or for presenting false information or cheating of any type.

• A certification candidate disputes pass/fail of the online knowledge exam.

Individuals may file a grievance/appeal within 30 days of receiving notice of the adverse decision. An individual must send written notice of the request for an appeal and the reason for that request. The written grievance/request for appeal must be mailed to NRCA ProCertification program administrator:

National Roofing Contractors Association
Attn.: NRCA ProCertification Program Administrator
10255 W. Higgins Road, Suite 600
Rosemont, IL 60018-5607

The grievance/request for appeal must contain the following information:

• The name, mailing address, email address and telephone number of the individual who is appealing the decision.

• A concise statement indicating the grounds for the appeal, including all evidence, facts and supporting documentation upon which the appeal is based.

• A statement of the specific ruling or relief requested.

• Signature of the appellant or an authorized agent of the appellant.
All grounds must be specifically stated in the appeal to be considered. Appeals received after the 30-day deadline will not be considered.

Upon receipt, the grievance/request for appeal will be independently evaluated by designated, qualified members of the NRCA Certification Exams Committee Appeals Subcommittee. This committee will determine the merits of the grievance/appeal within 60 days of the initial receipt and notify the individual in writing of the committee’s decision. NRCA reserves the right to request additional information or documentation from the appellant to aid the committee in its evaluation of the grievance/appeal. The committee’s decision will be based on the appellant’s written submissions and documentation.

If an appellant is dissatisfied with the determination of the Certification Exams Committee Appeals Subcommittee, that person may submit a request for second-tier review, in writing, to the NRCA ProCertification program administrator within 30 days of receiving notice of the Certification Exams Committee Appeals Subcommittee’s decision.

Determinations made by the Certification Exams Committee are final and subject to appeal by appropriate court action or arbitration in accordance with applicable law. The proper venue for any legal proceeding arising out of or relating to NCRA ProCertification shall be Cook County, Illinois, and each party waives any defense, whether asserted by motion or pleading, that Cook County, Illinois, is an improper or inconvenient venue.

**Denial and Revocation of Credential**

An NRCA ProCertified Roofing Foreman credential will be denied or revoked if there is evidence that qualifications were misrepresented or for false information or cheating of any type. Failure to meet annual maintenance requirements for the credential also will cause the credential to be revoked.

**Prohibited Use of Credential**

If a certification has expired or has been suspended or revoked, the individual may not claim to have an active ProCertification credential. That individual may not use a ProCertification designation until NRCA acknowledges the relevant renewal or recertification requirements have been satisfied or active status has been reinstated.

**Ownership of NRCA ProCertification Program Materials**

NRCA owns and will continue to own all rights, copyrights, title and interest to NRCA ProCertification courses, course materials, handbooks, manuals and assessment materials. These are protected by U.S. and international copyright laws. NRCA ProCertified Roofing Foreman agrees not to use, copy, distribute, modify, or make derivative works of any courses, course materials, educational content, information, resources, documents, materials, agreements, and assessments. Doing so may result in severe civil and criminal penalties.
Warranty Disclaimer and Limitation of Liability

All NRCA ProCertification information, documents, and materials are provided “as is,” and NRCA makes no warranties, whether express, implied, statutory, or otherwise, including, without limitation, warranties of merchantability or fitness for a particular purpose. In no event shall NRCA be liable for any direct, indirect, special, punitive, or consequential damages of any kind or nature whatsoever, including without limitation, loss of profits or other economic loss caused by, resulting from, or otherwise arising from use of or reliance on any of the NRCA ProCertification program materials.

Governance and Oversight

Valid certifications must have a governance structure that complies with international and professional standards. NRCA ProCertification governance structure represents all major stakeholders and there is independence in decision-making across all essential certification activities. There is clear and appropriate separation between all NRCA certification and education and training functions to avoid conflicts of interest between those functions, and to protect the integrity of certification activities.

Professional Standards for Certifications

NRCA followed certification standards set by several organizations to create the ProCertification program. The organizations included:

- The Institute for Credentialing Excellence (ICE) document ICE 1100: 2010(E)- Standard for Assessment-Based Credential Programs
- The International Accreditation Service (IAS) document Accreditation Criteria for Bodies Operating Certification of Persons: AC474, June 2013
- The International Board of Standards for Training, Performance and Instruction document 2003 ibstpi® Instructor Standards: Competencies & Performance Statements

Additionally, NRCA drew on the internationally recognized standards of:

ProCertification Program Committee

The ProCertification Program Committee’s activities help ensure the certifications serve the strategic goals and needs of all stakeholders. The committee:

- Identifies strategies that advance a certification’s purpose
- Regularly monitors performance data of each certification to ensure the roofing industry’s needs are met

Certification Exams Committee

The Certification Exams Committee oversees development of certification exams. It consists of three subcommittees:

1. Exam Development Subcommittee
   a. Networks with industry subject matter experts to help create exam content
   b. Monitors pass/fail ratios as an indicator of exam efficacy

2. Eligibility Subcommittee
   a. Develops and maintains the certification candidate eligibility criteria
   b. Develops and maintains recertification requirements

3. Appeals Subcommittee
   a. Evaluates appeals filed by candidates whose applications were denied; candidates who failed exam(s); or certificants whose credentials were revoked
   b. Implements disciplinary processes

ProCertification Contacts

Applications for all NRCA ProCertification credentials are available on NRCA’s website. www.nrca.net.

Mailing Address:
National Roofing Contractors Association
Attn.: ProCertification Program Administrator
10255 W. Higgins Road, Suite 600
Rosemont, IL 60018-5607

Email:
General Inquiries and Applications: certification@nrca.net
Inquiries from Qualified Assessors and Authorized Testing Locations: QAsupport@nrca.net

Phone:  (847) 299-9070
Fax:  (847) 299-1183

Office Hours: 8 a.m. to 4:30 p.m. CST
## Job Description:
Given the need to oversee the installation of a roofing system, an NRCA ProCertified™ Roofing Foreman must be able to:

<table>
<thead>
<tr>
<th>Domain 1</th>
<th>General Workplace Safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Comply with <em>all</em> employer’s and building owner’s safety instructions, policies and rules</td>
</tr>
<tr>
<td>1.2</td>
<td>Discuss with supervisors (e.g. superintendent or safety director) the specific hazards likely to be found on a jobsite and their controls prior to the start of the project</td>
</tr>
<tr>
<td>1.3</td>
<td>Ask supervisors or safety directors to explain unclear safety instructions</td>
</tr>
<tr>
<td>1.4</td>
<td>Conduct safety discussions with crew members</td>
</tr>
<tr>
<td>1.5</td>
<td>Notify immediately supervisors and crew members of any unsafe work conditions discovered during construction and implement corrective actions, if feasible, to ensure safety of others.</td>
</tr>
<tr>
<td>1.6</td>
<td>Follow the employer’s policy should a crew member be injured</td>
</tr>
<tr>
<td>1.7</td>
<td>Comply with the specific safety regulations published by the U.S. federal Occupational Safety and Health Administration (OSHA) or other organizations with jurisdiction that may apply to a given jobsite, including those of a building owner</td>
</tr>
<tr>
<td>1.8</td>
<td>Confirm all equipment and tools are safe to operate</td>
</tr>
<tr>
<td>1.9</td>
<td>Tag all equipment, tools, and materials that are unsafe to use</td>
</tr>
<tr>
<td>1.10</td>
<td>Confirm there is a safe and adequate power source for tools and equipment</td>
</tr>
<tr>
<td>1.11</td>
<td>Model safe behaviors</td>
</tr>
<tr>
<td>1.12</td>
<td>Develop and promote a culture of safety in all work processes and communications with all stakeholders</td>
</tr>
<tr>
<td>1.13</td>
<td>Confirm crew use fall protection systems as defined in manufacturer’s, employer’s and building owner’s policies and instructions</td>
</tr>
<tr>
<td>1.14</td>
<td>Confirm crew wear required personal protective equipment (PPE) when hazards are present</td>
</tr>
<tr>
<td>1.15</td>
<td>Confirm crew use equipment, tools, and materials safely</td>
</tr>
<tr>
<td>1.16</td>
<td>Confirm crew safely access the roof</td>
</tr>
<tr>
<td>1.17</td>
<td>Confirm crew select, setup, and use ladders following manufacturer’s and employer’s policies and instructions</td>
</tr>
<tr>
<td>1.18</td>
<td>Confirm crew safely lift and move materials, tools and equipment</td>
</tr>
<tr>
<td>1.19</td>
<td>Monitor crew for fatigue and dehydration.</td>
</tr>
</tbody>
</table>

### Enforce Safety Practices
| 1.20 | Recognize and immediately correct any unsafe behavior by any crew member |
| 1.21 | Discipline crew who violate safety practices as defined by employer’s policy |
| 1.22 | Assure barriers and signs are properly placed and posted to warn the public of safety hazards |
| 1.23 | Confirm daily closeout protocols relating to: 1.) proper system securement to prevent water entry to the facility, 2.) access by the client or public to hazards generated by the work or access to the work, and 3.) assurance company equipment, tools and vehicles are secure |
| 1.24 | Enforce good housekeeping through job duration |

**DOMAIN 2 QUALITY = 30%**

| 2.1 | Confirm roofing materials are installed according to manufacturer’s specifications |
| 2.2 | Visually inspect crew members’ work |
| 2.3 | Confirm crew members inspect their tools and materials before use |
| 2.4 | Instruct or coach crew members in how to do work better and more efficiently |
| 2.5 | Lead discussions on how to solve problems and improve efficiency |
| 2.6 | Protect stored materials and react to defective or damaged materials following employer’s policies and manufacturer’s recommendations |
| 2.7 | Confirm the correct equipment, tools and materials are used properly |
| 2.8 | Confirm tools are used only for their intended purpose |
| 2.9 | Confirm substrates are safe and materials are installed properly |
| 2.10 | Confirm spills of mastics, sealants, solvents, or chemicals are removed from roof surfaces |
| 2.11 | Confirm construction waste and debris are removed from all substrates, roof surfaces, curbs, chimneys, vents, skylights or other surfaces throughout a project’s duration |
| 2.12 | Confirm crew wear and maintain clean footwear on all installed surfaces |
| 2.13 | Teach crew and learn as appropriate |

**DOMAIN 3 PRODUCTIVITY = 25%**

**Plan the Work**

| 3.1 | Plan ahead and ensure required tools, equipment and materials are on hand as needed |
| 3.2 | Stage or sequence work for greatest efficiency and to prevent rework |
| 3.3 | Identify, photograph or record the condition and location of all customer property—interior and exterior (product, inventory, light fixtures, bird feeders, lawn furniture, exterior seating, storage bins, and so forth) —to be protected or removed to prevent damage and allow jobsite access |
| 3.4 | Lay out corridors to allow for access to previously worked-on areas and to prevent damage to new roofing materials |
| 3.5 | Engage crew members daily to set production goals and expectations about each team members’ contributions |

**Staff the Work**

| 3.6 | Assign crew based on experience and ability |

**Coordinate the Work**

<p>| 3.7 | Monitor crew’s production rate |
| 3.8 | Confirm crew remove debris as planned |
| 3.9 | Confirm crew protect customer’s property on and around the building |</p>
<table>
<thead>
<tr>
<th>3.10</th>
<th>Coordinate with other trades as necessary</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.11</td>
<td>Communicate effectively with crew, management, and customer</td>
</tr>
<tr>
<td>3.12</td>
<td>Adapt to changing conditions</td>
</tr>
<tr>
<td>3.12</td>
<td>Complete all required paperwork</td>
</tr>
</tbody>
</table>

**DOMAIN 4  Customer Service = 15%**

<table>
<thead>
<tr>
<th>4.1</th>
<th>Visit the worksite prior to doing the job to identify any customer barriers to the job site</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2</td>
<td>Introduce self to the customer or customer’s representative at the start of the job</td>
</tr>
<tr>
<td>4.3</td>
<td>Conduct a property walk-around at job completion to review all completed work</td>
</tr>
<tr>
<td>4.4</td>
<td>Replace all customer property to their original location unless otherwise agreed at the end of the job</td>
</tr>
<tr>
<td>4.5</td>
<td>Confirm the customer’s exterior property and grounds are clean and restored</td>
</tr>
<tr>
<td>4.6</td>
<td>Confirm gutters or other roof-drainage systems are clear of any materials or debris</td>
</tr>
<tr>
<td>4.7</td>
<td>Immediately correct any incidental damage to roofing materials or customer property</td>
</tr>
<tr>
<td>4.8</td>
<td>Ensure every completed roofing project is left clean and free of scrap, excess fasteners, waste materials, or other debris</td>
</tr>
<tr>
<td>4.9</td>
<td>Develop and follow a regular communication schedule as appropriate with the building owner or owner’s representative to review project progress, schedule, changes or safety issues.</td>
</tr>
</tbody>
</table>