

FOREMAN TRAINING

John Songer

Alan Still

Larry Lawrence

WANTED: FOREMAN

Looking for highly motivated, well trained, responsible leaders who can look after a job as good or better than I will. Who treats the jobsite as if it were his own company, where every dollar and every minute is spent wisely. This is going to be the toughest job in my organization. You must be willing to do whatever it takes to make your job successful.

WANTED: FOREMAN

You will be expected to be efficient in:

- Time Management
- Problem Solving
- People Skills
- Organization
- Cost Awareness
- Employment Laws
- Paperwork and Filing
- Layout
- Measuring
- Equipment Operation
- Blue Print Reading
- Specifications
- Building Codes
- OSHA Regulations
- Estimating
- Training
- Communication
- Union Rules
- Job Coordination

WARNING!

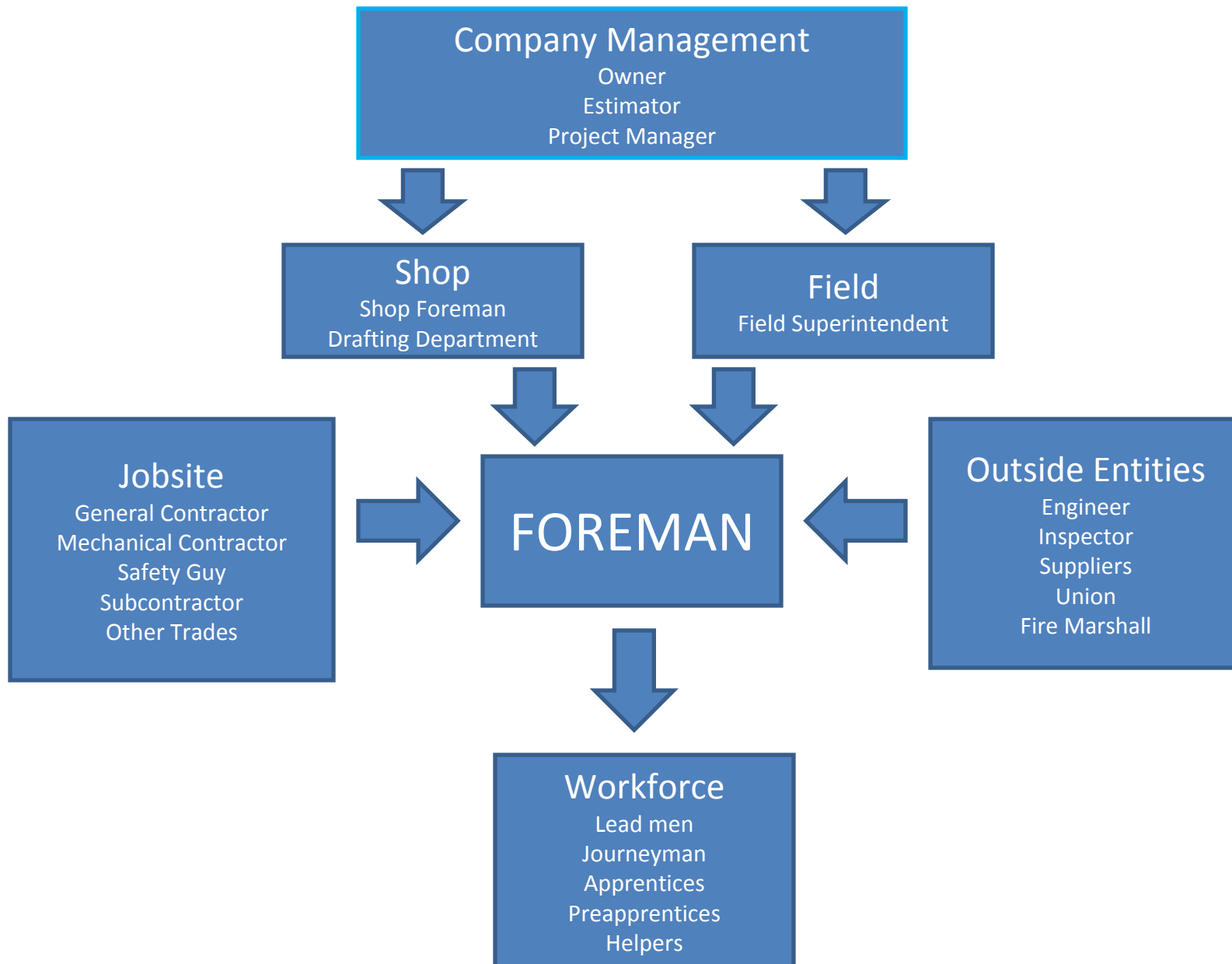
If something goes wrong it is your fault!

- We lowered our number to get the job
- You be about 2 weeks behind when you start
- The drawings are wrong and not approved
- You'll be undermanned
- We don't have enough tools
- The safety man is a jerk
- The engineer graduated from UNLV
- If you need hardware steal it from the other trades
- The Project Manager is an ex-Ironworker
- The block foreman can only read a rule in 8" increments
- The shop is buried
- The inspector is going to look for problems to put on his report
- The drywall company is paying its guys piecework
- If you need to move material borrow a lull
- We cant afford to rent a scissor lift so steal one
- The GC is looking to screw you in anyway possible
- One of your guys is addicted to drugs
- The owners son is on the job
- Your wife hates you!

BENEFITS

- It pays \$2.15 more
- You'll be the last one laid off
- **UNLESS WE FIRE YOU!**

**THE MOST IMPORTANT GUY IN YOUR
ORGANIZATION?**



FOREMAN TRAINING

- How did we do it in the past?
 - School of hard knocks
- What is it's importance?
 - Owner
 - Union
 - Apprentices

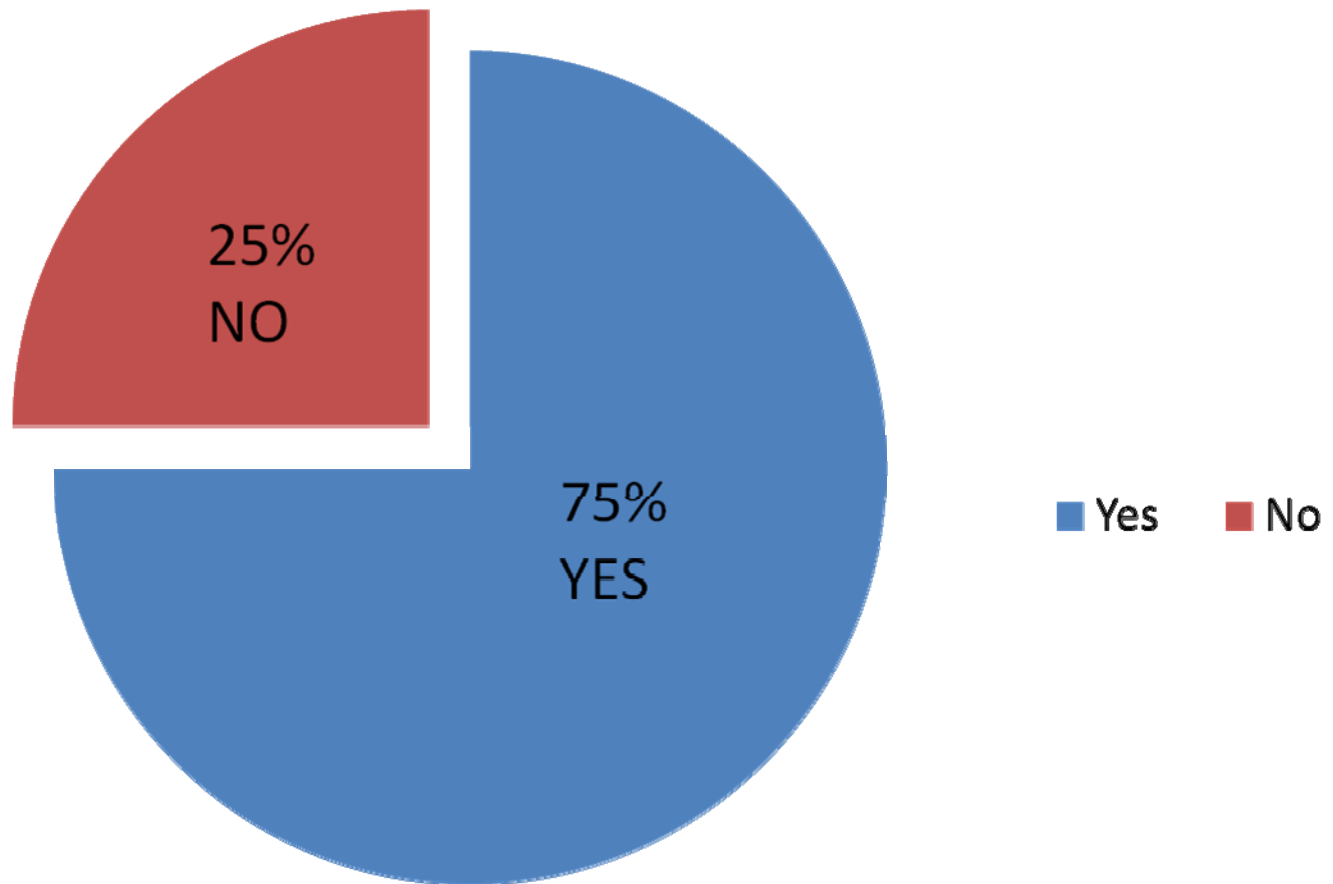
The Need

- Training
- Training
- Training

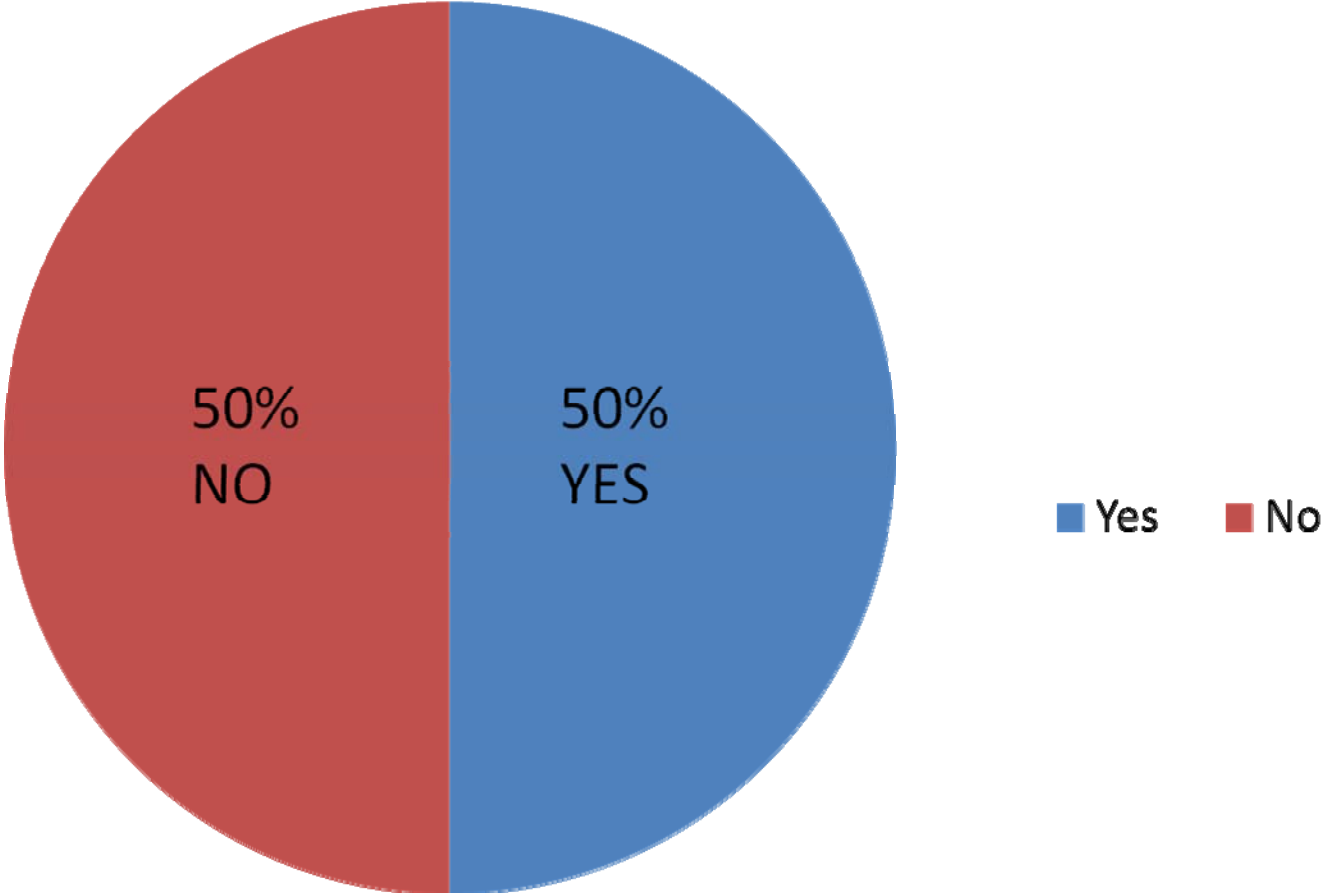
Why Foreman Training?

A survey was conducted of area contractors to assess the need for Foreman Training

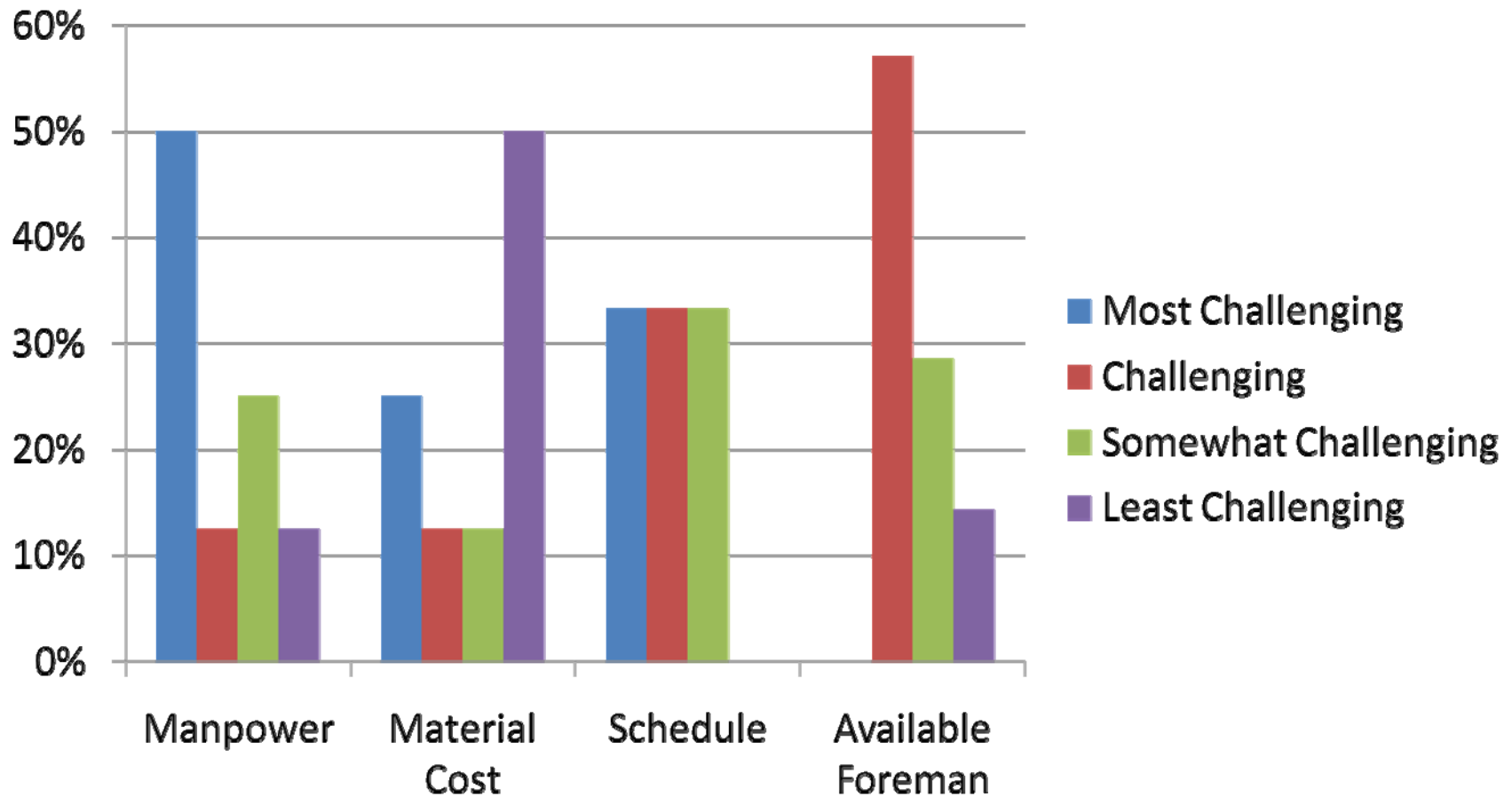
1. Do you have enough foremen to perform the work you currently have efficiently?



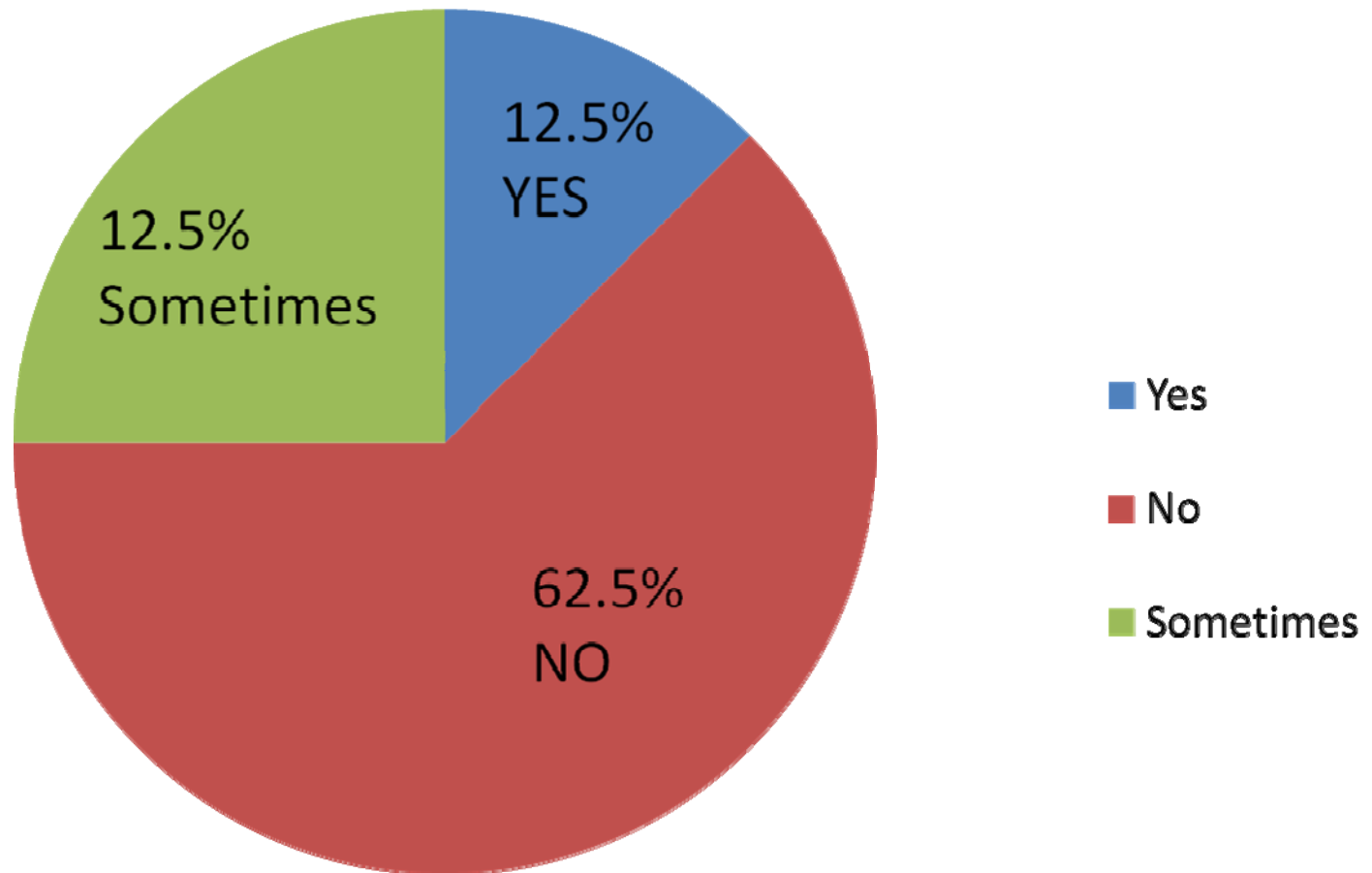
2. Are your foreman adequately trained to run any job you get?



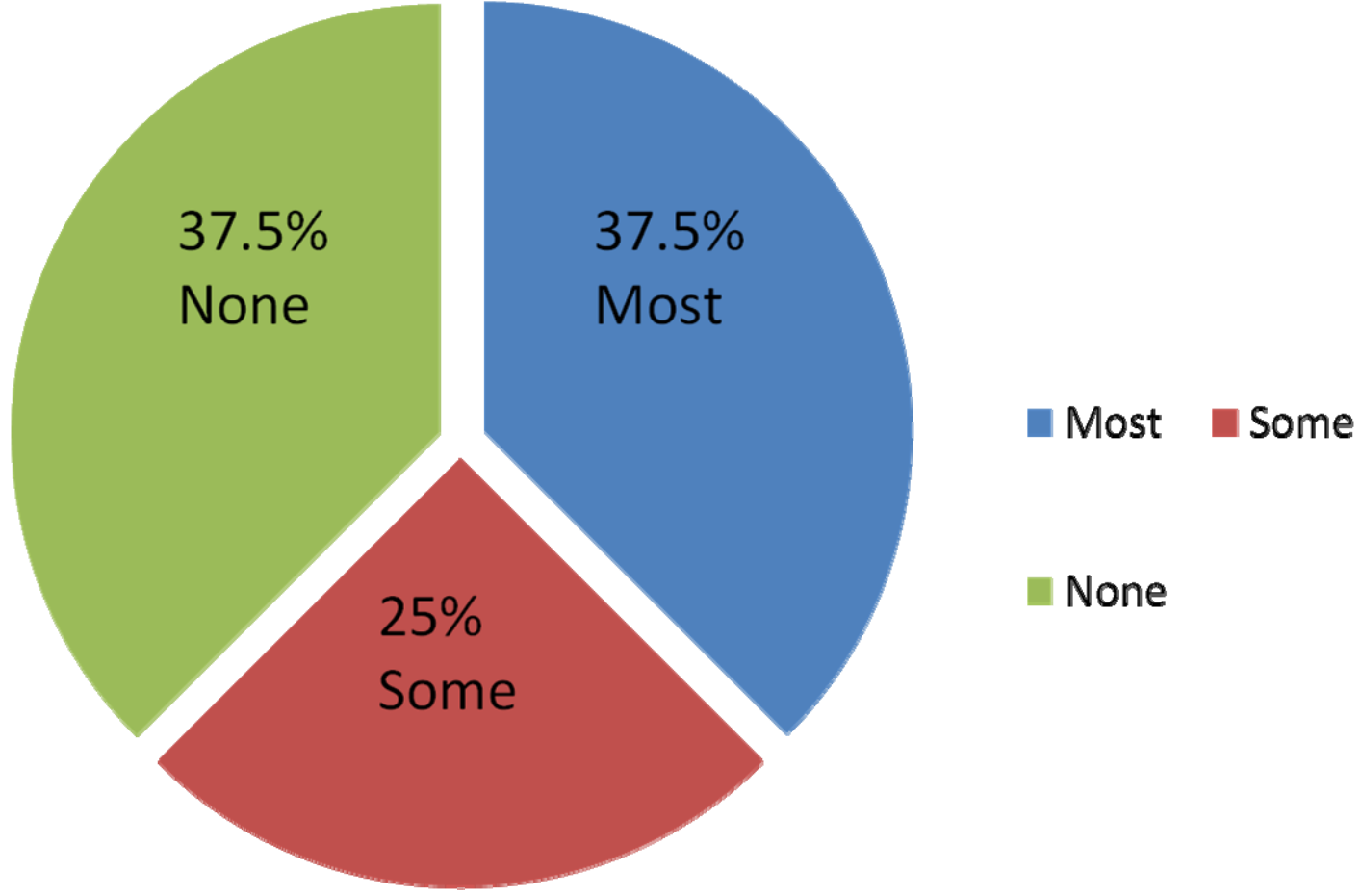
2. Challenges When Bidding Work



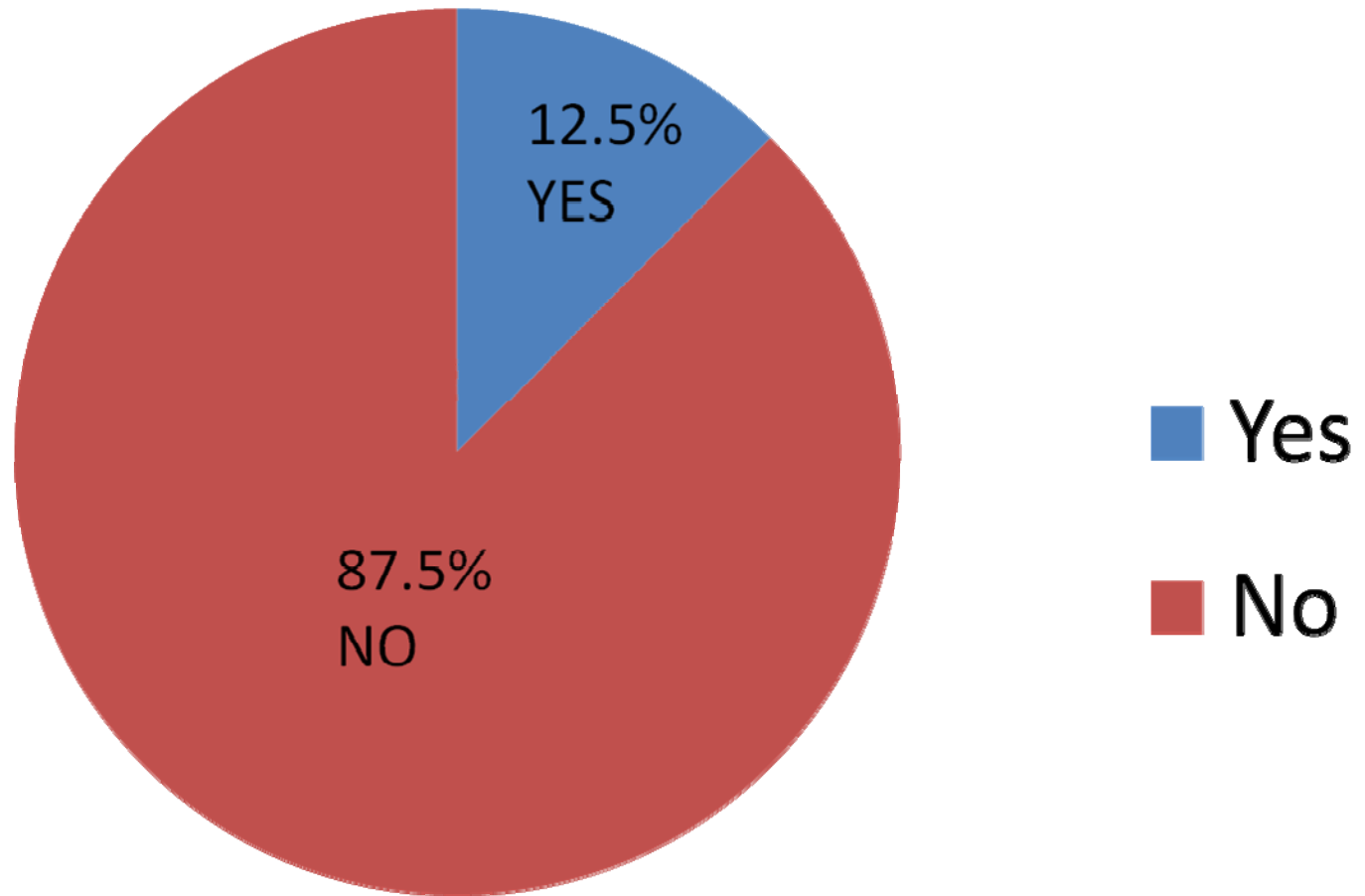
Do you feel the Union has an adequate supply of qualified foreman?



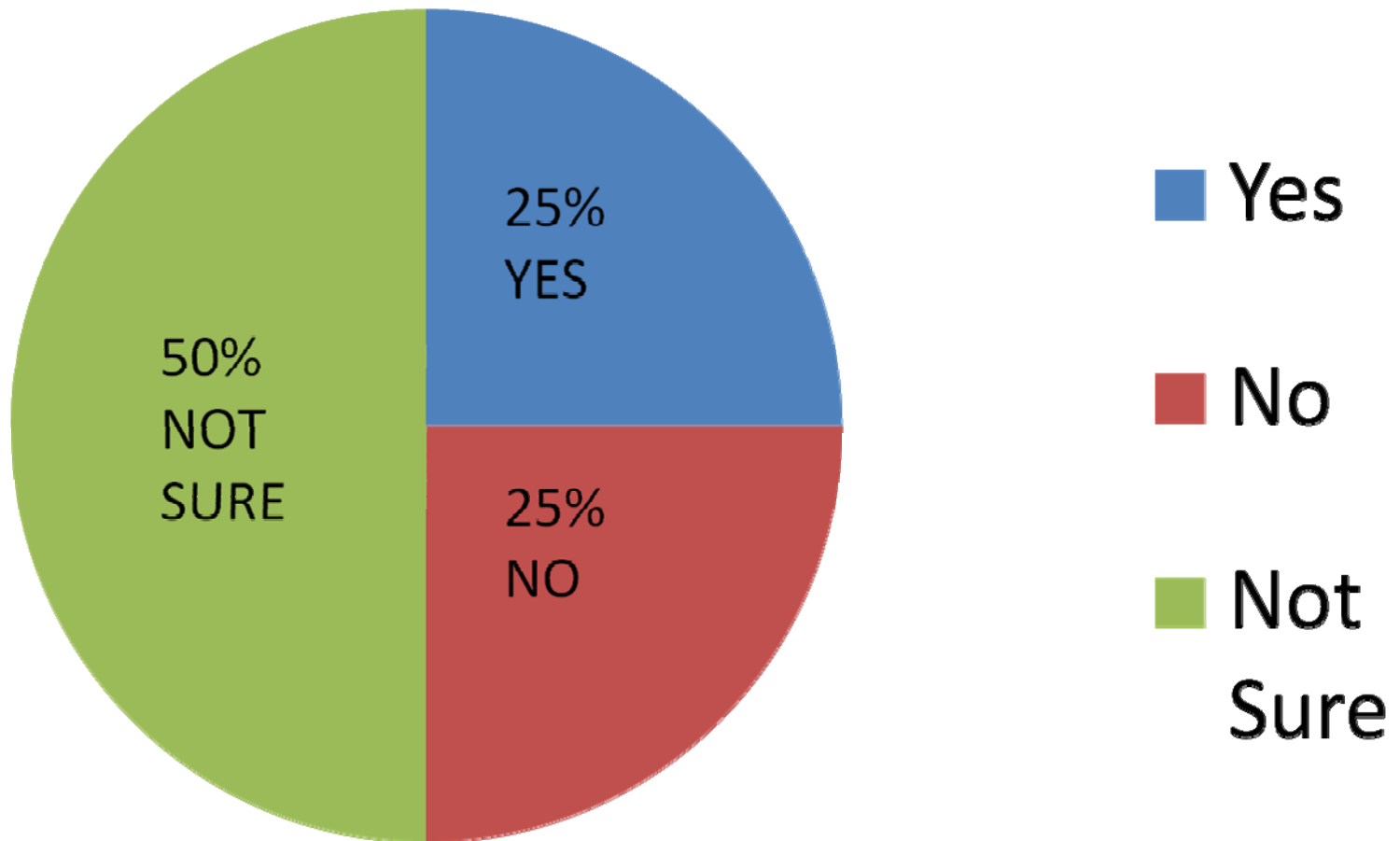
Have the foreman you currently employ been through a formal foreman training program?



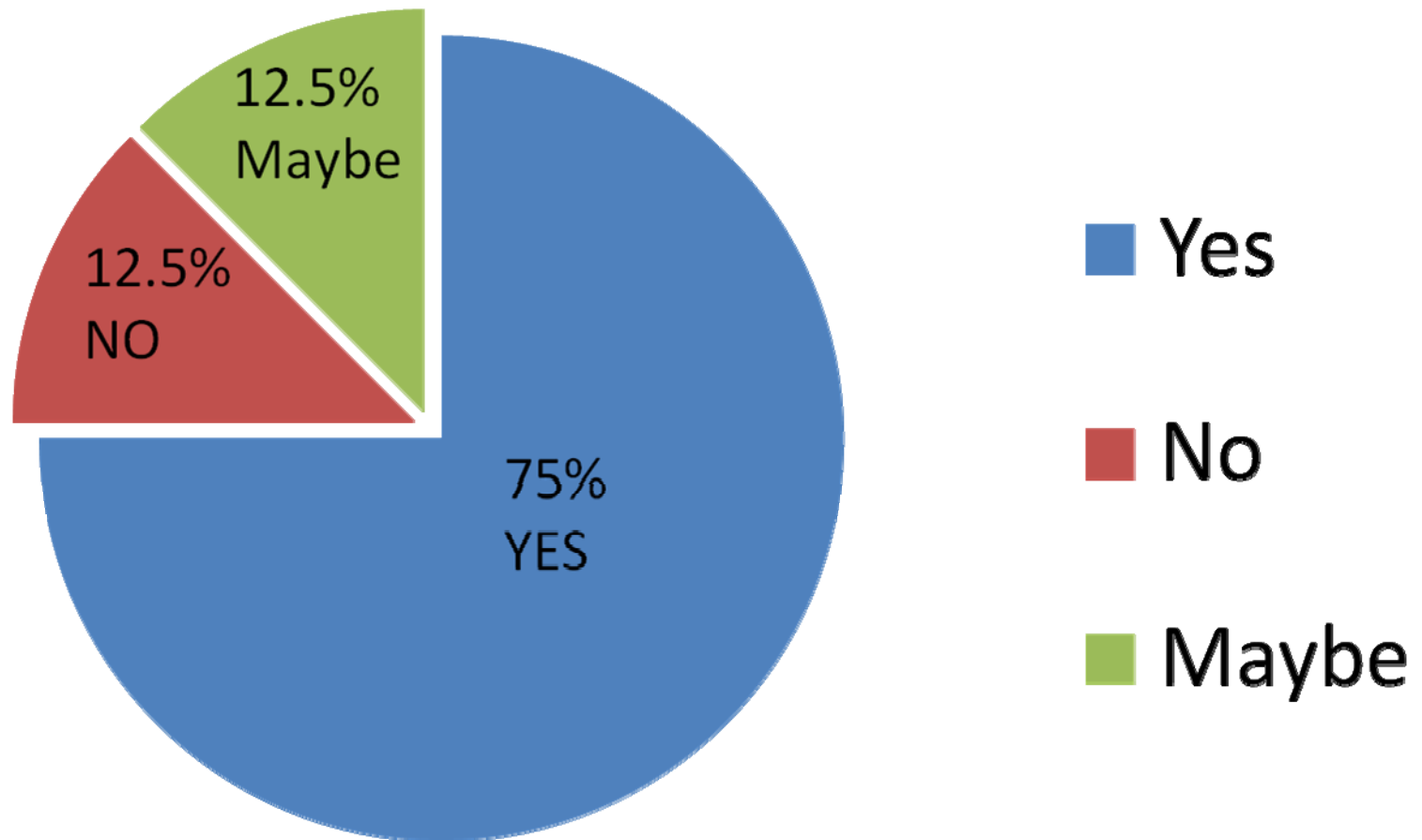
Do you have a formal in house foreman training program?



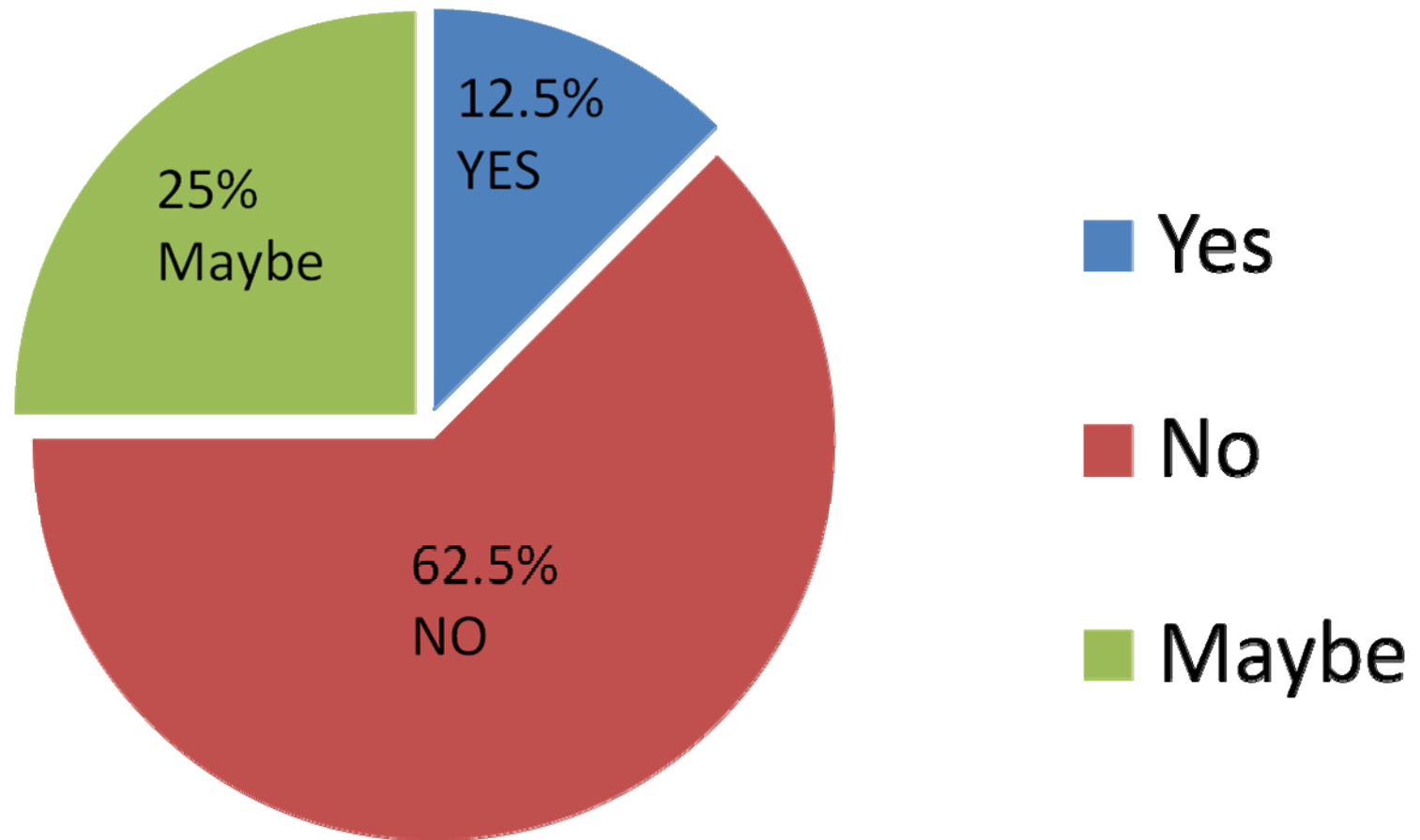
Does your JATC have a Foreman Training program?




Would your company benefit from a formal training program for foreman?



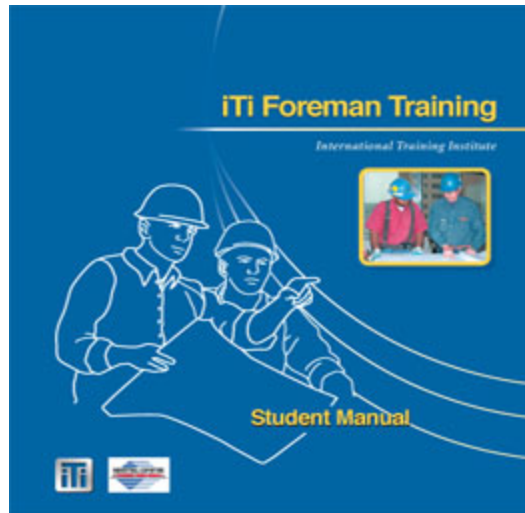
Would you be willing to offer incentives to your employees if they would take a foreman training course?



The Creation of A Foreman!!!!!!!!!!

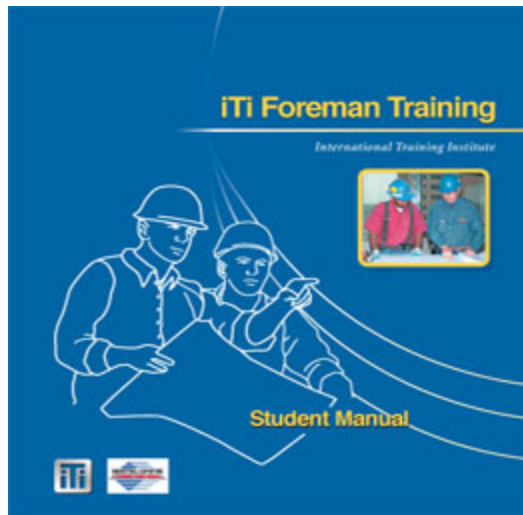
- Training available 
- Methods of teaching
- Who should teach it

ITI Foreman Training



1. **Introduction:** *Roles of Foreman, What is Leadership, Responsibilities of Foreman*
2. **Self Evaluation :***Basic Qualifications, Am I Foreman Material, How Motivated are you to Lead*
3. **Successful Foreman Attributes**
:Integrity, Communication Skills, Leadership, Self Motivation, Decision Making Skills, Positive Thinking, Proper Attitude, Appropriate Appearance
4. **Managing and Leading Others:**
Motivation, Personnel Cost Awareness, Labor Assignments, Timekeeping, Worker Evaluation, Mediation and Conflict Resolution, Personnel Issues
5. **Project Management:** *Understanding a Project, Plans and Specifications, Project cost Awareness, Planning, Tools Equipment and Materials, Meetings,*

ITI Foreman Training (Continued)



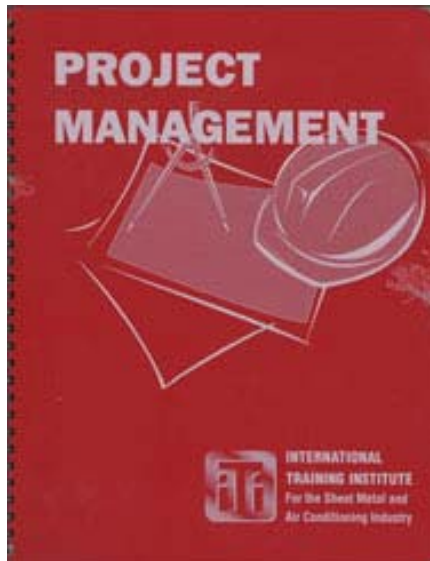
5. (**Project Management Cont**). *Documents and Documentation, Legal Considerations, Job Closeout*
6. **Safety Culture**: *Safety Enforcement, Safety Standards, Safety Documentation*
7. **Human Relations**: *Personnel Management, Diplomacy*
8. **Professional Development**: *Organization, Time Management, Continuing Education*

ITI Project Management



1. **The Project Manager:** *Managing the Project, Manage People, Ensure Safety, Make a profit*
2. **Construction Documents:** *The Contract, The Specifications, The Plans, the Submittals, Shop Drawings, Coordination Drawings, As Built Drawings*
3. **Controlling Costs:** *Job Costs and Profits, Direct Job Costs, Indirect Job Costs , Profit, Controlling Costs, Labor Cost, Material Costs, Status Reports, Purchasing, Billing*
4. **Preparing the Project:** *Review the Documents, Job Site Inspection, Meet with the Project Team, Meet with the GC, Set Up a File System*

ITI Project Management(Continued)



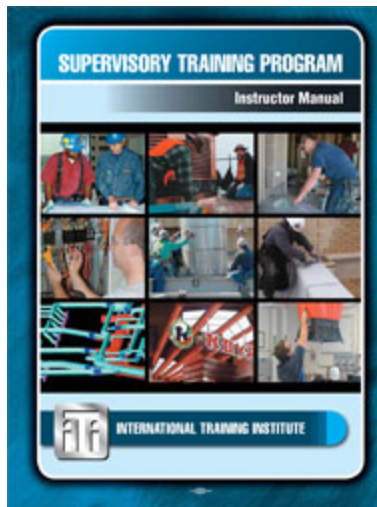
5. **Schedules and Meetings:** *Scheduling, Bid Schedule, Master Schedule, Sub Contractor Schedule, Labor and Job Supervision Schedule, Fabrication Schedule, Purchasing and Delivery Schedule, Billing Schedule, Revising Schedules, Meetings, Pre Construction Conference, Coordination Meetings, In House Project Review*
6. **Paperwork :** *Project Documentation, Site Visit Reports, Daily Job Log , Status Report, RFI, Change Orders, Estimating Costs to Change Work, Tracking Costs, Equipment Documentation, Labor Reporting*
7. **Quality Control and Productivity:** *Productivity, Managing Productivity, Pace of Work, Number of Workers, Support of Crews, More Efficient Work, Quality Control and Responsibilities*

ITI Project Management(Continued)



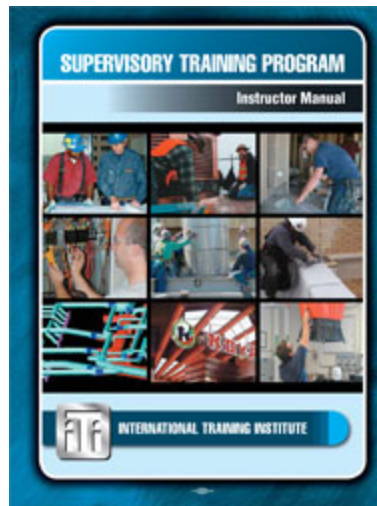
- 8. Tools, Equipment and Materials**
:Material Handling, Purchasing, Receiving and Storage, Tools, Construction Equipment, Scaffolding, Vehicles, Swapping and Trading
- 9. Legal Considerations:** *Contracts, Project Managers Responsibilities, Claims, Avoiding Claims, Documentation, Alternate Dispute Resolutions, When to File a Claim, Procedures, Labor Relations, EEO and Affirmative Action*
- 10. Completing the Project:** *Preliminary Punch List, Preliminary Inspection, Start Up of Installed Equipment, Preparation for Start Up, Operating Instructions and Warranties, Other Services, Close Out, Final Punch List and Inspection, Demobilization, Project Review(Customer and In House)*

ITI Supervisory Training Program



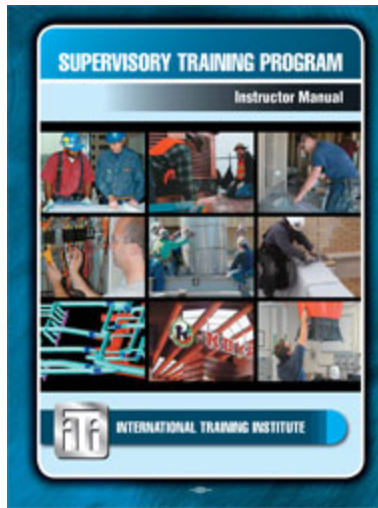
1. **Leadership and Motivation** : *Roles of a Foreman, Responsibilities of Superintendant, The Skills a Sheet Metal Supervisor Needs, What a Supervisor Needs to Know, What Contractors Look for in a Supervisor.*
2. **Communication Skills** : *A Working Definition of Communication, Communication is Affected by (Location, Personalities, Body Language), The Lost Art of Listening, How to Verify Communication Accuracy, Cross Cultural Communication*
3. **Contract Administration**: *Expectations of the Parties to a Contract, Types of Contracts (Express, Implied, Negotiated), Apparent Authority, Content of Construction Contract Documents, Purpose and Use of Specifications, How contracts are Changed (Altered)*

ITI Supervisory Training Program (Continued)



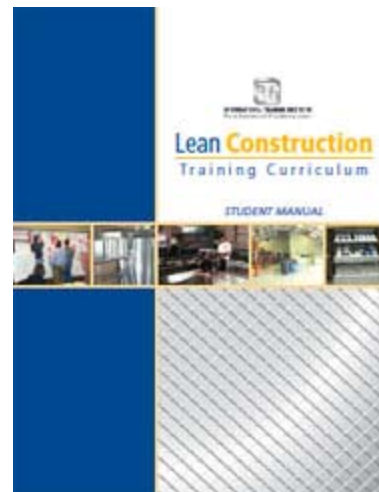
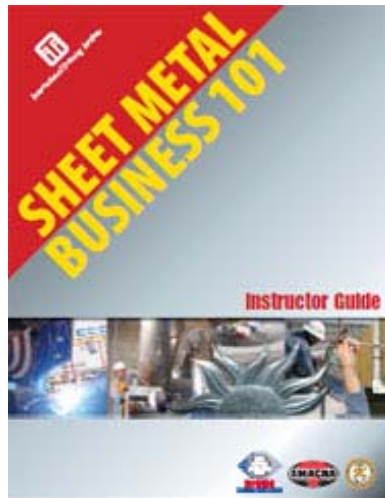
4. **Project Organization:** *The Importance of People and staffing the Project, The supervisor's Role in Bringing the Project Team Together, The Significance of the Kick Off Meeting, The Establishment of Job site Processes, and Procedures, The Importance of Material Handling and Equipment Availability.*
5. **Project Administration and Supervision:** *Administrative Systems, Pre Construction Planning, Basics of Scheduling, Short Interval Planning, Importance of Labor Reporting, Sub Contract Management, Managing Equipment Costs, Managing Quality Control, Change Order Costs and Management, Importance of AS-Built Drawings, Final Ten Percent and Project Close Out.*

ITI Supervisory Training Program (Continued)



6. **Managing Productivity and Profits:** *The Relation Ship Between Productivity and Profit, Factors that affect Productivity, Elements of Productivity Management, Identifying Productivity Opportunities, Measuring Productivity and Un- Productivity, Dealing with Resistance to Change, Steps for Productivity Improvement.*

Other Curriculums Available to Assist in the Creation of a Foreman (ITI and Other Sources)



Delivery Methods for Curriculum

- Start teaching Curriculum to apprentices as early as their Second yr in the Program.
- Offer to both apprentices and Journeypersons as a continuing education course. (Allows both Journeypersons and apprentices to be working towards same goal)
- Give Real world scenarios at your facility. (Mock Bid Projects, Duct Take Off exercises, Cost Awareness Exercises, Competitive Bid Projects between classes)

Delivery Methods for Curriculum (Continued)

- Utilize Specialized Curriculum Areas to Perform entire project scenarios (TABB, Industrial, Architectural, Service, Residential, Detailing)
- Assign Class Foreman to perform tasks at your Training Facility and give performance reviews from peer as well as instructors so that your students may better ascertain their strong and weak points.

Delivery Methods for Curriculum (Continued)

- Contractually (CBA) allow apprentices in the last semester of their fourth yr of apprenticeship to run work to receive practical application of skills learned at training facility.
- Allow Coordinators, Instructors to attend Company Foreman's Meetings to better ascertain the needs of the contractors so that curriculum can be geared to the needs of the industry.

Who Should Teach this Curriculum?

- Instructors that are on Staff that have been or are Currently Foreman and that also have good instructional skills.
- Superintendants as guest speakers that also have good instructional skills.
- Project Managers of both large and small Contractors that have good instructional skills
- Contractors of both Large and Small Companies so that the students can realize the different needs of each.
- SMACNA Representatives as Guest speakers



All of us

- Q & A