



## Advanced Supervisory Education Foreman Training Program

Date: January 15, 2010  
To: CPMCA Contractor Members / Staff  
From: Mya Maury

CPMCA is offering all contractor members 6 days of **Advanced Supervisory Education (ASE) for Foreman** which will be instructed by John Koontz. All Foremen and Journeymen, new or experienced, would benefit from these classes.

**A check for the full amount** of each course (see pricing information below) must accompany the registration form (or follow faxed/emailed registration form via mail) with a **deadline date of 10 days prior to each class**. There will be a maximum of thirty (30) students per class.

**DATES:** **Please place an "X" next to the course(s) you will attend.**  
Foreman Advanced Supervisory Education 1 & 2: Fri & Sat, February 26 & 27, 2010 \_\_\_\_\_  
Foreman Advanced Supervisory Education 3 & 4: Fri & Sat, March 12 & 13, 2010 \_\_\_\_\_  
Foreman Advanced Supervisory Education 5 & 6: Fri & Sat, August 13 & 14, 2010 \_\_\_\_\_

**TIME:** 7:30 a.m. Registration and continental breakfast  
8:00 a.m. – 5:00 p.m. Training (Lunch provided by CPMCA)

**COST:** Members: \$100 per person  
Non-Members: \$400 per person  
**No-shows will be billed an additional \$100.00 per day.**

**PLACE:** **Norwalk Marriott**  
13111 Sycamore Drive  
Norwalk, CA 90650 562-868-4486 "Complementary Parking"

Name \_\_\_\_\_ Title \_\_\_\_\_ Email \_\_\_\_\_

Company Name \_\_\_\_\_

If you have any questions please contact Mya Maury at 213-417-9194 or e-mail [MyaM@cpmca.org](mailto:MyaM@cpmca.org).

## **Advanced Supervisory Education (ASE) Day 1 & 2**

### **John Koontz**

#### **DAY 1**

##### **Planning Skills for Foremen – 8 hours**

Effective planning makes projects more productive and profitable. This session covers three areas of planning: turnover meetings, pre-construction planning, and short interval planning. Learn the fundamentals of effective turnover meetings necessary to transfer information from estimators to the project team. Discuss how the foreman can positively influence project outcome through sound and proactive planning, and learn the fundamentals of successfully preplanned projects. Focus on the necessity of continuous project planning using short interval planning and on scheduling to recognize upcoming project needs.

#### **DAY 2**

##### **Productivity Improvement: Material Management and Site Planning Methods – 2 hours**

Poor site planning and material management/handling practices are often the greatest causes of poor labor productivity. Learn how material management and labor productivity are related, and get strategies for improving material handling and site planning. This session reviews practical principles, guidelines, and procedures for effective material management and site planning.

##### **The Foreman's Role in Project Documentation – 4 hours**

Examine the role of the jobsite supervisor in creating daily, indisputable project documentation. Review the basic types of and uses for project documentation and learn methods to improve documentation effectiveness. The steps for planning and implementing the documentation process for a mechanical construction project will be reviewed.

##### **Managing Labor: Coding, Tracking and Forecasting – 2 hours**

The contractor's primary risks in the construction process are: estimating, budgeting, managing, and controlling project labor costs. You will explore the jobsite supervisor's role in managing and controlling mechanical project labor costs. The jobsite supervisor's unique partnership with the mechanical project manager in timekeeping, coding, tracking, and forecasting project labor hours and costs will be stressed.

## Advanced Supervisory Education (ASE) Day 3 & 4

### John Koontz

#### DAY 3

##### Essential Management Skills for the Project Foreman – 4 hours

Successful journeymen with unique abilities, but with little or no management training, are frequently promoted to “foreman” and lead crews of workers on mechanical projects. This session explores basic management skills relative to the position of jobsite foreman. Understand essential traits, skills, and behaviors that allow a foreman to more effectively manage crews. Topics covered include: the relationship between leadership and management; management ability vs. technical savvy; consistency in managing others; the importance of organization and standardization; motivating others to perform; delegation skills; and working with difficult people.

##### Managing Change at the Jobsite – 4 hours

Review the jobsite supervisor’s role in managing the change order process. Discuss the negative impact of change orders on the completion of the original scope of work and the methods for minimizing and managing these impacts. Topics include:

- Foreman as “guardian of the scope of work”
- The real costs of change orders
- The project owner’s perspective on change orders
- Methods for managing and preventing productivity loss on change orders
- The importance of the early identification of change orders
- The effects of overtime on productivity
- Managing change orders with a strong foreman/project manager team
- The importance of solid change order documentation
- What a typical contract says about change orders
- Managing time and material change orders
- Managing morale and motivation on projects plagued with numerous change orders

#### DAY 4

##### Critical Leadership Skills for Project Foremen – 4 hours

Successful project supervision requires strong leadership skills. Most foremen possess some degree of instinctive leadership skills, but learning additional leadership skills can improve overall leadership effectiveness. Learn the difference between being in charge and being an effective leader. Understand the critical leadership skills of an effective foreman. Topics to be discussed include:

- Defining leadership and dispelling the myths of leadership
- The difference between leadership and management
- Making the emotional connection between teams and team leaders
- The relationship between leadership and motivation
- Developing effective listening skills
- Creating an atmosphere of trust
- Workers vs. followers

##### Successful Survival of Project Closeout – 4 hours

Project’s end is often a difficult time for the project foreman and his crews. The project looks complete, but often has numerous items that must be completed to meet contract requirements. The project team has often lost the momentum and energy it possessed earlier in the project. This session provides basic skills for a successful project closeout. A discussion of innovative methods used by MCAA contractors to help reduce the typical end of project profit/productivity drain is included.

## Advanced Supervisory Education (ASE) Day 5 & 6

### John Koontz

#### DAY 5

##### Everyday Negotiating Skills for Jobsite Supervisors – 4 hours

Mechanical foremen spend a significant portion of each day negotiating with their subordinates, general contractors, construction managers, owners, subcontractors, vendors, and other trades. They regularly negotiate for space, time, access, sequence, hoisting equipment, answers to questions, and the like—all things that have a significant direct impact on project success—yet they often have no formal training in negotiating. Jobsite supervisors who improve their negotiating abilities are more likely to create better results on their projects. To that end, this session will provide jobsite supervisors with basic skills to improve their negotiating abilities and increase their effectiveness and comfort level when negotiating. The session will include, but is not limited to, the following negotiating topics: importance of preparation, negotiating styles, reading the other side, how to concede, strategies for win-win, building relationships, negotiating price, questioning skills, and listening skills.

##### Managing Your Subcontractors – 4 hours

Subcontractors represent a significant portion of most mechanical contracts, and the performance of your subcontractors is a direct reflection of your own performance in the eyes of an owner, construction manager, or general contractor. On many projects the on-site foreman becomes so absorbed by his own specific work activities that he loses sight of the fact that the subcontractor's work is also a part of their company's contract. The project foreman's effective daily on-site management of subcontractors is required to ensure a successful quality project that is completed on time and within budget. This session will include the following subcontractor management topics:

- Thoroughly understanding the subcontractor's scope of work
- Managing change orders
- Proper communication
- Developing strong relationships
- Managing safety
- Coordination
- Documentation

#### DAY 6

##### Practical Time Management Skills for Foremen – 4 hours

The effective management of time is one of a jobsite supervisor's greatest challenges and is often the root cause of their greatest failures. Construction productivity experts have known for many years that journeyman productivity has a direct correlation to a foreman's effectiveness. A foreman's effectiveness is also directly correlated to how efficiently and wisely they use their own time. This session will focus on the practical time management methods and techniques a foreman can easily use to increase management efficiency and effectiveness. The session will include the following time management topics:

- Utilizing quiet time
- Time ownership attitude
- Delegation
- Managing the telephone
- Task prioritization
- Daily and weekly planning
- Using calendars and lists
- Managing meetings
- Organization
- Managing drop-in visitors

### **Qualities, Characteristics, and Habits of the Industry's Best Foremen – 4 hours**

Why are some mechanical foremen consistently more successful than the typical foreman in our industry? What are the qualities, methods, and practices that separate a good foreman from a great foreman? While age, experience, attitude, and talent are important factors in a foreman's success, most of the qualities, characteristics, and habits of the industry's best foremen are skills that can be learned over time by any foreman who has the attitude, aptitude, and desire to improve and succeed. This session will focus on the following "best practice" topics: planning, safety, production, material handling, integrity/ethics, leadership, budget awareness and cost control, relationship building, communication skills, fabrication usage, documentation, and teaching/learning.