



**WICA** education series  
**FOREMAN TRAINING**

**WHY INVEST IN FOREMAN TRAINING**

The changing demographics of your workforce & the impending retirement of the "baby boomers" era IS HERE.

The pipeline of motivated journeyman qualified to fill the empty chairs is simply not there.

It's simply cost prohibitive to expect a foreman to develop their skills solely with "On The Job Training"

**THROUGH EDUCATION**

**BUILDING BETTER BUSINESS PRACTICES**

# WICA

## FOREMAN TRAINING

### Leadership and Motivation

Contrary to widespread belief, great leaders are not born. Great leaders learn the traits and behaviors of leading and motivating people through hard work and study. Go to the bookstore, visit a library, or search the internet and you will find thousands of resources. Why is it so commonly written about? Perhaps because it is one of the most difficult things people learn to do. In this section, participants will:

- Learn the steps to becoming an effective leader.
- Discover ways to motivate your crew.
- Learn how to select a crew that will help you control the cost of labor.
- Learn to evaluate workers' strengths and weaknesses.

### Conflicts, Disputes, and Negotiation

Conflict is a part of everyday life. Most people are unaware of how much give and take are a part of everyday relationships and how often we compromise, problem solve, and influence each other. However, sometimes these situations escalate and, if not resolved, can permanently damage relationships. This section will explore the many characteristics of conflict. Participants will come away with tools for identifying the source of a conflict and ways to solve conflicts and disputes.

### Discipline

Discipline may well be one of a leader's most difficult tasks. Yet, at times, it is something that must be done. Participants will learn the who, what, when, where, why, and how of discipline and the significance of separation notices. The importance of communicating expectations to workers at regular intervals and what may happen if expectations are not communicated clearly will also be discussed.

### Planning and Scheduling

Nothing increases jobsite productivity more than good planning. Effective planning saves money, saves time, and increases the quality of the completed job. Planning eliminates many problems associated with a construction job and can make the problems that do occur less serious. In this section, participants will learn tools and methodologies for planning a project; including the importance of a pre-construction plan and continuous involvement in the mechanical package planning process. Through workshops, participants will learn the valuable tool of short interval planning along with its merits and application.

### Job Cost Control and Labor Tracking

With job budgets becoming tighter and increased competition for projects, job cost control and the tracking of labor are more critical than they have ever been. Participants will learn how job cost information is used by the company, and the critical nature of accurate labor tracking. Why labor is considered to be the most volatile item in a project, the cost of a labor hour to the company, why the foreman is asked for percent complete on a job activity, and how this information is utilized by company management will also be discussed.

### training that makes FINANCIAL SENSE

Foreman are the hub of the wheel in every project. Training your foreman to know the ins and outs of the job is an invaluable tool for both your company and financial statements.





### Documentation and Recordkeeping

The foreman plays a critical role in solid project documentation. In this section, participants will learn what project documentation is and their responsibility in developing and maintaining good job records. From daily reports to safety records and delay notices, each piece of documentation must be accurately maintained and stored. Participants will also learn what is considered the most important piece of jobsite documentation is and why.

### Productivity

Various labor studies conducted on both union and non-union construction job sites in North America have found that less than 35 percent of the onsite field payroll hours are spent on actual direct work installation. To the company and the foreman, this means there is a tremendous opportunity to increase the time spent on actual direct work installation. In this section, participants will discover reasons this productive time is so low and learn tools and methods to enable workers to increase productive time. The use and purpose of productivity factors will also be discussed.

### Material Handling and Tools

Nothing increases jobsite productivity as much as good material handling techniques. By properly planning and coordinating material deliveries and material movement, a foreman can spend less time handling material and more hours installing it. Material handling is also a key factor in job safety. In this section, participants will learn the percentage of construction injuries that are the result of unsafe material handling procedures and how good material handling techniques can greatly improve a company's safety record.

### Safety

Good safety records make a company more competitive and give companies opportunities their competition may not have. Good safety records happen because of the efforts and attitude of the foreman on the jobsite. In this section, participants will learn their responsibilities for documentation, how they plan for safety at the same time they plan other facets of the project, and what to do if OSHA comes to the jobsite.

### Change Orders

Change orders are second only to labor in risk on a project. In this section, participants will discover why this is so and how they can help protect the company against this risk. Methods for protecting the scope of the work, avoiding backcharges, and tracking and handling changes to the work will be discussed.

### Close-Out

At the beginning of a new project, everyone is energized and enthusiastic. Often, towards the end of a job, enthusiasm wanes and workers are eager to move on to the next challenge. Yet, how the project is finished is often what a client remembers most about the company and the workers. The foreman plays a crucial role in close-out of the project, from documentation to demobilization to punchlists. In this section, participants will learn strategies for close-out, where to locate contractual requirements for close-out, and how to close the job as strong as it was started.

### Relationships

All businesses are built on relationships. Relationships between the union and the contractors, those between a foreman and the crew, relationships between all crafts on the job, and finally the relationships the company has with the customer. The foreman, as the company representative on the job, has a tremendous impact on the relationship the company has with the customer. The foreman's performance on a job could be the determining factor on the award of another job. Conversely, if the relationship between the customer and the company sours, it could eliminate the possibility of future business. This section will explore the complexity of relationships and the foreman's profound effect on attitudes of workers, other trades, and the client. In addition, jobsite hierarchies will be discussed.



## ABOUT the instructor

Kathryn Crosby is President and Owner of C2 Consulting, Inc., a firm that provides financial, safety and other consulting services and training.

Prior to starting her own business, she was Vice President/CFO for a Utah-based commercial and industrial mechanical contractor. She served on the Mechanical Contractors Association of America (MCAA) National Board of Directors and was Chairperson of the Project Managers Education Committee charged with oversight of the Institute for Project Management at the University of Texas—Austin. She also served as a Management Trustee for the Utah Pipe Trades Pension and Welfare Trust Fund and Mechanical representative for the Utah Subcontractors Council. While serving as a Board Member of Associated General Contractors of Utah, she chaired the Specialty Contractor/Supplier Council.

She currently serves on the faculty for the Institute for Project Management, Institute for Project Acquisition, Construction Education Institute, MCAA's National Education Institute, and the United Association's Instructor Training Course in Ann Arbor, Michigan.

C2 Consulting, Inc authored the MCAA's Project Manager's Manual rewrite, and developed a 40-hour Foreman certification course for the United Association.

## interested in hosting the **TRAINING?**

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