

On the Ground: Best of Class Practices for the Foreman

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Agenda

- How People Learn
- Types of Planning
- Identifying & Reducing Non-Value-Add Time
- Productivity
- Scheduling

Traits of an Effective Foreman

- An effective foreman is one who establishes cooperative relationships with subordinates, peers, and superiors for the purpose of achieving the goals and objectives of the organization.
- These relationships are characterized by high levels of mutual trust and loyalty.

1st Impression

- Important Job Statistics to Remember from the Job Kick-off Meeting
 - Who you work for
 - Who the subs are
 - Chain of Command
 - Change Orders
 - Questions
- Keep these Job Notes with you throughout the length of the job

Simple Solutions for Remembering Names

- Pay Attention
- Decide to remember.
- Ask for a repetition if necessary.
- Realize that people are flattered when you take an interest in their name.

- "Save" method
 - S - Say the name 3 times in conversation.
 - A - Ask a question about the name (e.g.: how it is spelled) or about the person.
 - V - Visualize the person's prominent physical or personality feature.
 - E - End the conversation with the name.

Communication to Laborers

- Job overview
- Milestones
- Difficult/Important tasks
- Other issues

Tools of Effective Communication

- Nextels
- Field Computers
- Meetings

How do people learn?

V - A - K

- If you chose mostly A's you have a VISUAL learning style
- If you chose mostly B's you have an AUDITORY learning style
- If you chose mostly C's you have a KINESTHETIC learning style

Visual (A's)

- Someone with a VISUAL learning style has a preference for seen or observed things, including pictures, diagrams, demonstrations, displays, etc. These people will use the phrase 'show me' and will be best able to perform a new task after reading the instructions or watching someone else do it first.

Auditory (B's)

- Someone with an AUDITORY learning style has a preference for the transfer of information through listening: to the spoken word, of self or others, of sounds and noises. These people will use phrases such as 'tell me', 'let's talk it over' and will best be able to perform a new task after listening to instructions from an expert.

Kinesthetic (C's)

- Someone with a KINESTHETIC learning style has a preference for physical experience—touching, feeling, holding, and doing. These people will use phrases such as ‘let me try’, ‘how do you feel?’ and will best be able to perform a new task by going ahead and trying it out, learning as they go. These are the people who like to experiment and never look at instructions first.

Morale

- Determined by the following:
 - Length of the job
 - Working conditions (hot/cold)
 - Can add to the problem:
 - Difficult owner
 - Difficult PM
 - The “Hockey-Stick” Effect

Planning

- How do you...
 - PLAN FOR UNFORSEEN PROBLEMS?
 - RECOVER LOST TIME?

Proactive vs. Reactive Planning

- Proactive
 - Plan the project in several dimensions, leaving flexibility for unexpected issues
 - “Smokey the Bear Approach” planning and communicating to prevent problems before they arise
- Reactive
 - Reaction to a project’s happenings (good or bad)
 - “Fireman Approach” extinguishing problems as they arise instead of using prevention methods

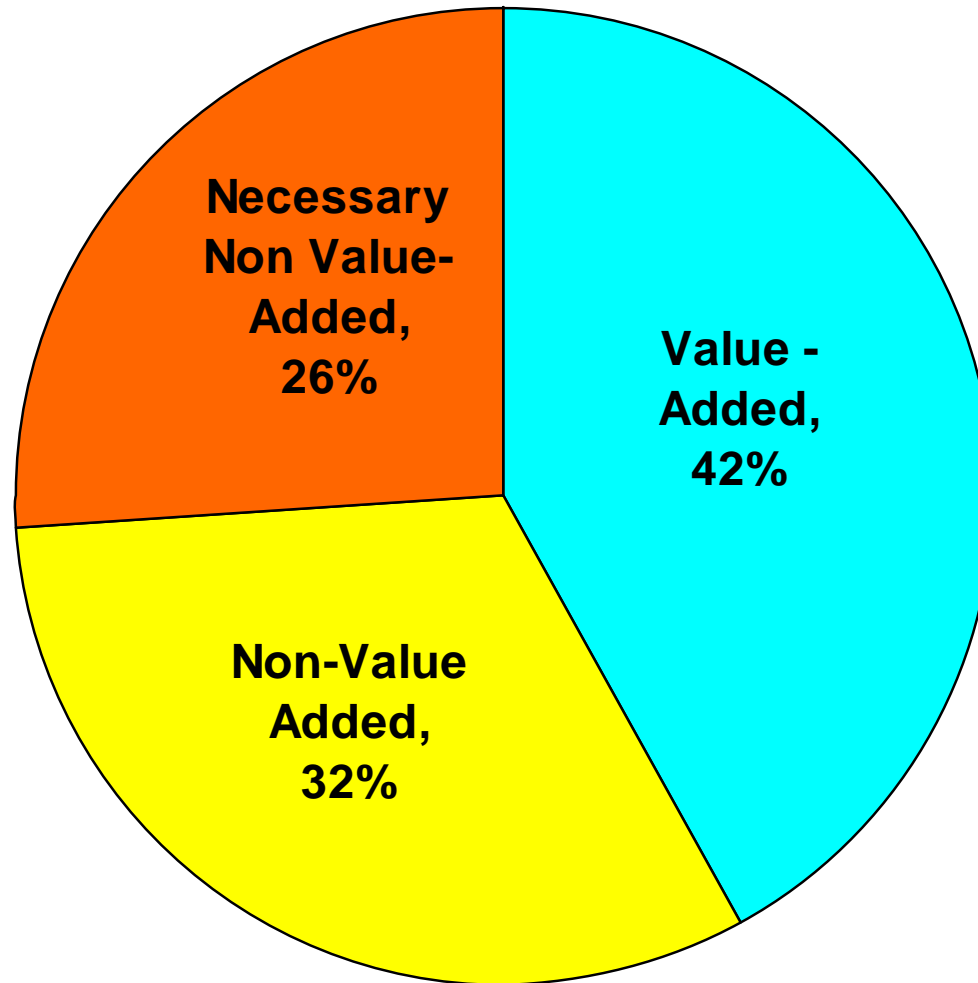
Value-Added Time

- Planning
- Teaching
- Installation of work product
- Preventing a defect from happening again (ECR—Error Cause Removal)

Non-Value-Added Time

- Waiting
 - Rework
 - Transporting
 - Restoring Value
 - Handling
- (Time spent that adds no value)

Three Elements of Work



Recoverable Lost Time (RLT)

- What is the cost?
- Why is reducing RLT important/valuable?

Impact on the Bottom Line

- The following illustrates the financial impact of reducing RLT:

Contract Revenues	\$4,500,000
Cost of Contracts	<u>3,200,000</u>
Gross Profit	1,300,000

Direct Labor & \	
Burden Costs	\$1,000,000
Industry Average RLT (32%)	320,000

- A 50% reduction in RLT provides an additional Gross Profit of \$160,000; a 25% reduction of RLT provides an additional Gross Profit of \$80,000.

Reasons for Low Productivity In the Construction Industry

- Low investment in education
- Focus on results instead of process
- Lack of focus on measurement and defect analysis
- Lack of knowing project status: record keeping

Causes - Planning

- Companies have improved their project delivery system but improvements are not consistently applied. Change without commitment and discipline can hurt rather than help.
 - Establish estimating review meeting
 - Establish PM/Super handoff
 - Monthly PM meetings
 - Weekly PM/Super meetings
- Lack of daily planning and goal setting -
 - Only 25% of respondents communicate quantifiable and measurable productivity goals starting each day

Improvement



The bang for the
is in Waste Elimination not in trying to
improve the Value-Added Process.

Creativity verses capital!

Productivity

- The most common measures of productivity are those comparing units of materials in place to each unit of direct input. For example:
 - Cubic yards of concrete per labor hour
 - Square feet of wall forms per carpenter hour
 - Linear feet of conduit per electrician hour
 - Tons of structural steel set per crane hour
 - Squares of shingles hung per bundle purchased
 - What is the unit that “you” need to measure?

Breakout

- What one measurement is the best indicator of productivity in your company?
- Name one initiative implemented within your company which had the most positive impact on productivity.

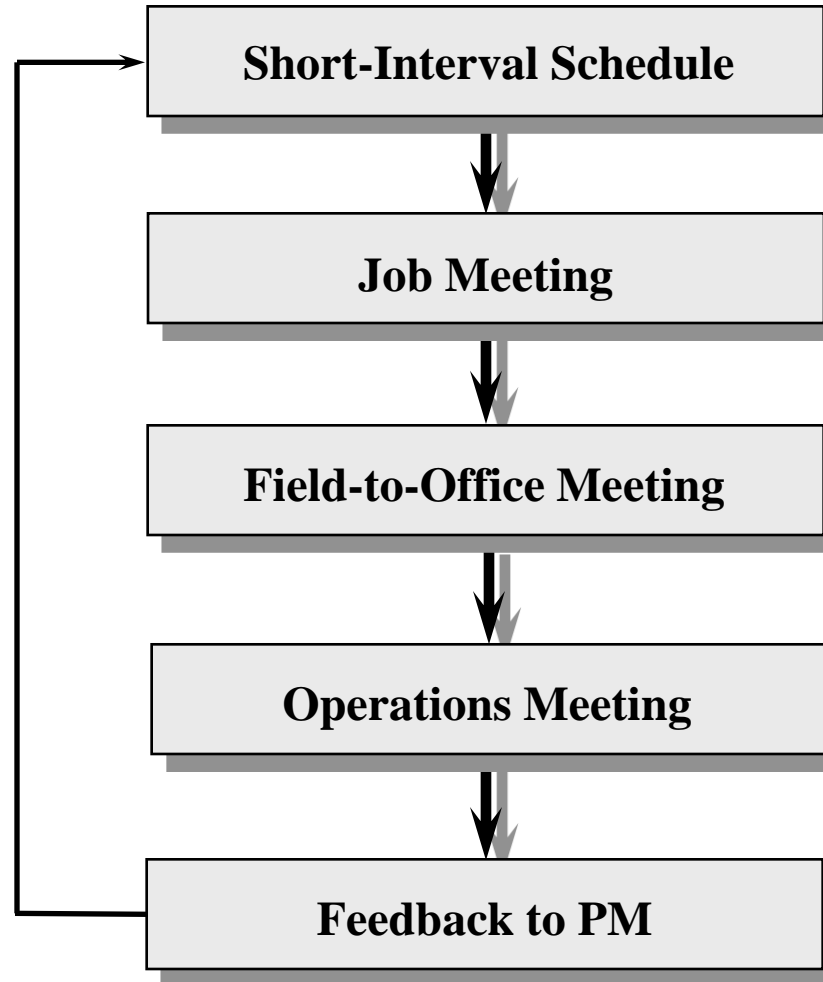
Meetings

- Foreman's Huddle (Daily)
 - Meeting with subs and/or laborers
- Foreman/PM (Daily)
- Safety (Weekly/Semi-Weekly)
- Owner/Designer/Contractor (Weekly)
- Field to Office (Weekly/Bi-Weekly)

Meetings

- Should always start and end on time
- Each member should have the opportunity to express their opinions / participate
- “Don’t assume that anyone knows anything. Over communicate.”
- Who to Invite?
 - Only those necessary to accomplish objectives should be invited to attend (risk losing effectiveness if too many people are invited)
 - Small Number = Added Interest & Participation
- “To Dos” and weekly Goals should be posted on the jobsite and updated daily for all to see

Planning



Goal Setting

- Overall Job
 - On Time/Cost/Quality
 - Safety
 - Satisfied Customer
- Job Milestones
 - Phase I
 - Phase II
 - Phase III

Short Term Goals

- Job Goals
 - For the week
 - Outlook for the next 2/3 weeks
 - Reset (every week)
- All Goals Should Be:
 - Measurable
 - Quantifiable
 - Attainable

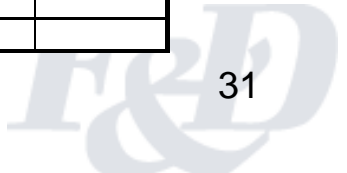
SHORT INTERVAL SCHEDULE

Project: _____

Week of: _____

Act. #	Description of Activities	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday

Resources Required	Units Req'd	Units Req'd	Units Req'd	Units Req'd	Units Req'd	Units Req'd	Units Req'd	Units Req'd	Units Req'd
Project Manager									
Superintendent									
Secretary									
Laborer									
Carpenter									
Sheet Metal Worker									
Electrician									
Ironworker									
Mason									
Backhoe w/ Operator									
Concrete Pump w/ Operator									
50 Ton Crane w/ Operator									
Ready-mixed Concrete									
Fenestration materials									
Masonry Materials									
Reinforcing Steel									
Metal Building Subcontractor									
Mechanical Subcontractor									
Electrical Subcontractor									



Key Take Aways

- Remembering how people learn
 - Visual, Auditory, Kinesthetic
- Types of planning
 - Proactive vs. Reactive
- Identifying & Reducing Non Value-Add Time
- Short-Term Interval Scheduling

QUESTIONS