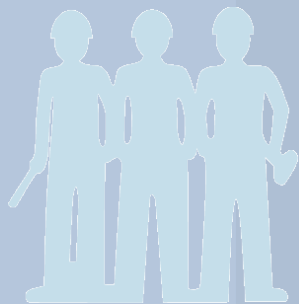


Foreman Career Path Manual

Your guide to moving up the career path with
Marek Family of Companies

This Manual Belongs To: _____



MAREK

WORKFORCE DEVELOPMENT



Foreman Career Path Manual

SUMMARY JOB DESCRIPTION:

MANAGES HOURLY PERSONNEL IN ACTIVITIES RELATED TO PRODUCTION, SAFETY, QUALITY, AND WORKFORCE DEVELOPMENT. ESTABLISHES AND MAINTAINS AN OPEN LINE OF COMMUNICATION BETWEEN THE FIELD, THE SUPERINTENDENT AND PROJECT MANAGEMENT WITH REGARD TO PROCEDURES, I.E.; BUDGETS, SCOPES, HANDLING OF CHARGES, FINAL CLOSE OUT, ETC. AND THEN STICKS TO IT SO THEY BELIEVE YOU'RE COMMITTED TO THEIR SUCCESS AND OVERALL SUCCESS OF THE JOB. CREATES A SPIRIT OF TEAMWORK AND SUCCESS THROUGH SUPPORT AND COMMUNICATION.

Career Path:

This structured career development plan is designed to provide the employee with a list of what tasks, training, or knowledge is required for the position of foreman. A qualified coach has the same list as the employee and guides the employee in task performance until both feel the learner has obtain mastery level.



MAREK WORKFORCE DEVELOPMENT

Career Development Program

Jobsite Supervisor/Foreman

Intent

The intent of this program is to accelerate the proficiency of the foreman, to provide coaching on tasks deemed critical to the trade, and to provide direction and guidance to employees in determining their career goals.

Guidelines for Administering the Foremen Career Path Program

The Foreman Career Path Program is designed to provide an effective means to prepare supervision with the skills and knowledge necessary to be successful. Program delivery includes: classroom training, peer groups, job shadowing, and OJT (on-the-job) training.

Coaching and Administration:

- Employees who enroll in the Foremen's Career Path Program who have not completed the Leadmen's Career Path Program must meet all prerequisites and be tested out of all training items before advancing into the Foreman Career Path.
- All coaches will be selected at the branch level and must complete the OJT Coaching Qualification Training Course. Coaches can be an experienced foreman, superintendent, or manager.
- Coaches will oversee the progress of the employee utilizing the Foreman Career Path Manual.
- Coaches will guide the employee through the manual ensuring that the employee is progressing through his required training and task list.
- The coach's position is intended to provide instruction,

mentoring, and support to the employee, and as such; coaches will maintain a high level of integrity when verifying completion of training.

- Any proposed changes to the content of this program are to be reported to the director of workforce development of dissemination by the subject matter experts (SME) group for approval and revision of the manual. (The changes you will want to make will either be an improvement all branches should make, or not really an improvement at all.)
- Each branch will utilize the most current version of this manual.
- Each branch will be responsible for providing classroom training and peer group sessions for their trainees, Training can be consist of a variety of delivery options, including jobsite, self study, or third party.

Guidelines for administering the program are as follows:

- Employees enrolled into the career development program shall be issued a manual to track their progress.
- Employees enrolled shall be assigned a coach to assist and support them throughout the program. A coach can be an experienced foreman, superintendent, or manager.



Foreman's Career Path

Description of Required Task/Knowledge/Training	Page #
Prerequisites	8
Recommendation by Supervisor	8
MBS-BP201 Advanced Construction Drawings	8
Classroom Training	
SF-OSHA10 10 Hour OSHA	9
FLS-103 Frontline Supervisor: Managing Different Personalities	10
FLS-104 Frontline Supervisor: Building Communication Effectiveness	10
FLS-105 Frontline Supervisor: Promoting Teamwork and Collaboration	11
FLS-106 Frontline Supervisor: Managing Conflict	11
FLS-108 Frontline Supervisor: Motivating and Engaging Employees	12
Peer Group Sessions	
MBS-PG01 Coordinating with the Project Manager Job Cost Summary / Labor Status Report	13
MBS-PG02 Work Orders/600 Logs/Daily Log	14
MBS-PG03 Maintaining Construction Drawings/RFI's	14
MBS-PG04 Materials, Tools, and Equipment	14
MBS-PG05 Seminar – Maintaining Successful Relationships – Guest Speaker	14
MBS-PG06 Personnel Safety/OSHA/Accident Investigation/Personnel	15
OJT Training	
FM-1-01 Managing and Reporting Incidents and Accidents	16
FM-1-02 Communicating with OSHA	16
FM-1-03 Budget and Job Cost Summary	16

OJT Training	Page #
FM-1-04 Labor Status Report	17
FM-1-05 Work Orders	17
FM-1-06 600 Log	17
FM-1-07 Daily Log	17
FM-1-08 Inspections	17
FM-1-09 Maintaining Construction Drawings	17
FM-1-10 Managing Material on the Job	18
FM-1-11 Managing Tools and Equipment	18
Career Path Check Off Sheet	19



Foreman Prerequisites

The employee who is enrolled in the Foreman Career Path Program who is entering the program at the foreman level should fulfill all prerequisites and be tested out of all items in the Leadman Career Path Program before working on foreman items.

Recommendation from a Supervisor

Employees who are enrolled in the WFD Career Path Programs should represent the best and brightest of our industry. To be accepted into the Foreman Career Path Program, an employee must be referred by a supervisor.

MBS-BP201 Advanced Construction Drawings

Accurately read a set of construction drawings.

Required Prerequisites:

- BM101 Basic Construction Math
- BP101 Drywall Construction Drawings and Layout

When the employee has all items on a task checked off, please indicate completion of this item on the check off sheet in the back of this manual.

Notes:



Classroom Training

SF-OSHA10 10 Hour OSHA

Provides focused instruction on OSHA 1910 and 1926 health and safety standards that apply to our scope of work. Employees will receive a 10 Hour OSHA certification.

FLS-103 Frontline Supervisor Series- Managing Different Personalities

Managing Different Personalities is one of five modules in the Frontline Supervisor Program foreman must complete. This course include out of class assignments which are required for successful completion of this course. Managing Different Personalities includes: 4 Hours

- Learn model for understanding behavioral differences
- Understand own behavioral strengths and weakness
- Identify strategies for effective communication with different behavioral styles
- Learn skills for reading the styles of different people
- Apply the model with the One-on-One process

FLS-104 Frontline Supervisors Series- Building Communication Effectiveness

Building Communication Effectiveness is one of five modules in the Frontline Supervisor Program foreman must complete. This course include out of class assignments which are required for successful completion of this course. Building Communication Effectiveness includes: 4 Hours

- Understand the core communication skills of effective supervisors
- Develop and practice listening skills
- Understand the importance of written communication
- Develop skills for providing feedback
- Learn the values of praise and recognition
- Apply the model with the One-on-One process

FLS-105 Frontline Supervisors Series- Promoting Teamwork and Collaboration

Teamwork and Collaboration is one of five modules in the Frontline Supervisor Program foreman must complete. This course include out of class assignments which are required for successful completion of this course.

Teamwork and Collaboration includes: 4 Hours

- Understand the different types and purposes of teams: also the difference between a group and a team
- Learn the components for developing a cohesive team
- Build skills for indentifying team strengths and assigning roles

FLS-106 Frontline Supervisors Series- Managing Conflict

Managing Conflict is one of five modules in the Frontline Supervisor Program foreman must complete. This course include out of class assignments which are required for successful completion of this course. Managing Conflict includes: 4 Hours

- Explore the causes and impact of conflict in the workplace
- Learn skills for resolving conflict with a co-worker
- Learn strategies for managing conflict between direct reports
- Practice conflict resolution skills via role play

FLS-108 Frontline Supervisors Series- Motivating and Engaging Employees

Motivating and Engaging Employees is two of three modules in the Frontline Supervisor Program leadman must complete. This course include out of class assignments which are required for successful completion of this course. Motivating and Engaging Employees includes: 4 Hours

- Learn a model for understanding the three types of employees
- Understand the behaviors that disengage employees and the role of the supervisors plays in employee satisfaction/engagement
- Understand the role trust and respect play in building engagement
- Learn the 13 behaviors of high-trust leaders
- Understand the difference between internal and external motivators



Peer Group Sessions

Included in the Marek Family of Companies cores values are:

- Innovation
- Winning Attitudes

Peer groups provide alignment with these values. A peer group is a group made up of individuals with similar interests and positions in the company. Training programs that strategically integrate peer groups into the organization's overall training and development plan provide "safety nets" for employees to overcome or avoid potential stumbling blocks with minimum repercussion and risk for the inexperienced employee or the organization.

The Foreman Development Program will utilize the peer group setting to introduce important concepts and skills in an informal and supportive environment. In addition, the peer group model allows for sharing of information and best practices.

Peer groups sessions will include a pre-determined agenda and often include a mentor to provide expert information on the selected topic. This mentor will act as a facilitator rather than the traditional role as instructor. **The Foreman's Policy and Procedure Manual will serve as the Job Aide.**

MBS-PG01 Peer Group Session:

This session will include sharing information and confirming understanding of the following

- Coordinating with the Project Manager
- Job Cost Summary/Budget
- Labor Status Report/102's

A project manager and/or production manager should serve as facilitator for this session.

MBS-PG02 Peer Group Session:

This session will include sharing information and confirming understanding of the following:

- Work Orders
- 600 Logs
- Daily Log

The production manager or experienced foreman should serve as facilitator.

MBS-PG03 Peer Group Session:

This session will include sharing information and confirming understanding of the following:

- Maintaining Construction Drawings
- RFI's

A project manager or experienced foreman should serve as the facilitator.

MBS-PG04 Peer Group Session:

This session will include sharing information and confirming understanding of the following:

- Managing Materials
- Managing Tools
- Managing Equipment

The Warehouse/Tool Room Manager should participate with this session.

MBS-PG05 Peer Group Session:

(All Peer Groups meet together)

Seminar: Maintaining a Successful Relationship with Your Customer

Guest Speaker: General Contractor



On the Job Training -OJT

It can take workers a long time to learn new tasks by trial and error. It is often possible to significantly reduce this time by providing structured On-the-Job Training. Structured jobsite training accelerates the learning curve. Not only does it accelerate learning, it often reduces risks and costly mistakes that can result in serious injury, production downtime, or increased levels of maintenance. Variability in the performance of critical tasks can compromise performance. Structured OJT, coupled with effective coaching, reduces the variability in workers' performance of critical tasks and moves them well beyond minimum levels of acceptable job performance. **The Foreman's Policy and Procedure Manual will serve as the Job Aide.**

The employee enrolled in the Foreman's Career Path Program should be mentored and coached on site to ensure his understanding and competency on the following items:

- FM-1-01 Managing and Reporting Incidents and Accidents**
 - Conduct Accident Investigation
 - Complete/Review Accident Investigation Report
 - Complete Fall Investigation Report
 - Complete a Theft Liability Report

- FM-1-02 Communicating with OSHA**
 - OSHA/Maintaining Records for OSHA
 - Follow Foreman Policy Manual procedures

- FM-1-03 Budget / Job Cost Summary**

- FM-1-04 Labor Status Report**
 - Labor Status Report (102's)
 - Completion Percent Report

- FM-1-05 Work Orders**
 - Call Project Manager for Approval and get WO #
 - Get signed by GC to commence work
 - Enter into Work Order Log and Daily log
 - Fill out completely (description of task, materials used, tools used, and break out of hours)
 - Get signed
 - Give General Contractor their copy
 - File your copy in Work Order Log
 - Get office copy to your Supervisor ASAP
- FM-1-06 600 Logs**
- FM-1-07 Daily Logs**
 - Fill out daily
 - Manpower
 - Weather
 - Work orders started
 - Safety
 - Areas being held up
 - Request to and from General Contractor
 - General information (anything out of the ordinary)
 - Leave nothing blank
- FM-01-08 Inspections**
 - Verify other crafts that will be covered have been inspected
 - Verify area is ready for inspection
 - Schedule inspection
 - Walk with the inspector
 - Get documentation of inspection
- FM-1-09 Maintain Construction Drawings**
 - RFI's
 - RFI Log
 - Update Drawings
 - Use only the most current set of drawings

FM-1-10 Managing Materials on the Job

- Field Report
- Purchasing Report
- Ordering Materials
- Long Lead Items
- Stocking Materials
- Tracking Materials
- Warehouse Order Form
- Vendor Receiving Tickets

FM-1-11 Managing Tools and Equipment

- Assess tool needs
- Timely order tools
- Tool tickets
- Red book
- Tool security
- Tag out damaged tools
- Return tools

When Employee has all items on a task checked off, please indicate completion of the task on the check off sheet in the back of this manual.

Notes:



Foreman Career Path Checklist

Employee: _____

Emp #: _____

Instructions: The employee must have all items checked before his/her training will be considered complete.

Task/Course #	Description of Task/Knowledge/Training	Date of Completion	Employee Signature	Coach/Supervisor Signature
	Recommendation from Supervisor			
MBS-BP201	Advanced Construction Drawings			
SF-OSHA10	OSHA 10 Hour			
FLS-103	Frontline Supervisor Series Managing Different Personalities			
FLS-104	Frontline Supervisor Series Building Communication Effectiveness			
FLS-105	Frontline Supervisor Series Promoting Teamwork and Collaboration			
FLS-106	Frontline Supervisor Series Managing Conflict			
FLS-108	Frontline Supervisor Series Motivating and Engaging Employees			
MBS-PG01	Peer Group Session Job Cost Summary/Labor Status Report			
MBS-PG02	Peer Group Session Work Orders/600 Logs/Daily Log			
MBS-PG03	Peer Group Session Maintaining Construction Drawings/RFI's			

Task/Course #	Description of Task/Knowledge/Training	Date of Completion	Employee Signature	Coach/Supervisor Signature
MBS-PG04	Peer Group Session Materials, Tools, and Equipment			
MBS-PG05	Seminar – Maintaining Successful Relationships – Guest Speaker			
MBS-PG06	Peer Group Session Personnel Safety/Accident Investigation			
FM-1-01	Managing Incidents/Accidents			
FM-1-02	Communicating with OSHA			
FM-1-03	Budget-Job Cost Summary			
FM-1-04	102-Labor Status Report			
FM-1-05	Work Orders			
FM-1-06	600 Log (190-191)			
FM-1-07	Daily Log			
FM-1-08	Inspections			
FM-1-09	Maintain Construction Drawings			
FM-1-10	Managing Materials on the Job			
FM-1-11	Managing Tools and Equipment			