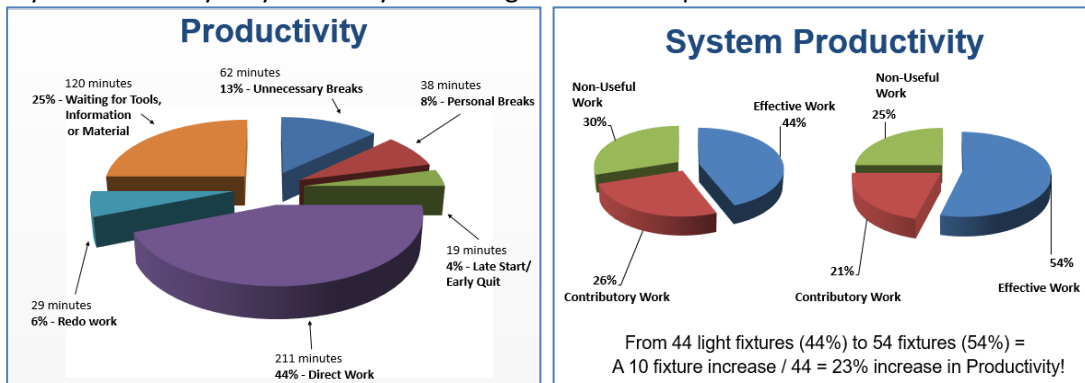


The Foreman Development Series – Food for Thought

- How many dollars of electrical work will a career Forman or Superintendent run in his lifetime?
 - At \$1 Mil - \$10 Mil / year over 30 Years; **\$30 Million to 300 Million dollars' worth!**
 - How much training does a Foreman get to prepare him for his job?
 - Over 90% of construction Foremen report that they have received NO professional leadership or management training whatsoever!
 - Only 51% of all electrical Contractors offer any kind of in-house training to their employees.
 - **A Contractor wants you to run millions of dollars' worth of work for him but provides no training whatsoever? Who would do such a thing?**
 - Most Electrical Foremen do not see themselves as a professionals. They think of themselves as just plain old “blue collar” electricians running work. 90% of all small business owners have less than 20 employees and do an average of \$800,000 a year in volume. An Electrical Foreman is a highly skilled business professional who does that and more every year!
- 1) Who was the best Foreman you ever worked for? What did he do right that made him special? Who was the worst Foreman you ever worked for? What was he doing wrong?
 - 2) How many of you have worked for what we might call an “old school” Foreman? They’ve been the backbone of our industry for years.
 - a. They could be described as: Tough, forceful, no nonsense, demanding, effective and very sharp.
 - b. Can we do better than that?
 - 3) What do you think is the difference between a “Qualified” Foreman and one who is an “Effective” Foreman?
 - a. What skills do we need to become “Highly Effective?”
 - 4) Your boss calls and tells you to meet him at a new construction site. He hands you a set of blueprints, points out where your material trailer is and wishes you “Good luck”. In passing, as he leaves, he mentions that, “Oh, by the way, the General Contractor wants to pour the 1st floor slab in two days”. You walk over and look in your trailer; it’s empty. **So now what in the hell do you do?**
 - 5) Your Crew needs TIMERS = Tools + Information+ Materials + Expectations + Recognition + Safety
 - 6) On average how many times do you think material is moved on the job before it is installed?
 - a. **8 Times!**
 - 7) **The Goal: Having 8 hours of material within 10 feet of the Installer.** - How many of you have seen this happen on a job?
 - 8) What would it take to have an Injury-free Job? As a Foreman is Safety your responsibility?
 - 9) What would your primary job be as a Foreman – to build the building or make money for the company?
 - a. Does your company has a “Progressive Discipline” policy? What does that mean?

- b. The Contractor wants his Foremen to “Push” the guys so he can compete against the non-union contractors. Should you do that? Does it work?
 - c. Do you have a problem working with CW/CEs?
- 10) Along with building the building you are going to have to constantly deal with people. Are you good at dealing with “people problems”?
- a. Have you ever had a “Difficult Conversation”; Lack of Production, Sexual Harassment, Bad body odor?
- 11) As a Foreman, communication is one of the most important skills you can develop.
- a. It is worth spending the time to get it right – “active listening” is the key.
- 12) In a 2004 NECA study on the differences between Union and Non-Union Electrical Contractors, Dr. Perry Daneshgari’s most significant conclusion found that: **“contrary to common belief, the main difference between the two styles of operation (Union vs. Non-Union) is not the labor cost, but rather is how the labor is managed”.**
- 13) How many minutes a day do you think your average electrician spends on Non-Productive Activities?



- 14) System Productivity -We routinely plan our projects but almost never plan our Production!
- a. We preplan how we are going to build the job But not how we are going to do it in an efficient manner.
 - b. System Productivity is almost never taught to or discussed with Field Labor!
- 15) What is Labor Burden? What is the difference between Direct and Indirect Costs? What are some standard bid exclusions?
- 16) Did you know that the Owner has the right to issue changes to your project without invalidating your signed Contract?
- a. Change Orders – Oh Boy! We’re going to make a killing!



- 17) As a Foreman, do you know what your labor install rates are? Did you receive a set of submittals and a copy of your Contract from your Boss?
- 18) In 2004 CSI expanded their Specifications MasterFormat to a 6 digit, 50 Division numbering system.
- a. Did you know that Electrical work is now Division 26 instead of Division 16?
 - b. What is the Order of Precedence and the Hierarchy of Information?

The Details:

- All of the modules are approximately 3 hours long.
- All involve “Active Learning” and group participation activities – It is NOT just a boring lecture.
- These Modules provide “basic training” intended for Journeymen who want to become Foremen for the first time.
 - The information provided is very practical and can be used on the job the very next day.
 - These classes are also open to all Apprentices, CW/CEs and company management personnel.
- These Modules incorporate what we feel are the “Best Practices” found in the Industry today.
 - There is no “Union” bias in the material we teach.
 - We stress that Company policy always supersedes anything we might be teaching.
- We require that anyone who wants to teach these modules in their Home Local attend a series of three (3) day Train the Trainer sessions to learn how to teach these materials.
 - Modified to meet the Contractor’s particular needs, these materials can be taught to individual Contractors and their supervisory personnel.

The Modules are all stand alone and can be taken in any order based on your interests:

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| 1. Role of the Foreman | 9. Communication |
| 2. Project Start Up | 10. Documentation |
| 3. Material Management | 11. Change Management |
| 4. Labor Relations | 12. Project Closeout |
| 5. Understanding the Estimate – Part I | 13. Understanding the Estimate – Part II |
| 6. Manloading and Scheduling | 14. Specifications |
| 7. Managing Production | 15. Highly Effective Foremen – Part I |
| 8. Safety | 16. Highly Effective Foremen – Part 2 |

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