



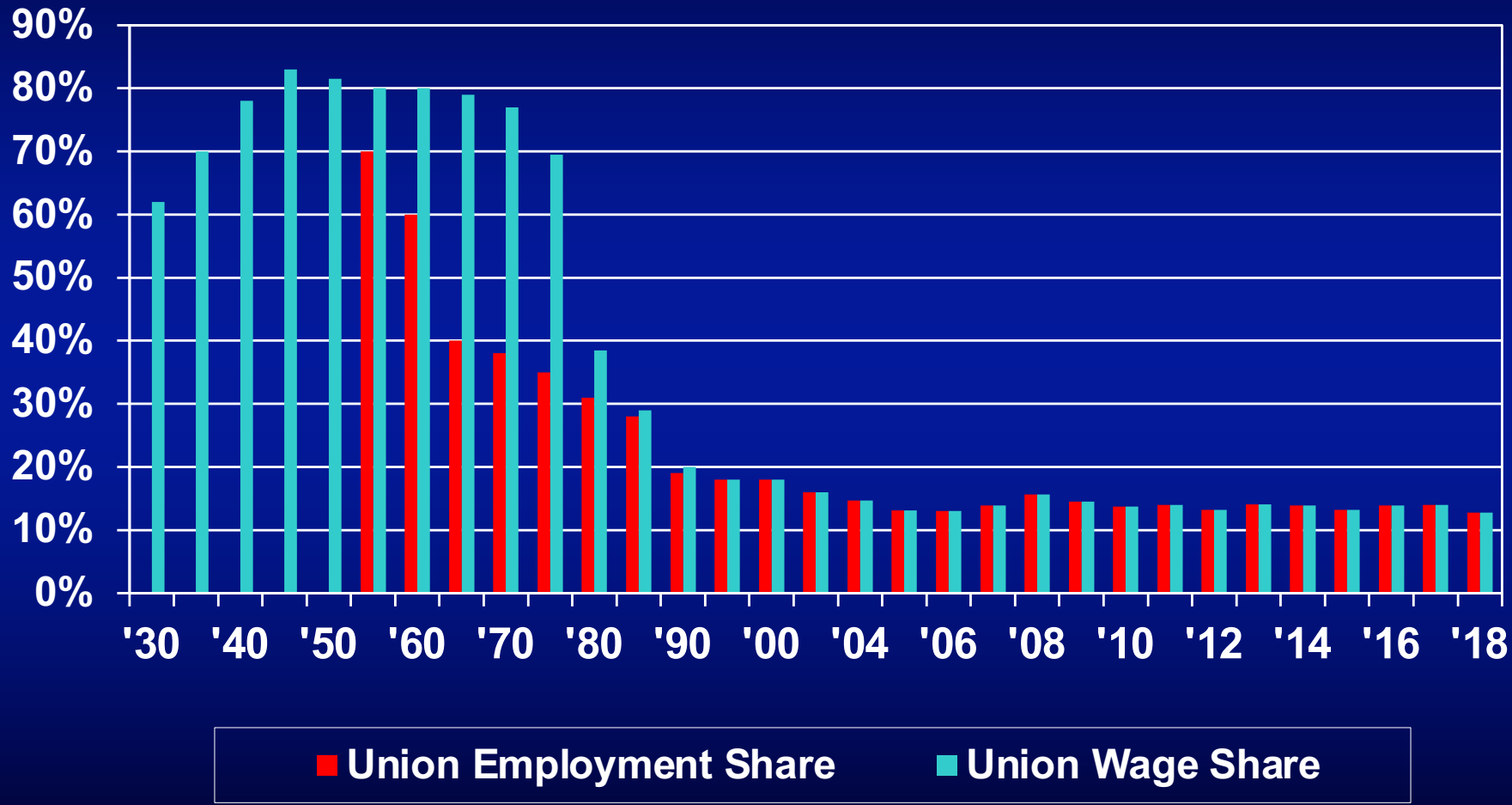
The Role of the Foreman

Foreman's Development Series

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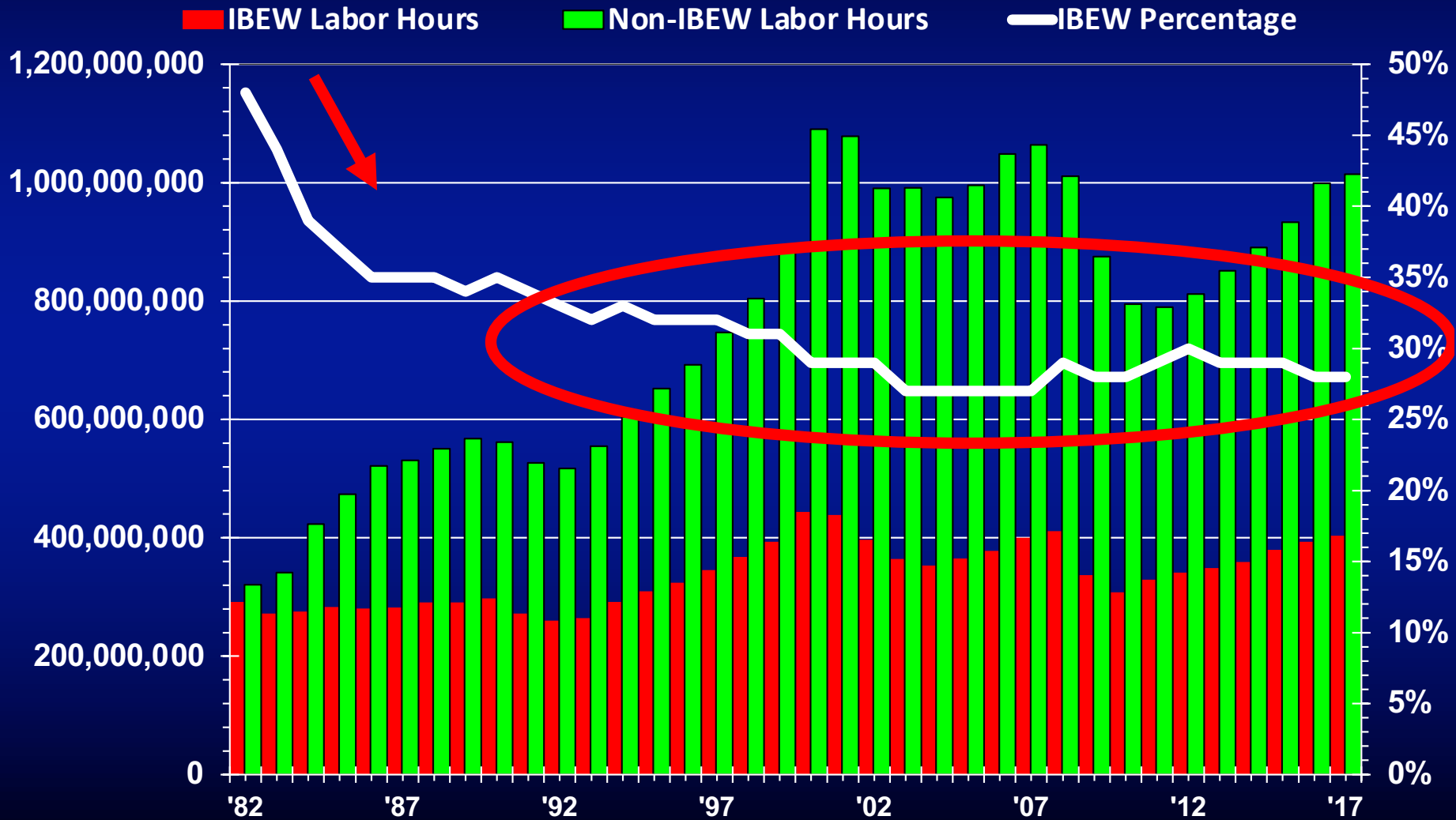
U.S. Construction Industry

Union Employment Share & Wage Share



Source: Bureau of Labor Statistics: Leo Troy (Union Sourcebook)

U.S. Inside Construction Labor Hours and the IBEW's Percentage of the Total, 1982 through 2017



Source: NEBF; Bureau of Labor Statistics

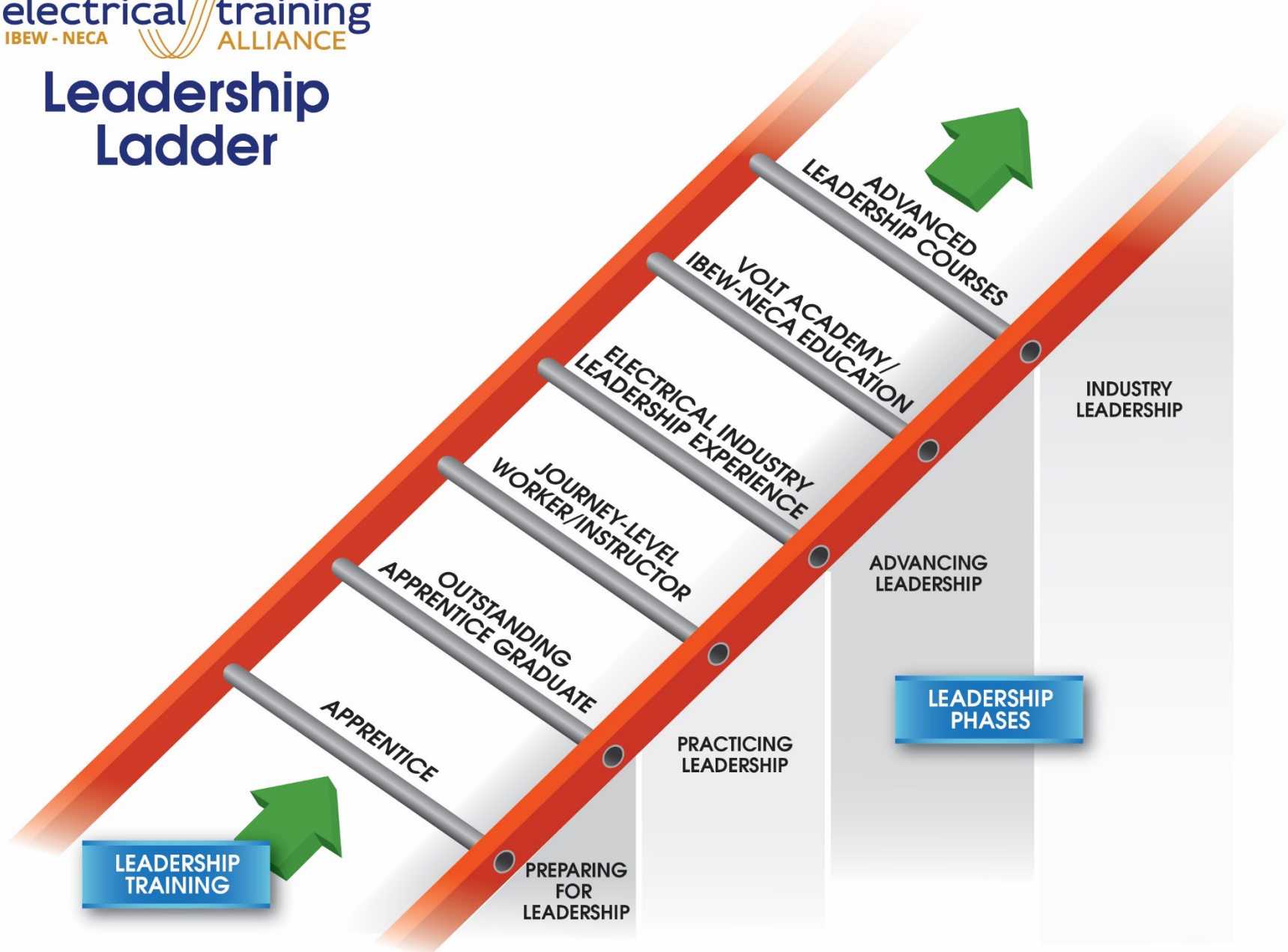
Why Foreman's Development?

- 1) Non-union competition!
- 2) Open shops are better than Union shops at managing their labor and training their employees.
- 3) Most Union Foreman receive no formal training; they learn on the job.

Objectives

- Understand reasons for becoming a Foreman
- Identify duties of a Foreman
- Understand responsibilities to the Contractor / Union Agreement
- Recognize attributes of a good Foreman
- Review motivational techniques
- Discuss management styles

Leadership Ladder



Why Become a Foreman?

- Why do you want to become a Foreman?
 - Take on the **responsibility** to have a greater impact on a project.
 - You are ready to take on **new challenges** and learn new skills.
 - You are a **problem solver**.
 - **Share your knowledge** and experience with others.

Is It Worth It?



Added Responsibility

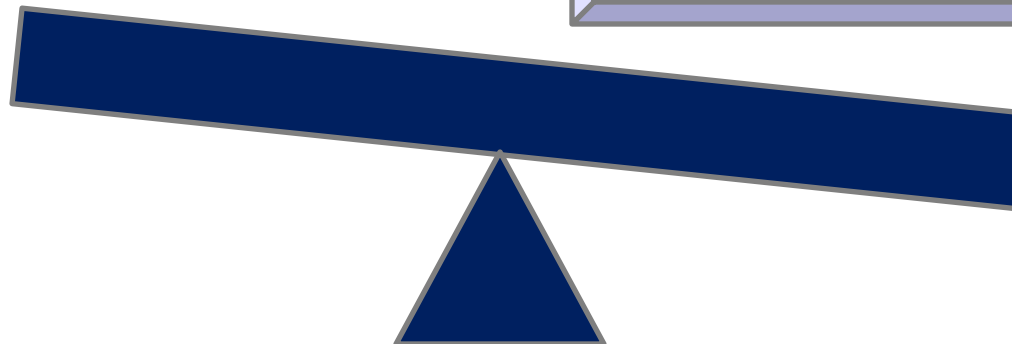
Requires New Skills

Job Security

More Challenges

Advancement
Opportunities

Documentation



What Does a Foreman Do?

- **Group Activity**

- Write on your flip chart as many things as your group can think of for the question:

“What Does a Foreman Do?”



What Does a Foreman Do?

What is the difference between a Crew Foreman and Project Foreman?

Crew Foreman

- Responsible for his/her crew only

Project Foreman

- Responsible for the entire project

What Does A Foreman Do?

- Project T.I.M.E.R.S.

M = Material

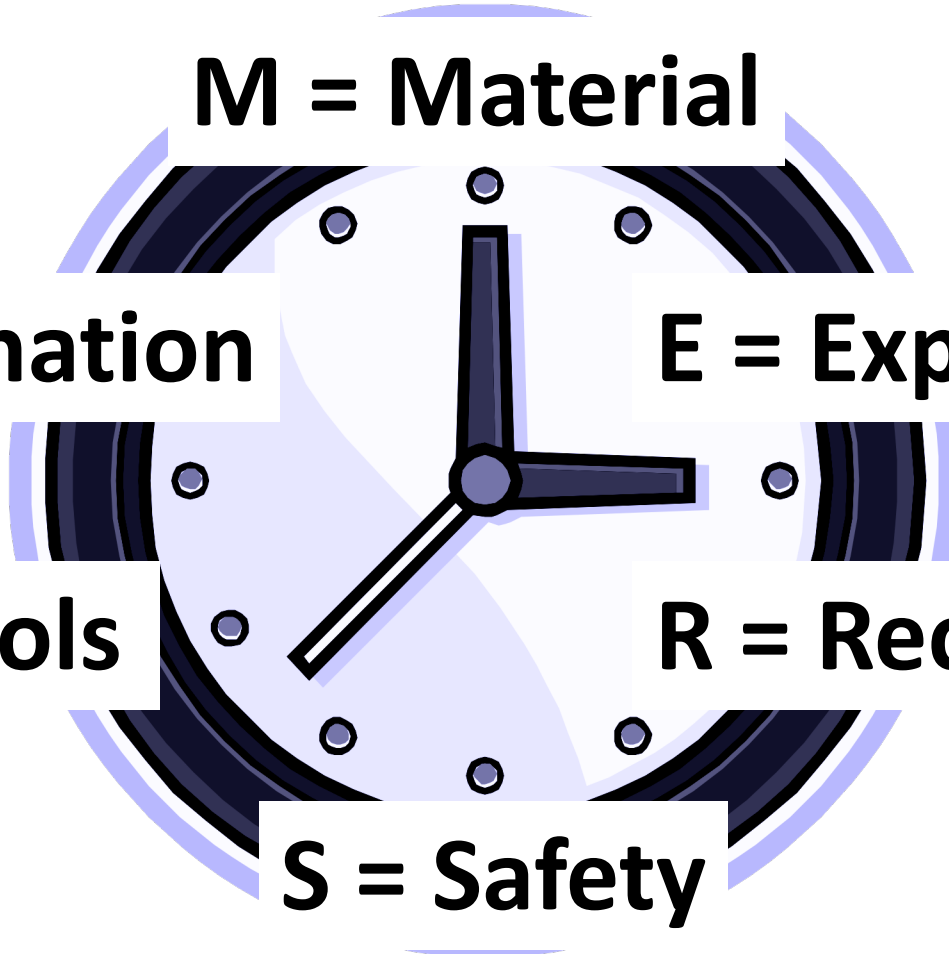
I = Information

E = Expectations

T = Tools

R = Recognition

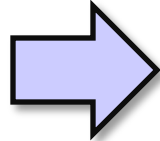
S = Safety



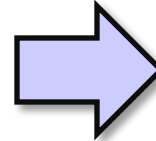
Your Responsibilities

- **To the Contractor:**

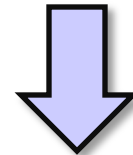
Punctuality



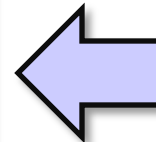
Preparation



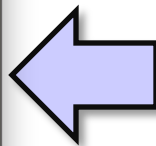
Awareness



Documentation



Goal Setting/
Planning



Successful Project

Your Responsibilities

To the Union:

- Know your Union Agreement
 - Keep a copy of the agreement handy
- Know the rules for pay scales, labor ratios and both hiring and termination procedures
- Understand rules regarding the CW/CE classifications
- Understand the Substance Abuse policy

Attributes of a Good Foreman?

- Group Activity
 - Think about one of the best Foremen you ever worked with. What were some of the qualities that made him/her so good?



Attributes of a Good Foreman



Good Electrician

Organizational Skills

Attitude

Trustworthiness

Adaptability

Professionalism

The Job Interview!

Do you have what it takes?

- Do you have a Foreman personality?
- Do you have the needed people skills?
- What general skills / experience do you have?
- How will you handle Discipline issues?



A hand is visible on the left side of the slide, pointing towards the text. The hand is resting on a blue-tinted image of a blueprint or technical drawing. The background of the slide is light blue at the top and white below.

Motivating Your Crew

- Generally, people are motivated by the following:
 - Challenge and a sense of achievement.
 - Being treated as an individual.
 - Having their ideas listened to and having their contributions to the work effort respected.
 - Having a fair, diligent, knowledgeable and responsive supervisor.
- Set reasonable goals, give good instructions.
- Make people feel like part of the team.
- Recognize achievements.

Are you an X, Y, or Z Manager?



The “X” Theory – Tough Guy Management

- Assumes that people are lazy and must be driven to perform
- Management by fear and intimidation

What are the drawbacks to this style?

Are you an X, Y, or Z Manager?



The “Y” Theory – Nice Guy Management

- Assumes that people basically want to do a good job
- Doesn't want to upset people

What are the drawbacks to this style?

Are you an X, Y, or Z Manager?

The “Z” Theory – The Compromise



- Good manager knows there is room for both styles.
- Real job is to motivate and help others succeed
- A life long learning process

Jobsite Scenario

“Just another day in Paradise”?

- A. The painters are block filling (priming) kitchen area. You have to cut in 12 device boxes which were missed on the rough. The cut in work was scheduled for today but nobody can work in this area because of the fumes. Final painting is in two days, on schedule.
- B. Your crew lost gang box keys (the spare keys that you gave them 2 weeks ago). There are 5 gang boxes and a storage trailer. All of the keys were on one ring.
- C. Our subcontractor, who is doing our site light trenching, is having a war with the landscape contractor who installed 2,000' of irrigation line in line with the site lighting layout.
- D. Two of your men have failed to show up for work for two days, two others are ready to do serious damage to each other and the office called and would like to take 2 guys for a hot job.
- E. The floor duct, to be installed in the dining room is damaged and incomplete, you made note of this two weeks ago but did not follow up on it.
- F. The GC walks in and tells you that the dining room pour is set for tomorrow. This has to be done because the cement crew is doing another project for the GC that they have to catch up on.
- G. The guest rooms on the 12th floor are to be boarded next week. You have roughed in the first ten floors. The drywall contractor is ahead of schedule.

Scenario Challenge

Group Activity:

Discuss the following questions:

- What is the real problem in each case?
- What course of action would you take for each issue? Is there an alternative solution?
 - Have a spokesman explain your logic.



Scenario Priorities?

- Which issue must be dealt with immediately?
- Which one can be dealt with later?

Have each group prioritize the problems from most important to least important.

- 7) C. Our subcontractor, who is doing our site light trenching, is having a war with the landscape contractor

Who is Responsible?

- **Who** runs the day to day operation of the Job?
- **Who** is the General Contractor going to call when things turn to crap?
- **Who** decides if an electrician's production is enough?
- **Who** deals with hiring, firing and performance issues?
- **Who** is responsible if the Job loses money?

YOU! – OWN IT!

What do people think about Construction Work?

- **Construction is a dead end job.**
 - That it is a job – NOT a career
- **There aren't opportunities for women.**
 - Construction is only for men.
- **People in construction are unskilled and uneducated.**
 - The work only requires brute strength – no training.
- **Jobs in construction are unsafe**
- **The construction industry is outdated**
 - We are slow to adopt new technologies
- One study found that 68% of the survey-takers described the work as **“strenuous”** while 58% saw the work as **“dirty”**
- 63% of undecided young adults said there was no way they'd consider a career in the trades – no matter how good the pay was.

Don't believe a word of any of that!!!

Money and Responsibility?

A career Foreman is a serious Professional!

- A union electrical Foreman is NOT a plain old, run of the mill, blue collar worker!
- Our jobs require more skills and pay better than many college graduates have working for big corporations.
(US Bureau of Labor Statistics)

We are professional Business Managers!

Money and Responsibility?

How many dollars of electrical work will a career Foreman or Superintendent run in his lifetime?

\$1 Million x 30 years = \$30 Million worth of work.

\$5 Million x 30 years = \$150 Million worth of work.

\$10 Million x 30 years = \$300 Million worth of work.

- At \$40 per hour X 2,000 hours per year X 30 years
= \$2.4 Million gross wages during your career;

A hand is visible on the left side of the image, pointing towards the text. The hand is resting on a set of blueprints, which are partially visible at the bottom left corner. The background is a light blue gradient.

Thick Skin and worth every penny!

“To be an effective and successful Foreman it is essential that you possess thick skin, broad shoulders, a self-motivating drive, multi-tasking capabilities, and a can-do attitude.

Bring anything less to your role as a leader to any project and that project will surely produce less than optimum results.” *

** Quote from Jason C. McCarty, Construction Leadership Success*

A highly trained Foreman is a valuable commodity to any good Contractor and you deserve to get highly paid for it.

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Foreman Training?

How much training does a Foreman get to prepare him for his job?

- **95% of Foremen report that they received NO professional leadership or management training!**
- **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 do you work for?



Where is the Foreman in this relationship?

- Represented by the Hall, Working for the Contractor-

Safety

If you're the Foreman on the job, you are the one responsible for the lives of the people who work for you!

- Deal with any Safety concerns immediately!
- No compromises! Hold everyone accountable.
- Are they feeling invincible? Tell them:

“Asking me to overlook a simple safety violation is like asking me to lower my opinion on the value of your life”

So you are now a Foreman?

Things to keep in mind:

- 1) Be the kind of Foreman you'd like to work for.**
- 2) You can never stop learning.**
- 3) Someone is always watching what you do and listening to what you say.**
- 4) You need to be a Coach and a Mentor.**

Self-Preservation!

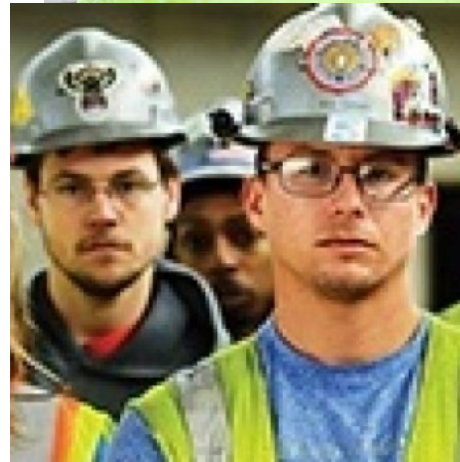
- **Being a Foreman can be very stressful**

There is a balancing act that MUST take place!


- Your family, your personal relationships and your mental and physical health all must take priority over the job.
- Don't take a bad day at work home with you.
- Don't bring what happened at home to work. **Make sense?**

By balancing our work with our personal lives hopefully we can be happy and successful at both.

The Progression of a Foreman



Words of Wisdom

- 
- A hand is visible on the left side of the image, pointing towards the list of wisdom. The hand is resting on a set of architectural blueprints, which are partially visible at the bottom left corner. The blueprints show various lines and text, typical of a construction plan.
- 1) **All issues are Business – Do not take these things personally!**
 - 2) You are the Subcontractor and things flow downhill!
 - 3) General Contractors tend to treat other trades like they treat their laborers.
 - 4) The philosophy of “Win / Win” or “Partnering”.
 - 5) When things get really crazy : Keep a small pocket notebook / tablet or use your smart phone.

Summary

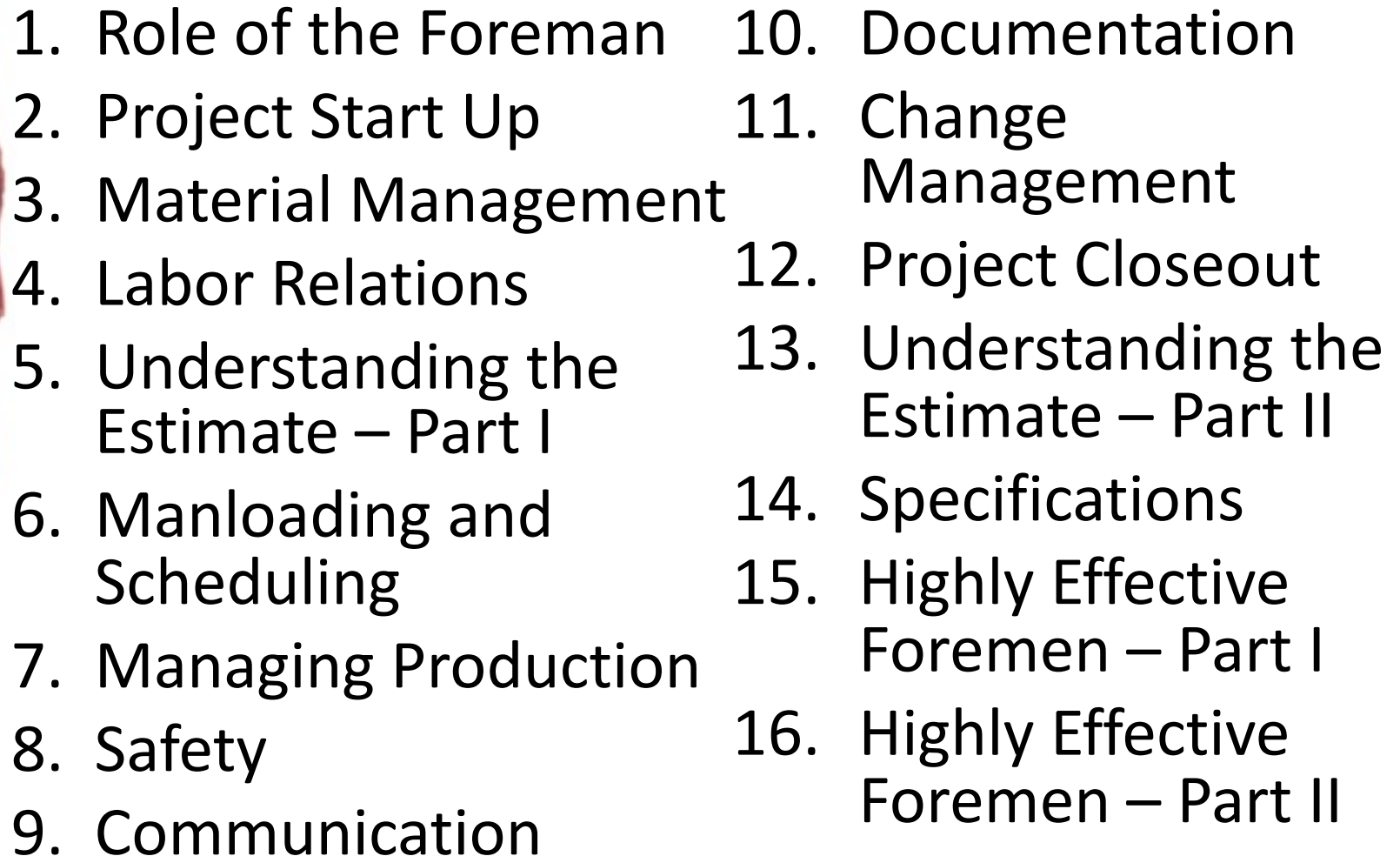
Are you ready?

- Are you ready to step up to the added responsibility by serving in a key leadership role for your Contractor.?
- Are you ready to develop new skills?
- Are you ready to guide and motivate people to do the best job possible - so everyone benefits?
- Are you ready to teach and mentor your Journeymen so they will also become qualified Foreman one of these days?

The FDS Details

- All of the modules are approximately 3 hours long.
- All involve “Active Learning” and group activities.
- The Modules are intended for Journeymen who want to become Foremen for the first time.
- These classes are also open to any and all Apprentices, CW/CEs and company personnel.
- These Modules incorporate what we feel are “Best Practices” in the Industry today.

What's Next?

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