

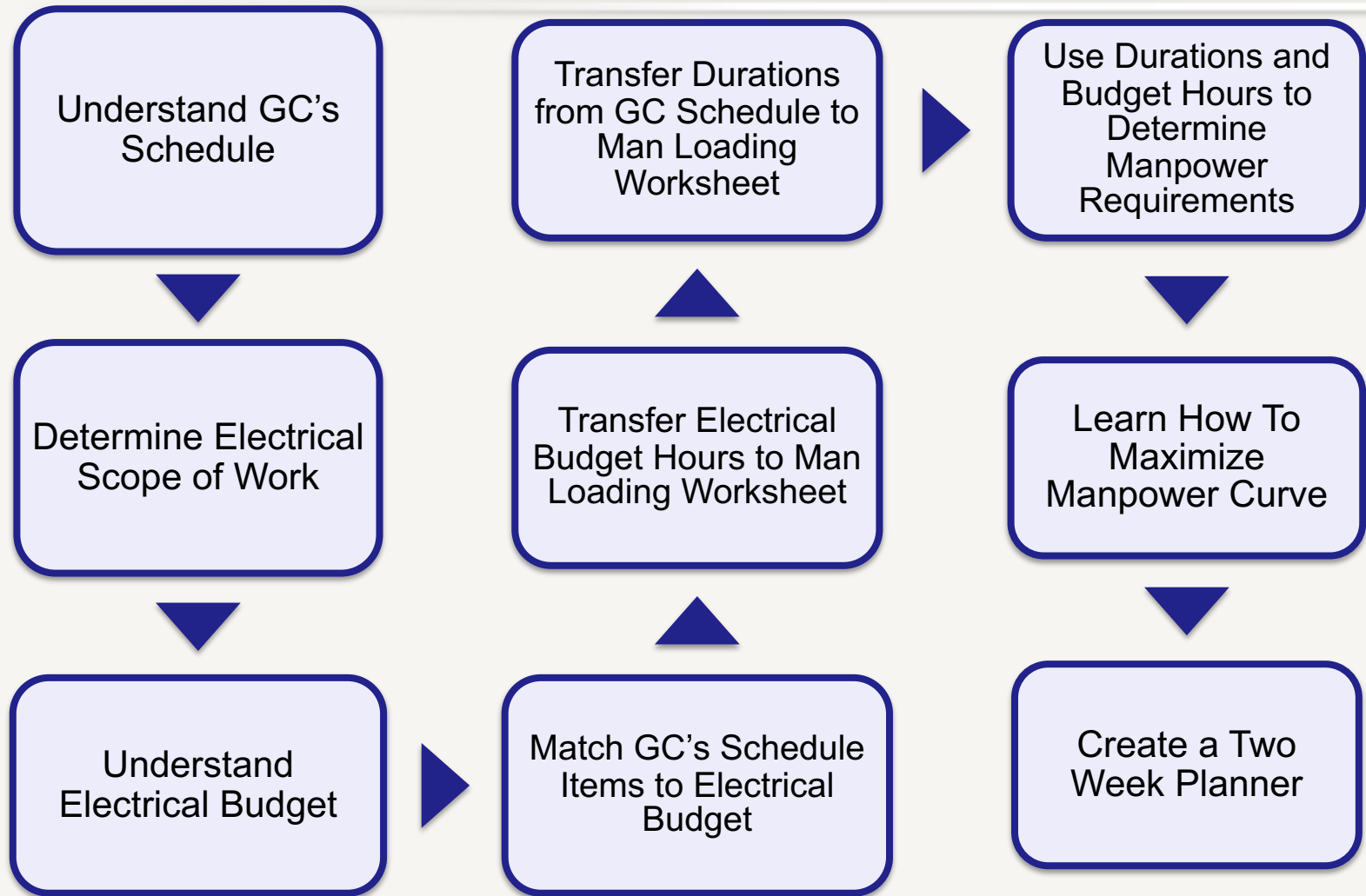
FOREMAN'S DEVELOPMENT SERIES



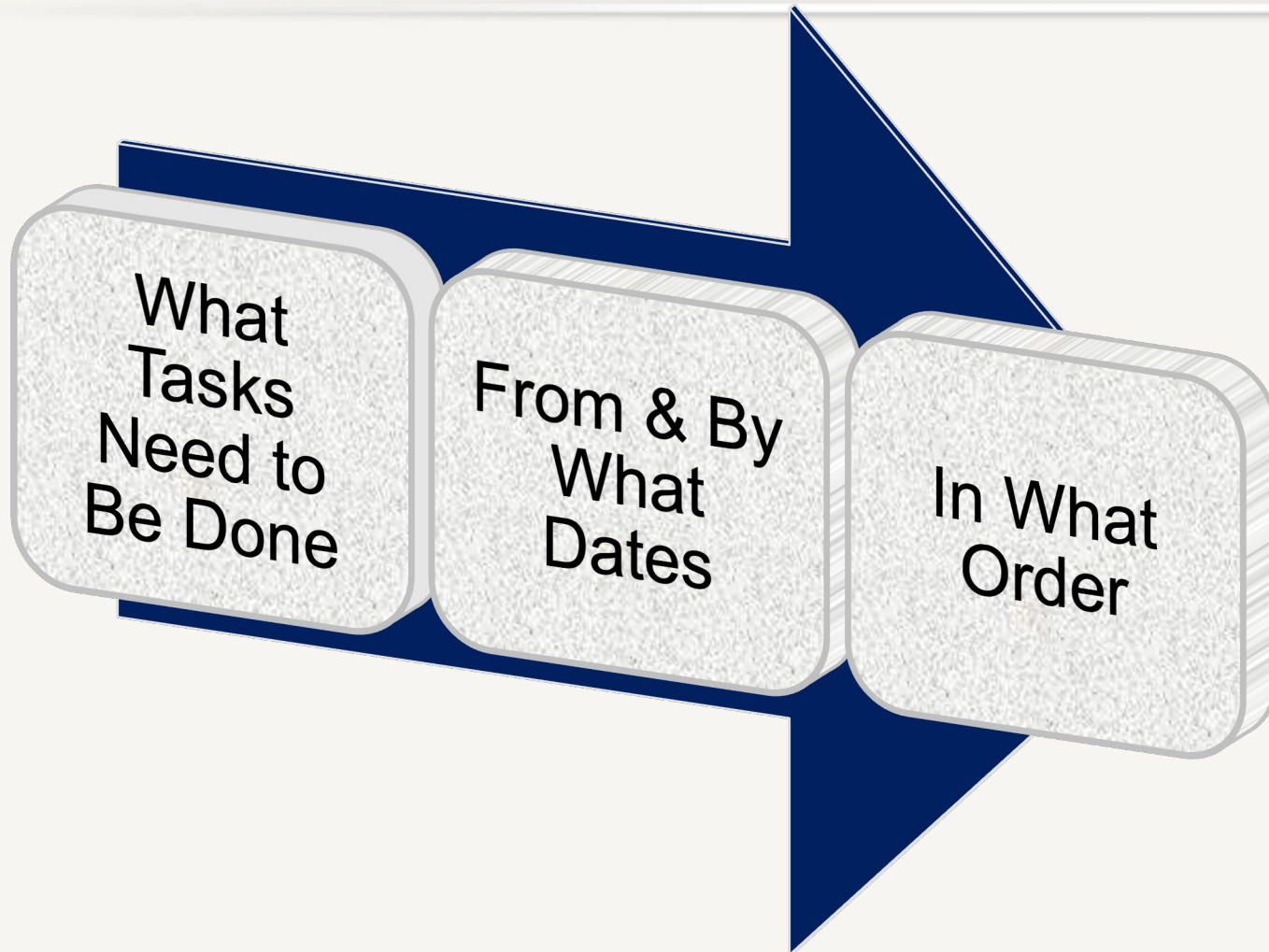
Manloading & Scheduling

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Overview of Class Activity



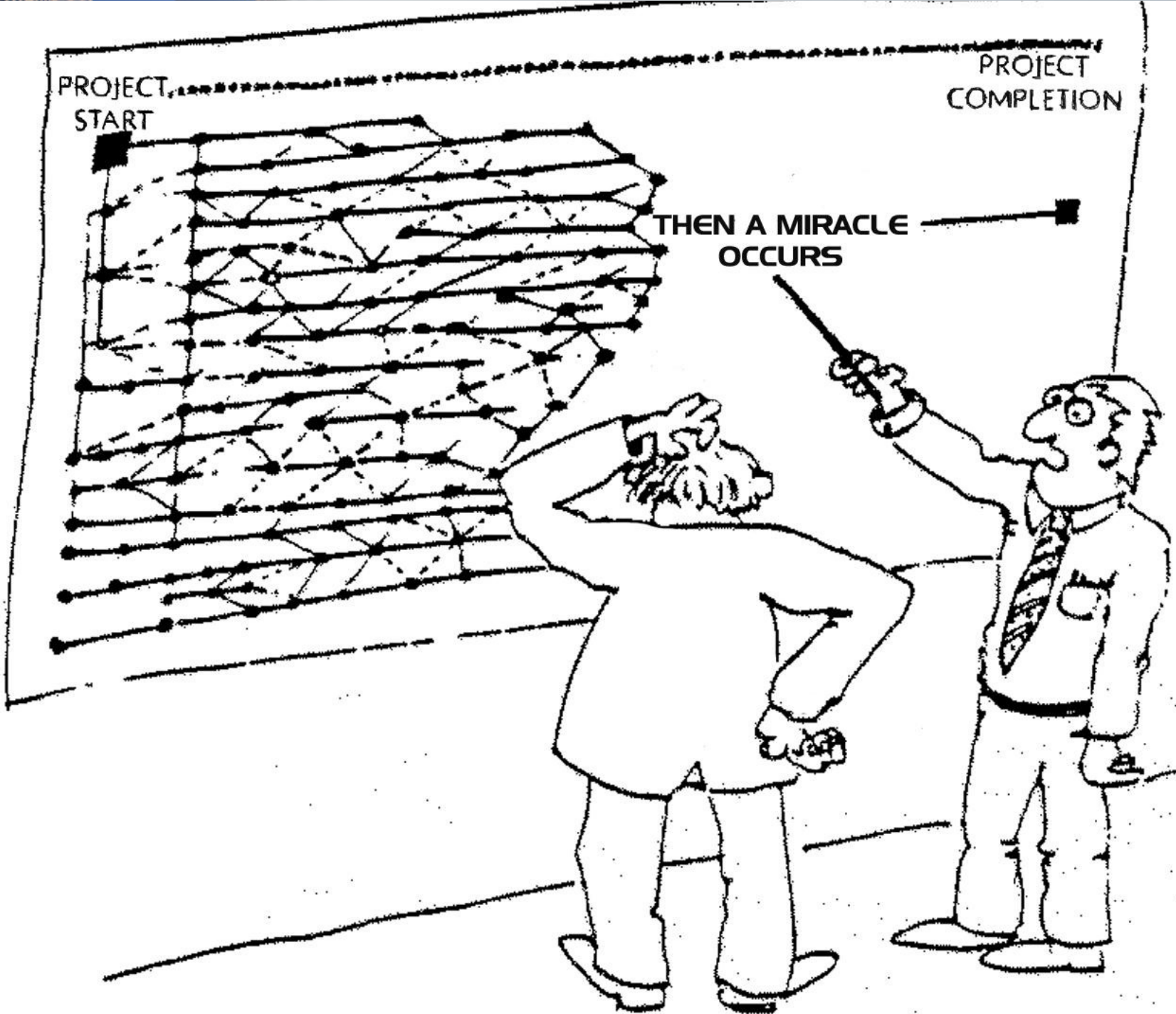
Schedule

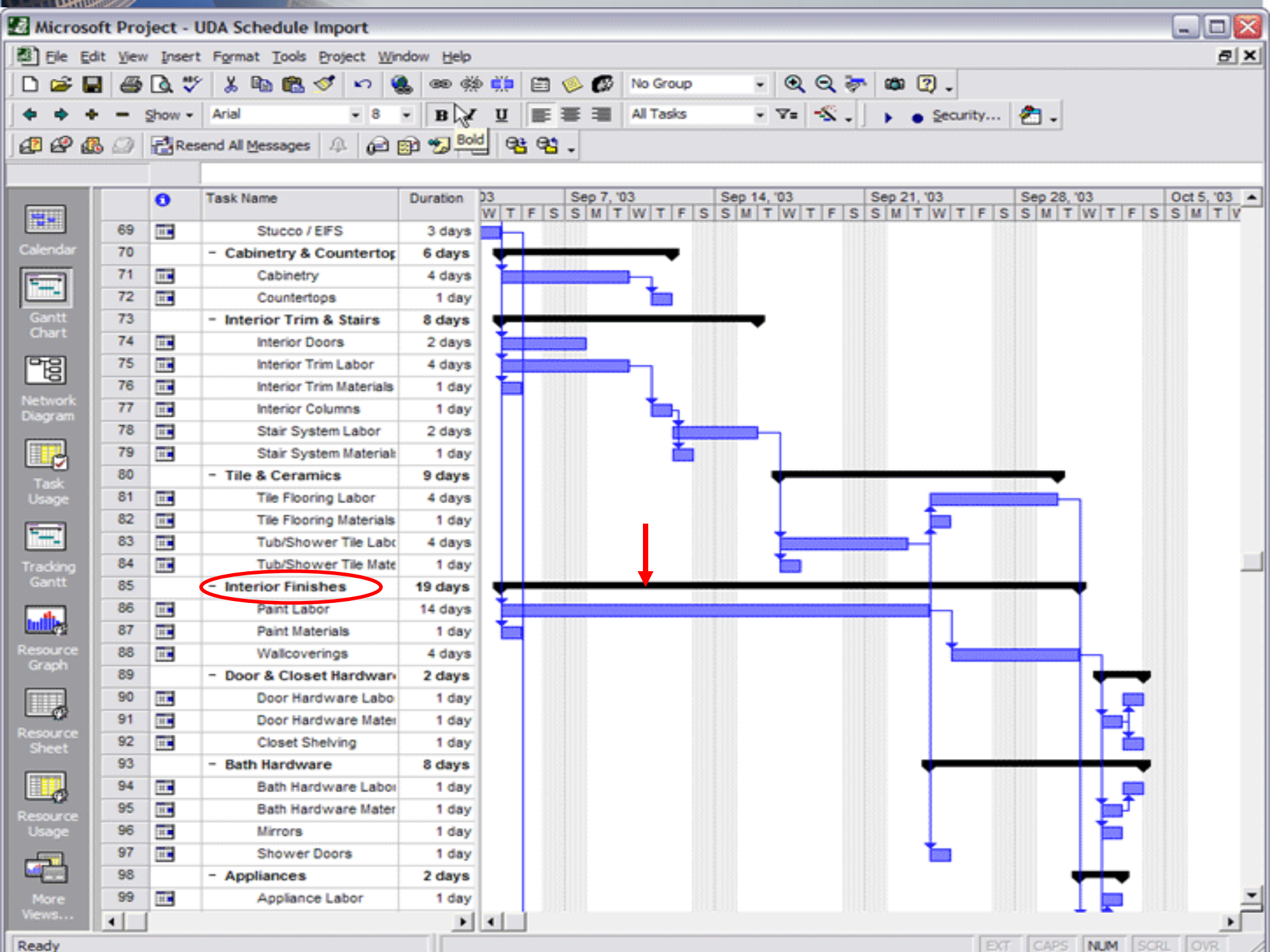


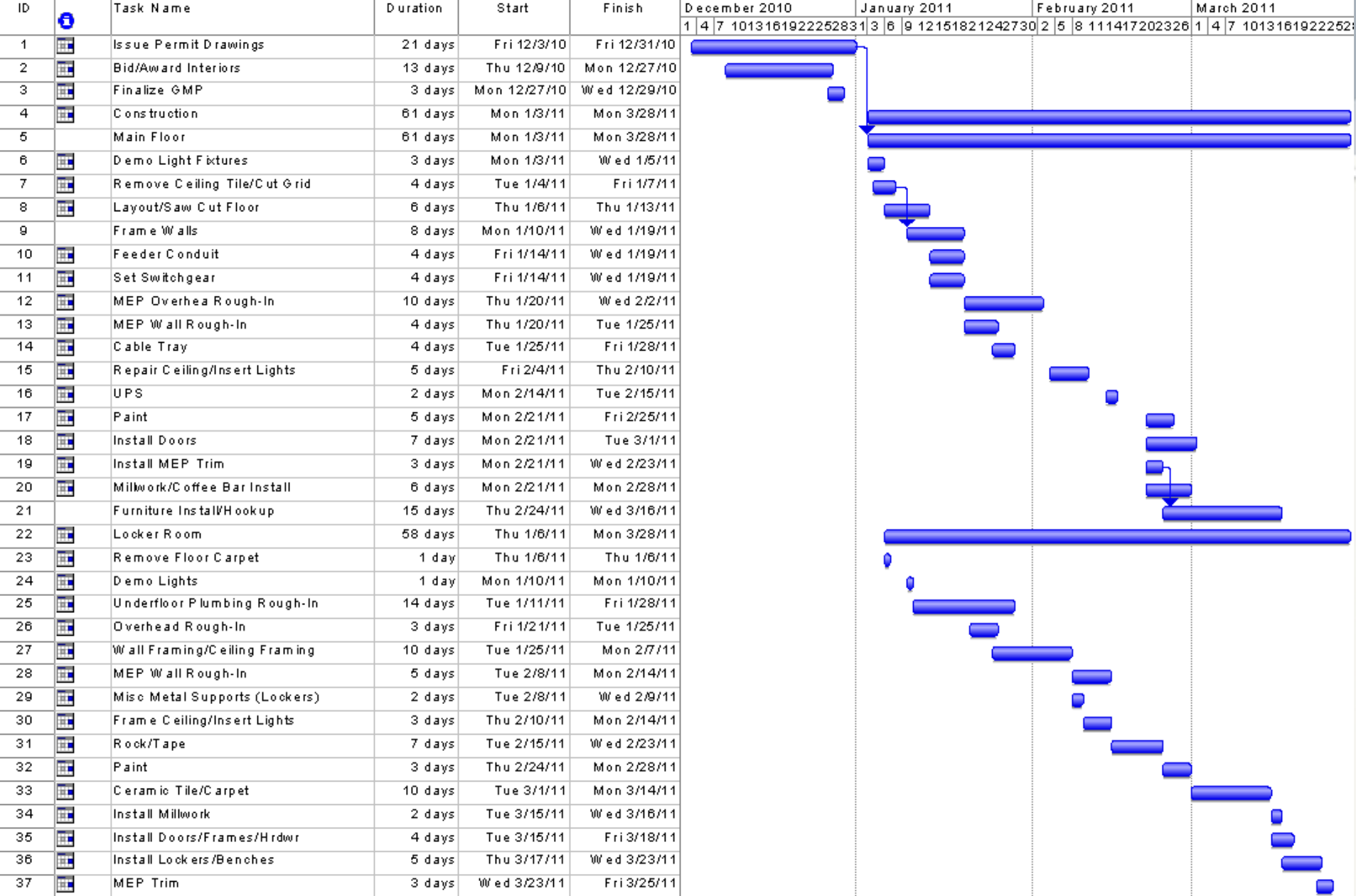
PROJECT
START

PROJECT
COMPLETION

THEN A MIRACLE
OCCURS







Project: Bally's Gym
Date: Tuesday, 11/30/10

Task		Rolled Up Task		External Tasks	
Progress		Rolled Up Milestone		Project Summary	
Milestone		Rolled Up Progress		Group By Summary	
Summary		Split		Deadline	

CONSTRUCTION SCHEDULE – Bally’s Gym – San Antonio, TX

ID #	TASK/FUNCTION	DURATION	START DATE	FINISH DATE
1	Issue Permit Drawings	21 Days	Fri – 12/3/10	Fri – 12/31/10
2	Bid/Award Interiors	13 Days	Thu – 12/9/10	Mon – 12/27/10
3	Finalize GMP	3 Days	Mon – 12/27/10	Wed – 12/29/10
4	CONSTRUCTION	61 Days	Mon – 1/3/11	Fri – 3/25/11
5	MAIN FLOOR	61 Days	Mon – 1/3/11	Fri – 3/25/11
6	Demo Light Fixtures	3 Days	Mon – 1/3/11	Wed – 1/5/11
7	Remove Ceiling Tile/Cut Grid	4 Days	Tue – 1/4/11	Fri – 1/7/11
8	Layout/Saw Cut Floor	6 Days	Thu – 1/6/11	Thu – 1/13/11
9	Frame Walls	8 Days	Mon – 1/10/11	Wed – 1/19/11
10	Feeder Conduit	4 Days	Fri -1/14/11	Wed – 1/19/11
11	Set Switchgear	4 Days	Fri – 1-14-11	Wed – 1-19/11
12	MEP Overhead Rough-In	10 Days	Thu – 1/20/11	Wed – 2/2/11
13	MEP Wall Rough-In	4 Days	Thu – 1/20/11	Tue – 1/25/11
14	Cable Tray	4 Days	Tue – 1/25/11	Fri – 1/28/11
15	Repair Ceiling/Insert Lights	5 Days	Fri – 2/4/11	Thu – 2/10/11
16	UPS	2 Days	Mon – 2/14/11	Tue – 2/15/11
17	Paint	5 Days	Mon – 2/14/11	Fri – 2/18/11
18	Install Doors	7 Days	Mon – 2/21/11	Tue – 3/1/11
19	Install MEP Trim	3 Days	Mon – 2/21/11	Wed 2/23/11
20	Millwork/Coffee Bar Install	6 Days	Mon – 2/21/11	Mon – 2/28/11
21	Furniture Install/ hookup	15 Days	Thu – 2/24/11	Wed – 3/16/11
22	LOCKER ROOM	58 Days	Thu – 1/6/11	Mon – 3/16/11
23	Remove Floor Carpet	1 Day	Thu – 1/6/11	Thu – 1/6/11
24	Demo Lights	1 Day	Thu – 1/6/11	Thu – 1/6/11
25	Underfloor Plumbing Rough-In	14 Days	Tue – 1/11/11	Fri – 1/28/11
26	MEP Overhead Rough-In	3 Days	Fri – 1/21/11	Tue – 1/25/11
27	Wall Framing/Ceiling Framing	10 Days	Tue – 1/25/11	Mon – 2/7/11
28	MEP Wall Rough-In	5 Days	Tue – 2/8/11	Mon – 2/14/11
29	Misc Metal Supports (Lockers)	2 Days	Tue – 2/8/11	Wed – 2/9/11
30	Frame Ceiling/Insert Lights	3 Days	Thu – 2/10/11	Mon – 2/14/11
31	Rock/Tape	7 Days	Tue – 2/15/11	Wed – 2/23/11
32	Paint	3 Days	Thu – 2/24/11	Mon – 2/28/11
33	Ceramic Tile/Carpet	10 Days	Tue – 3/1/11	Mon – 3/14/11
34	Install Millwork	2 Days	Tue – 3/15/11	Wed – 3/16/11
35	Install Doors/Frames/Hardware	4 Days	Tue – 3/15/11	Fri – 3/18/11
36	Install Lockers/Benches	5 Days	Thu – 3/17/11	Wed – 3/23/11
37	MEP Trim	3 Days	Wed – 3/23/11	Fri – 3/25/11



Task Activity #1

Using Handout #1 Construction Schedule – Highlight all items that are in scope:

- Saw cutting is included
- MEP = Mechanical, Electrical & Plumbing
- ID #21 – Office Furniture is being done by the Owner's subcontractor

(Answers on Next Slide)

Task Activity #1

How

did you

ID #	TASK/FUNCTION	DURATION	START DATE	FINISH DATE
1	Issue Permit Drawings	2 Days	Fri – 12/31/10	Fri – 12/31/10
2	Bid/Award Interiors	13 Days	Tue – 12/9/10	Mon – 12/27/10
3	Finalize GMP	3 Days	Mon – 12/27/10	Wed – 12/29/10
4	CONSTRUCTION	61 Days	Mon – 1/3/11	Fri – 3/25/11
5	MAIN FLOOR	61 Days	Mon – 1/3/11	Fri – 3/25/11
6	Demo Light Fixtures	3 Days	Mon – 1/3/11	Wed – 1/5/11
7	Remove Ceiling Tile/Cut Grid	4 Days	Tue – 1/4/11	Fri – 1/7/11
8	Layout/Saw Cut Floor	6 Days	Thu – 1/6/11	Thu – 1/13/11
9	Frame Walls	8 Days	Mon – 1/10/11	Wed – 1/19/11
10	Feeder Conduit	4 Days	Fri -1/14/11	Wed – 1/19/11
11	Set Switchgear	4 Days	Fri – 1-14-11	Wed – 1-19/11
12	MEP Overhead Rough-In	10 Days	Thu – 1/20/11	Wed – 2/2/11
13	MEP Wall Rough-In	4 Days	Thu – 1/20/11	Tue – 1/25/11
14	Cable Tray	4 Days	Tue – 1/25/11	Fri – 1/28/11
15	Repair Ceiling/Insert Lights	5 Days	Fri – 2/4/11	Thu – 2/10/11
16	UPS	2 Days	Mon – 2/14/11	Tue – 2/15/11
17	Paint	5 Days	Mon – 2/14/11	Fri – 2/18/11
18	Install Doors	7 Days	Mon – 2/21/11	Tue – 3/1/11
19	Install MEP Trim	3 Days	Mon – 2/21/11	Wed 2/23/11
20	Millwork/Coffee Bar Install	6 Days	Mon – 2/21/11	Mon – 2/28/11
21	Furniture Install/ hookup	15 Days	Thu – 2/24/11	Wed – 3/16/11
22	LOCKER ROOM	58 Days	Thu – 1/6/11	Mon – 3/16/11
23	Remove Floor Carpet	1 Day	Thu – 1/6/11	Thu – 1/6/11
24	Demo Lights	1 Day	Thu – 1/6/11	Thu – 1/6/11
25	Underfloor Plumbing Rough-In	14 Days	Tue – 1/11/11	Fri – 1/28/11
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32	Paint	3 Days	Thu – 2/24/11	Mon – 2/28/11
33	Ceramic Tile/Carpet	10 Days	Tue – 3/1/11	Mon – 3/14/11
34	Install Millwork	2 Days	Tue – 3/15/11	Wed – 3/16/11
35	Install Doors/Frames/Hardware	4 Days	Tue – 3/15/11	Fri – 3/18/11
36	Install Lockers/Benches	5 Days	Thu – 3/17/11	Wed – 3/23/11
37	MEP Trim	3 Days	Wed – 3/23/11	Fri – 3/25/11

Labor Budget / Schedule

Handout #2

Labor Budget/Schedule

Bally's Gym, Inc.

Task	Activity Code	Budget Hours	Schedule ID	Duration Days	Budget Hours for Task with more than One Schedule ID	Manhours per Day Duration
Branch Conduit-Above Ceiling	100	688				
MC Cable-In Walls	110	154				
Feeder Conduit	200	120				
Branch Wire	300	208				
Feeder Wire	400	70				
Cable Tray	500	64				
Switchgear	600	120				
Generator	601	80				
UPS System	602	64				
Fire Alarm	701	64				
Motor Control	800	64				
Fixtures	900	351				
Trim	1100	146				
Grounding	1400	64				
Saw cutting & Coring	1600	68				
Demolition	1610	186				
TOTAL HOURS		2511				



Schedule ID-Activity #2

Cross-reference GC Schedule and Electrical Budget

- Place the Schedule ID #'s in the 4th column on the Budget Sheet.
- There may be more than one Schedule ID # for a Task.

Example on Next Slide

CONSTRUCTION SCHEDULE – Bally’s Gym – San

ID #	TASK/FUNCTION	DURATION
1	Issue Permit Drawings	21 Days
2	Bid/Award Interiors	13 Days
3	Finalize GMP	3 Days
4	CONSTRUCTION	61 Days
5	MAIN FLOOR	61 Days
6	Demo Light Fixtures	3 Days
7	Remove Ceiling Tile/Cut Grid	4 Days
8	Layout/Saw Cut Floor	6 Days
9	Frame Walls	8 Days
10	Feeder Conduit	4 Days
11	Set Switchgear	4 Days
12	MEP Overhead Rough-In	10 Days
13	MEP Wall Rough-In	4 Days
14	Cable Tray	4 Days
15	Repair Ceiling/Insert Lights	5 Days
16	UPS	2 Days
17	Paint	5 Days
18	Install Doors	7 Days
19	Install MEP Trim	3 Days
20	Millwork/Coffee Bar Install	6 Days
21	Furniture Install/Hookup	15 Days
22	LOCKER ROOM	58 Days
23	Remove Floor Carpet	1 Day
24	Demo Lights	1 Day
25	Underfloor Plumbing Rough-In	14 Days
26	MEP Overhead Rough-In	3 Days
27	Wall Framing/Ceiling Framing	10 Days
28	MEP Wall Rough-In	5 Days
29	Misc Metal Supports (Lockers)	2 Days
30	Frame Ceiling/Insert Lights	3 Days
31	Rock/Tape	7 Days
32	Paint	3 Days
33	Ceramic Tile/Carpet	10 Days
34	Install Millwork	2 Days
35	Install Doors/Frames/Hardware	4 Days
36	Install Lockers/Benches	5 Days
37	MEP Trim	3 Days

Labor Budget/Schedule

Bally’s Gym, Inc.

Task	Activity Code	Budget Hours	Schedule ID	Duration Days	Budget H
Branch Conduit-Above Ceiling	100	688			
MC Cable-In Walls	110	154			
Feeder Conduit	200	120			
Branch Wire	300	208			
Feeder Wire	400	70			
Cable Tray	500	64			
Switchgear	600	120			
Generator	601	80			
UPS System	602	64			
Fire Alarm	701	64			
Motor Control	800	64			
Fixtures	900	351			
Trim	1100	146			
Grounding	1400	64			
Saw cutting & Coring	1600	68			
Demolition	1610	186	6, 24		
TOTAL HOURS		2511			

Labor Budget / Schedule
Bally's Gym, Inc.

Task	Activity Code	Budget Hours	Schedule ID	Duration Days	Manhours per Day of Duration	Budget Hours for Task or Tasks with more than One Schedule ID
Branch Conduit-Above Ceiling	100	688	12, 26			
MC Cable-In Walls	110	154	13, 28			
Feeder Conduit	200	120	10			
Branch Wire	300	208				
Feeder Wire	400	70				
Cable Tray	500	64	14			
Switchgear	600	120	11			
Generator	601	80				
UPS System	602	64	16			
Fire Alarm	701	64				
Motor Control	800	64				
Fixtures	900	351	15, 30			
Trim	1100	146	19, 37			
Grounding	1400	64				
Saw cutting & Coring	1600	68	8			
Demolition	1610	186	6, 24			
TOTAL HOURS		2511				

Task	Activity Code	Budget Hours	Schedule ID	Duration Days	Manhours per Day of Duration	Budget Hours for Task or Tasks with more than One Schedule ID
Branch Conduit-Above Ceiling	100	688				
MC Cable-In Walls	110	154				
Feeder Conduit	200	120	10	4 days	120 / 4 days = 30 hours per day	I.D. #10 = 120 budget hours

- For each of the tasks with a single Schedule ID #: Write in the **number of Duration days** from the General Contractors Schedule

Example - Feeder Conduit is Schedule ID #10 and has a duration of 4 days and 120 budgeted hours

- Figure out how many manhours per day must be worked for each of these Tasks:

- For example: for Feeder Conduit we only have **4 days** to do **120 hours worth of labor**. So, we must spend 30 manhours per day to finish this task on time!

120 Budget Hrs / 4 Days Duration = 30 manhours per day

Task	Activity Code	Budget Hours	Schedule ID	Duration Days	Manhours per Day of Duration	Budget Hours for Task or Tasks with more than One Schedule ID
Branch Conduit-Above Ceiling	100	688	12, 26	10 days + 3 days	688 / 13 days = 53 hours per day	ID #12 = 530 hours ID #26 = 159 hours

When there is more than (1) **Schedule ID #** associated with a Task, The Budget Hours need to be individually calculated for each task:

Branch Conduit – Above Ceiling = **688** Total Budget Hours

Schedule ID # 12 = 10 Days
Schedule ID # 26 = 3 Days
13 Days

688 Budget Hrs / 13 Days Duration = 53 (52.9) manhours per day
 (round up)

Schedule ID # 12 = 53 (hours per day) x 10 (days) = **530 Budget Hours**

Schedule ID # 26 = 53 (hours per day) x 3 (days) = **159 Budget Hours**

1. Write in the # of days associated with each Schedule ID, then add them up.
2. Figure out how many manhours per day are required for the two Tasks
3. Calculate the budget hours for each and write them in

Labor Budget / Schedule
Bally's Gym, Inc.

Handout #2 - with all Answers

Task	Activity Code	Budget Hours	Schedule ID	Duration Days	Manhours per Day of Duration	Budget Hours for Task or Tasks with more than One Schedule ID
Branch Conduit-Above Ceiling	100	688	12, 26	10 days, 3 days	688 / 13 days = 53 hours per day	ID #12 = 530 hours ID #26 = 159 hours
MC Cable-In Walls	110	154	13, 28	4 days, 5 days	154 / 9 days = 17 hours per day	ID #13 = 68 hours ID #28 = 85 hours
Feeder Conduit	200	120	10	4 days	120 / 4 days = 30 hours per day	ID #10 = 120 hours
Branch Wire	300	208				
Feeder Wire	400	70				
Cable Tray	500	64	14	4 days	64 / 4 days = 16 hours per day	ID #14 = 64 hours
Switchgear	600	120	11	4 days	120 / 4 days = 30 hours per day	ID #10 = 120 hours
Generator	601	80				
UPS System	602	64	16	2 days	64 / 2 days = 32 hours per day	ID #16 = 64 hours
Fire Alarm	701	64				
Motor Control	800	64				
Fixtures	900	351	15, 30	5 days, 3 days	351 / 8 days = 44 hours per day	ID #15 = 220 hours ID #30 = 132 hours
Trim	1100	146	19, 37	3 days, 3 days	146 / 6 days = 24 hours per day	ID #19 = 72 hours ID #37 = 72 hours
Grounding	1400	64				
Saw cutting & Coring	1600	68	8	6 days	68 / 6 days = 11.3 hours per day	ID #8 = 68 hours
Demolition	1610	186	6, 24	3 days, 1 day	186 / 4 days = 47 hours per day	ID #6 = 141 hours ID #24 = 47 hours
TOTAL HOURS		2511				

GC's Sched. ID	Activity/Task	Activity Code	Budget Hours	Duration (Days)	Hours per Duration Day	1/3-1/7					1/10-1/14					1/17-1/21					1/24-1/28					1/31-2/4				
						M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F
6	Demo Lights	1610	141	3	47																									
8	Layout/Sawcut	1600	68	6	11.3																									
10	Feeder Conduit	200	120	4	30																									
11	Switchgear	600	120	4	30																									
12	OH/Rough in	100	530	10	53																									
13	Wall Rough in	110	68	4	17																									
14	Cable Tray	500	64	4	16																									
15	Lights	900	220	5	44																									
16	UPS	602	64	2	32																									
19	Trim	1100	72	3	24																									
24	Demo Lights	1610	47	1	47																									
26	OH/Rough in	100	159	3	53																									
28	Wall Rough in	110	85	5	17																									
30	Lights	900	132	3	44																									
37	Trim	1100	72	3	24																									
	Total																													
	Missing																													

Duration Activity #4

First Task (Demo Lights)

- Find start & finish dates on GC Schedule.
- Draw a vertical line to represent the number of days in the date box.
- Connect two vertical lines with a low horizontal line.

(Answers on next slide)

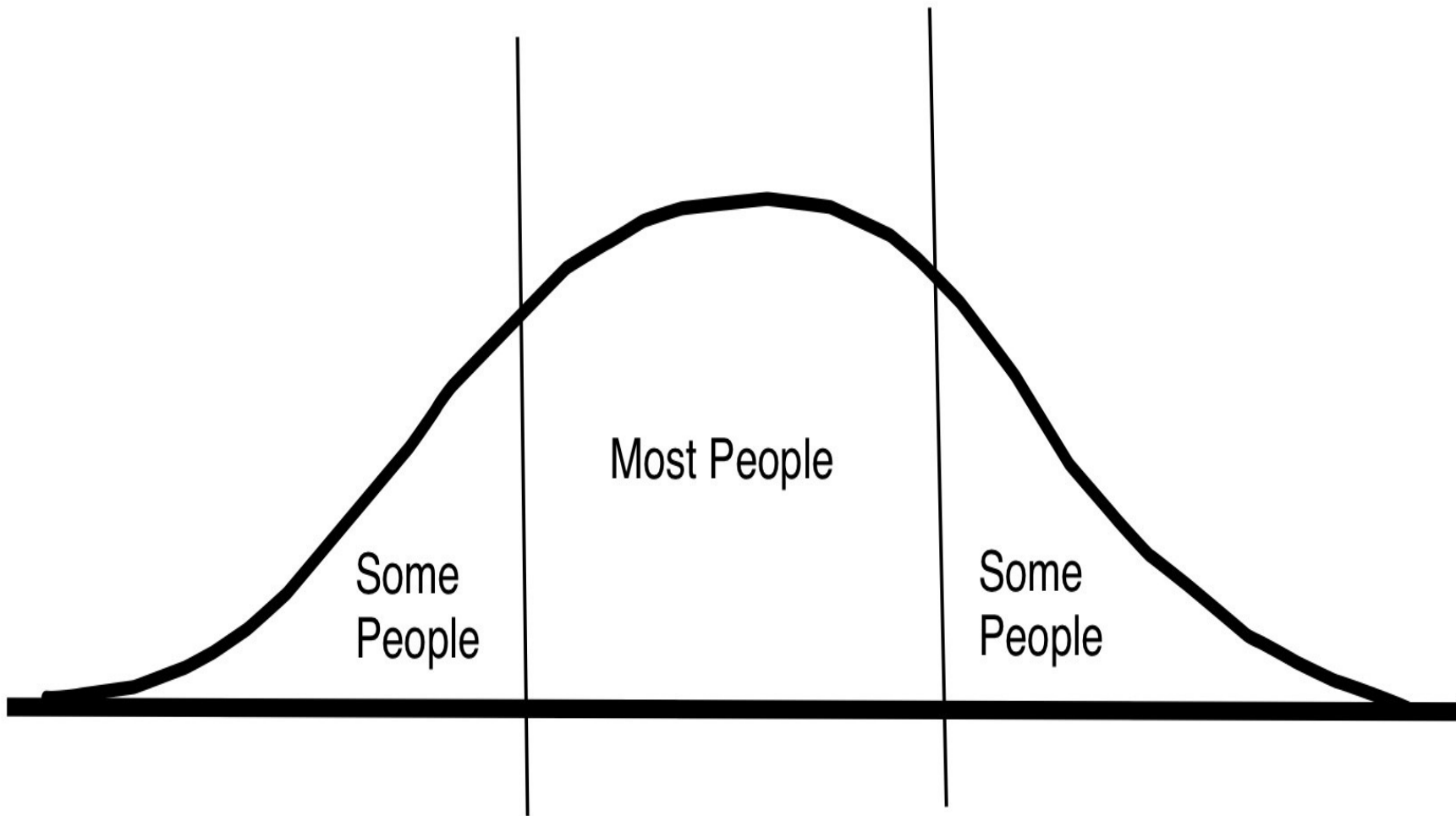
GC's Sched. ID	Activity/Task	Activity Code	Budget Hours	Duration (Days)	Hours per Duration Day	1/3-1/7					1/10-1/14					1/17-1/21					1/24-1/28					1/31-2/4				
						M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F
6	Demo Lights	1610	141	3	47	■	■	■																						
8	Layout/Sawcut	1600	68	6	11.3				■	■	■	■	■	■																
10	Feeder Conduit	200	120	4	30										■	■	■	■												
11	Switchgear	600	120	4	30										■	■	■	■												

The top of the slide features a low-angle photograph of several tall skyscrapers against a clear blue sky. The buildings are white and grey, with many windows visible. The perspective is looking up, making the buildings appear to converge towards the top of the frame.

Manloading

Definition:

“The process of calculating the number of workers required to man a job - based on the Construction Schedule and your Job’s budget information.”





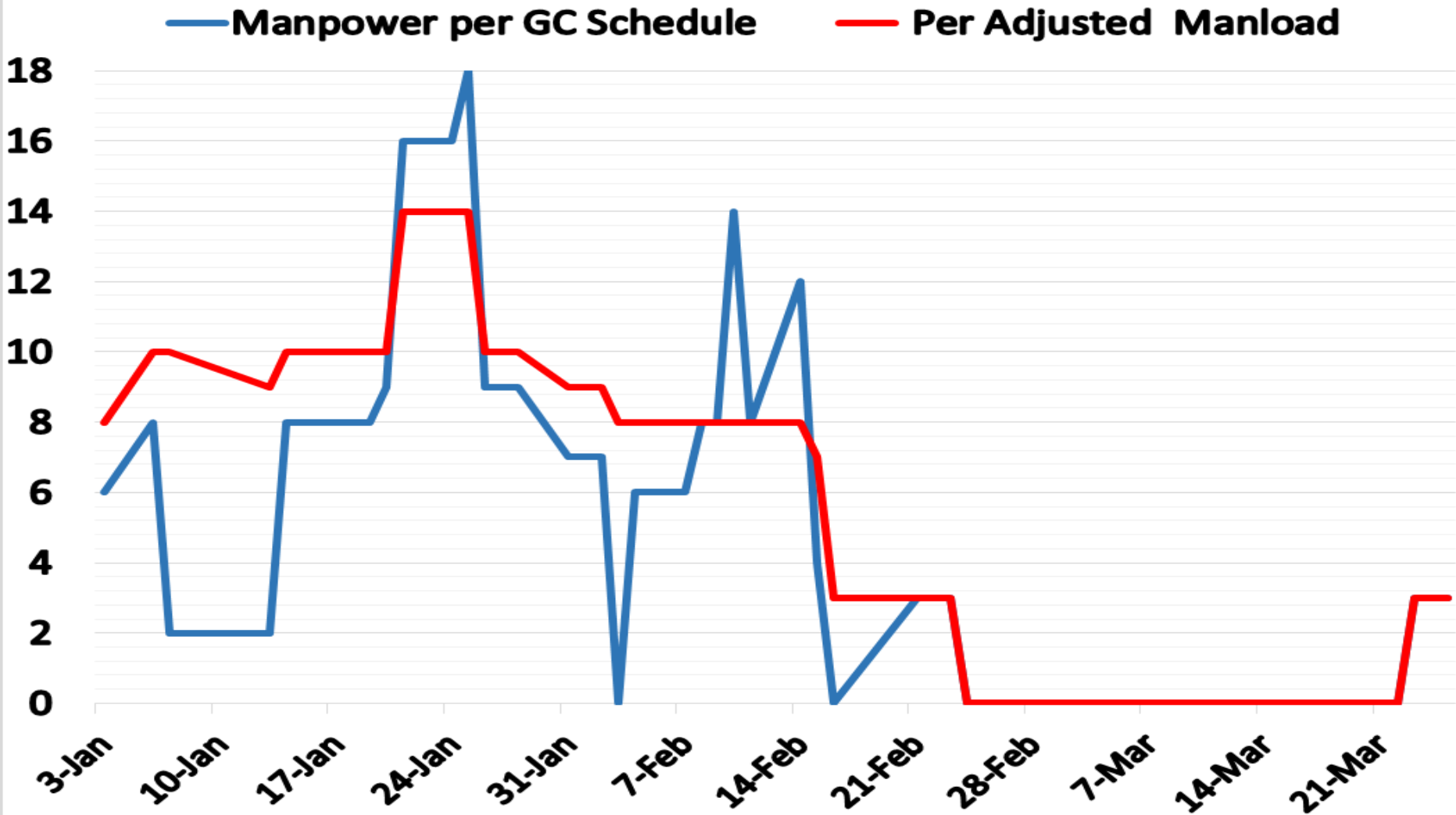
Flattening the Curve

You can “smooth out” the Manload Curve by:

- Taking items that were in our Electrical Budget but missing from the GC schedule and calculating the manpower needed for those tasks.
- Adding Pre-Fab – the best solution to reduce spikes in the manpower.

Pre Fab work that is done early in the project will subtract from our manpower later in the job - We've done the work ahead of time!

Manpower Graph Per GC Schedule



Bad Curve - What are we going to do??





Solutions to Flatten the Manpower Curve?

- Meeting with the GC and proposing changes to the Schedule before the project is in full swing.
- Adjusting the duration of tasks, if possible.
- Rearranging the sequence of some tasks, if possible.



Putting the Information to Work

How Do I Use This Info from the Manloading Chart?

Take the Manload info and use it to set up the Two Week Planner.

You now have:

- **The tasks that need to be completed**
- **The duration to complete each task**
- **The number of workers it should take**

Take this information and plan your work.

Order your tools and materials.

Planning Sheet Activity #7

Two Week Look Ahead Schedule

Job Name: January 3, 2010										Project Manager: Frieda Otero							
Date: Bally's Gym										Field Foreman:							
Week 1										Week 2							
	Date	3	4	5	6	7	8	9	10	11	12	13	14	15	16	Estimated Work Completion Date	Resources Needed on the Job: Tools, Equipment, Material, Notes
Activity	Day	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun		
Demo Lights		6	6	6	6												See Note 1

Two Week Look Ahead Schedule

Job Name: **Bally's Gym**

Project Manager: **PM Name**

Date: **1/3/10**

Field Foreman: **FM Name**

	Week 1								Week 2								People Doing Work
	Date	3	4	5	6	7	8	9	10	11	12	13	14	15	16		
Activity	Day	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun		
Demo Lights (Main Flr)		6	6	6												Jimmy, Dan, Joe, Paul,	
Demo Lights (Locker Rm)					6											John, Billy	
Layout / Sawcut					2	2			2	2	2	2				Patrick & Mack	
Feeder Conduit													4			Jimmy, Dan, John, Billy	
Switchgear													4			Joe, Paul, Patrick, Mack	
Possible Fill In Items																	
Motor Control										3	3	3				?	
Pre-Fab		2	4	4	2	4			2	2	2	2				Patrick & Mack	
Grounding						4			4							Jimmy, Dan, John, Billy	
Generator									2	2	2	2	2			Joe and Paul	
Total Labor		8	10	10	10	10			10	9	9	9	10				

Conclusion

With effective Manloading and Scheduling you can:

- Manage the job according to schedule
- Manage manpower to avoid peaks and valleys
- Influence the GC Schedule
- Manage manpower effectively, and within budget