Basic Construction Management

I. Importance of Production Staff to your overall success
   A. Sales and Production
   B. Key to timely completion – scheduling
   C. Maintainer of the majority of your budget
   D. Enforcer of quality
   E. Ensures safe operations
   F. Key to your trade contractors’ performance
   G. Responsible for much of your reputation with customers
   H. Key to timely completion of project

II. Typical Training Process
    A. Interview
    B. Evaluate experience
    C. Hire
    D. Brief orientation (1 hour)
    E. Any questions – Call me
    F. Go to work
    G. Visit periodically

III. Training Process
    A. Position Description
       1. Knowledge and training requirements
       2. Responsibilities
       3. Authority
       4. Duties
       5. Relationships
       6. Resources required (vehicle, computer, tools & equipment, etc.)
IV. Develop a Production Training Program and Implement It

A. Develop a Job Description

B. Develop an Outline of the Training Requirements

C. Define the Training Required for Each Task

D. Divide the Outline of Training Requirements into Sections and Assign Each Section to an Individual

E. Develop a Rough Draft of the Training Needed for Each Section
   1. Establish a Format You Wish to Follow
   2. Give the Writers a Template to Follow If Possible
   3. Be Aware of Different Writing Styles
   4. Provide Training on How to Write a Manual
   5. Assemble All of the Documents, Forms, and Systems That a Superintendent Uses in the Performance of His/her Responsibilities
   6. Describe the Use of Each Document, Form or System

F. Develop Activities and Assignments to Complement and Evaluate the Training.
   1. Quizzes to Evaluate Comprehension of Reading Materials (Like Contracts, Specifications, Etc.).
   2. Activities to Strengthen the Superintendents in Given Areas Such as Communication, Negotiation, Dealing with Difficult Customers, Recruiting Trade contractors, Etc.
   3. Interviews with Key People Such as the Company President, Head of Accounting, Customer Service, Etc.


V. The Superintendent’s Role

A. Most critical position in the company

B. Agency
   1. Manager
   2. Scheduler
   3. Trainer
   4. Coach
C. Superintendent Self Evaluation Checklist

VI. Project Start-up
   A. Site Meeting
   B. Preconstruction Meeting
   C. Estimate Review
   D. Schedule
   E. Documentation
      1. Daily logs
      2. Schedule updates
      3. Progress reports

VII. Quality Control and Inspections
   A. Determine your expected level of performance (Written Performance Standards)
   B. Develop Quality Control Checklists
      1. Excavation
      2. Footings
      3. Foundation
      4. Framing (10 PAGES) (1 ½ - 3 Hours)
   C. Building Code Inspections

VIII. Cost Control
   A. Establish an initial budget (Superintendent involvement)
   B. Estimate/Purchase Order Review
   C. Material Control (Purchase Orders)
   D. Trade Contractor selection and training
   E. Variance Analysis (VPO’s)

IX. Scheduling
   A. Bar Charts
   B. CPM Schedules
   C. Hybrids
   D. Updating
   E. Enforcement

X. Team Building and Trade Contractor Management
   A. Keys to Success
   B. Hiring Trade Contractors
      1. Qualifications
      2. Hiring Checklist
   C. Training Trade Contractors
   D. Scheduling Trades
   E. Communication
   F. Using QC Checklists
   G. Topgrading
XI. Working with Home Owners
A. Superintendent's Role in Customer Relations
B. Communication
C. Customization and Change Orders
D. Home Owners on the Job
E. Walk Throughs
F. Customer Service

XII. Safety Management
A. Superintendent’s Role
B. Safety Programs
C. Trade Contractor Safety and Training
D. Safety Inspections
E. Accident Investigation
Outline of Superintendent Training Program

A. INTRODUCTION
1. Introduction to the program
2. Resource List for Superintendents
3. Proficiency List for Superintendents - A checklist of all of the training requirements

B. CONSTRUCTION COMPANY ORGANIZATION
1. Company History
2. Mission Statement
3. Organization Chart
4. Production Organization Chart
5. Area Map - A map, primarily for scattered site builders of the area where the superintendent is expected to work.
6. Organization Assignment - An assignment developed to familiarize the new superintendent with the members of the organization. It normally involves a series of interviews.

C. THE ROLE OF THE SUPERINTENDENT
1. Introduction
2. Job Descriptions for All Production Personnel
3. Vehicle Use and Maintenance - Policy statement concerning the use and care of company vehicles including reimbursement policies for use of personal vehicles.
4. Tools and Equipment List
5. Superintendent Dress Code
6. Proper Use of Cellular Phones - Policies on the use of cellular phones and suggestions for minimizing the high cost of cellular phones.

D. SALES
1. Sales and marketing - An overview of the sales and marketing functions of the company.
2. Pricing Worksheet/Purchase Agreement - A review of the pricing worksheet or offer to purchase real estate used by the company.
4. By Owner Agreement - Review of the policy of the company regarding work performed directly by the owner such as landscaping and paint.
5. Project File - A review of all of the documentation that makes up the project file.
6. Sales Assignment - An assignment to help the superintendent understand what a customer goes through from the time they make contact with the builder or visit the sales center until the home is actually started.

E. SITE MEETING
1. Site Meeting - A meeting where you lay out the house with the home owner, establish the grade and locate the various utilities.
2. Site Meeting Checklist - A checklist of items to be covered at the site meeting.
3. Site Meeting Assignment - The new superintendent observes a site meeting, participates to a minor extent and then takes full charge of a site meeting under the supervision of the trainer as outlined above.
F. PRECONSTRUCTION CONFERENCE
1. Preconstruction Conference - A conference to outline the sequence of activities that will take place during the construction process and the responsibilities of the homeowner, builder and others during the process.
2. Preconstruction Conference Checklist - A checklist of items to be covered in the preconstruction conference.

G. ESTIMATING AND PURCHASING
2. Estimate Review Checklist - After the estimate is complete the superintendent reviews the estimate to make sure nothing important was missed.
3. Vendor/Subcontractor List - The new superintendent is given an annotated list of subs and suppliers to help him/her become acquainted with them.
4. New Vendor/Subcontractor Setup Procedure - The superintendent reviews the process of setting up a new vendor or subcontractor.
5. Vendor/Subcontractor Quote Sheets and Price Lists - A review of the pricing structure of the various subs and suppliers.

H. SCHEDULING
1. Scheduling Techniques - An introduction to the scheduling systems and/or techniques used by the company.
2. Schedule Updating - A review of the scheduling updating procedures used by the company.
3. Scheduling Training - Exercises to teach scheduling to the new superintendent.

I. CONSTRUCTION
1. Construction Process - A review of the construction processes and procedures used by the company.
2. Communication - An overview of the need for good communication between those involved in the construction process including drafting, estimating, superintendents, homeowners, etc.
3. Communication Assignments - An assignment to help the superintendent learn better communication.
5. Quiz - A quiz to evaluate the superintendent’s understanding of the policies and procedures included in the Production Manual.

J. QUALITY CONTROL CHECKLISTS
1. Checklists - A series of checklists developed to assist superintendents in evaluating the quality of work performed.
2. Quality Control Assignments - A series of inspections performed at the various levels by the new superintendent.

K. MANAGING TRADE CONTRACTORS
1. Subcontractor Agreement - The superintendent is required to read and understand the subcontractor agreements used by the company.
2. Worker’s Compensation - A review of worker’s comp. requirements and
certificates required by the company.

L. HEALTH AND SAFETY
1. Safety and Health Training - OSHA training.
2. OSHA Requirements Assignment - A quiz to evaluate the superintendent’s understanding of OSHA and safety and health requirements.
3. Hazcom and MSDS Training
4. Safety Inspections - The superintendent performs safety inspections of job sites.

M. CORPORATE TRAINING
1. Additional Training
2. Drafting Training
3. Estimating and Purchasing Training
4. Accounting and Job Cost Training
5. Customer Service Training

N. CUSTOMER SERVICE
1. Customer Service Training
2. Customer Service Exercises - The superintendent works with customer service personnel on warranty calls to teach the importance of quality control.

O. COMPANY HOUSE PLANS & SPECIFICATIONS
An exercise to help the superintendent read and understand the company house plans and specs.

P. HOMEOWNER PACKAGE
An exercise to help the superintendent understand the various documents which the homeowner signs.

Q. LIMITED WARRANTY
An exercise to help the superintendent understand the warranty and warranty procedures used by the company.