The foreman is the person who communicates the daily plan to his crew so they know what’s important for that day’s production and safety on the job site. The foreman is responsible for daily planning because he has to adjust to the changes that occur every day. He may have a weekly plan, but due to the many changes that occur over which he has no control, he must be ready to adjust on a daily basis. Short-term planning must continually take place during the critical stages of the construction project.

The way to handle such adjustments is to use a simple planning tool called the Foreman’s Daily Huddle. This tool allows the foreman’s team to look at job variables daily and make plans with the best information available at that time.

What Is a Foreman’s Daily Huddle?

The FDH is a formal planning process used by the foreman to meet with his crew before starting work. He communicates the plan for the day and solicits ideas from the crew to improve quality, meet the production goals, and maintain safety on the job site. It is a team approach for establishing the daily goals.

Why Is the Foreman’s Daily Huddle a Good Idea?

The daily huddle is a good idea because it involves the foreman and his crew in goal achievement and creates ownership by everyone to do their best every day.

A team creates synergy—collective ideas that generate better planning. Also, a lack of input by the crew gives them little motivation to do their best to achieve the goals.

Another reason to huddle is that the team “wins” or loses” together, and blame cannot be placed on an individual. Everyone is responsible for making things better.

It also engages the “brain” of the foreman and all crew members. It teaches people to think.

How Does the Daily Huddle Work?

The foreman calls the crew together for three to five minutes every morning to get input for developing the day’s plan. To get this input, the foreman asks several questions to get the crew involved in the process. The questions should include the following:

- What does the crew see that would allow us to be more productive on this job?
- Based on what we will be working on today, here are the production targets we need to hit to maintain our schedule. What are your thoughts on this? (This should result in specific and measurable quantities, not a response of “as much as we can by quitting time.”)
- Does anyone see anything that concerns them relative to quality or safety, that we should change or correct?

After collecting this input, the foreman and crew should agree to the production target and any actions that need to be taken relative to improving quality, productivity and safety. The foreman should then write this plan down in a daily log.

At the end of the day or the next morning, the foreman and crew should evaluate how they did compared to the plan. They should review what they did well and what adjustments need to be made to achieve the production targets, if they were missed.

About the Author

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