Setting Production Goals and Monitoring Production, Part II
By Norb Slowikowski

Last month we talked about how the foreman must follow up and check on how the crew is progressing. We left off with the key activities that the foreman must pay attention to in order to achieve optimum productivity on the job site. Once the foreman knows how to determine his average crew size, he should review his production report to get the total man-day count for each trade, and then look at the general contractor’s schedule that shows the total number of working days for each function.

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\frac{20 \text{ man-days}}{5 \text{ working days}} = 4 \text{ man crew for the 5 days}
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Knowing this, the following tips are what the foreman should do to keep the job moving on target.

**Pay Attention to Ongoing Activities**

- Review the schedule with other subcontractors’ foremen. Find out if they will complete their work in time for your crew to come in and get their work done.

- Meet with the GC’s superintendent prior to mobilization in a particular area to address any obstacles that could interfere with your schedule, and figure out what adjustments could be made to accommodate the needs of both parties.

- Review daily production results to determine if your crew is meeting their production goals. If they’re not meeting their goals, do some investigating to find out why, and establish a game plan to eliminate the obstacles. If you’re not sure of what to do, ask your superintendent for help. Remember, it’s the foremans job to adjust his crew size up or down to make sure the work gets done on schedule.

**Materials Management-Ordering**

After discussing material needs at the Pre-Job Planning Meeting, the foreman should meet with his project manager and superintendent to determine long lead time items as well as special sizes that may be needed for metal, wallboard or other materials. Review submittals after they’re returned, and make any adjustments to the material list.

- Discuss with the crew any requirements they might have.

- Plan and order materials a week in advance.

- Coordinate deliveries to reduce the number of trips to your job site.

- Order material in the following sequence: Communicate the job name and number, the type and amount of materials needed, and delivery dates. Then, identify and communicate where you want the materials dropped off on the job site, and specify any special equipment you may need to unload the material, such as drywall carts or a boom truck.

**Receiving Materials**

- Plan and clear out an area where the materials will be located and stored.

- Upon delivery, make sure you have received the right amount, type and condition of materials. Upon verification of proper quantities, type, sizes and condition, physically count the pieces to ensure that you got what you ordered. Then sign and date the receiving ticket.

If there is a discrepancy, indicate such on the receiving ticket and notify the project manager about the discrepancy.

**About the Author**

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