Key Elements of Success for Foremen
By Norb Slowikowski

To be a successful foreman, the following items that need to be done:

Do two-week look ahead scheduling. Prepare it weekly by planning the following key elements:
- Work “pieces” or tasks to be planned and coordinated for the next two weeks.
- Crew size. Specify the minimum and maximum crew size (number of tradesmen) needed to complete each work piece.
- Duration. The number of days it will take to complete each task.
- Indicate the number of tradesmen on the task for each day for the next two weeks.
- Identify the equipment you will need for the tasks.
- Each week, replan the second week (which now becomes the first week) and plan another second week.

Set production goals for your crew every day.

Assign tasks to your crew members every day, with time frames for completion.

Conduct a daily huddle with your crew, and communicate the needs of the project.

Complete your Daily Report at the end of each day reporting progress to date.

Conduct a weekly safety audit. Make sure work area is safe and that safe working habits are being practiced by all. Also, do your weekly Tool Box Talks.

Track your labor every day and apply the hours used to the appropriate Labor Code.

Documentation. Documenting job conditions and information throughout the duration of the project, which includes such “must do” activities as these:
- Taking pictures of barriers to productivity.
- Writing speed memos when you can’t get what you need after communicating orally with the general contractor’s superintendent.
- Complete your Daily Log.

Any obstacles that prevent the foreman from being effective must be documented and communicated to the GC’s superintendent.

Drawings. You need to know your job. You should have the latest set of drawing and install only what is specified in your contract, and any approved changes. The project manager should work with the foreman in assisting him to prepare shop drawings.

Scope of work and Quality Specs. The project manager should thoroughly review these items with the foreman at least two weeks before the job starts.

Do your weekly planning of the tools, equipment, material and manpower you’ll need to complete your tasks for the next week.

Attend and participate in the pre-job planning meeting and the post-job review.

Remember, being effective and efficient means doing the right things and doing things right every day. These are the key elements of productivity.

Take action, because action is everything. 🌟

About the Author
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