



AGC's Supervisory Training Program, Tenth Edition

Course Learning Objectives

Supervision requires the use of human and conceptual skills and is likely to be applied differently to different supervisory problems on the same project. To complicate this process, there are frequently no quick and simple answers to supervisory problems.

The application of human and conceptual skills involves a systematic process that includes:

- Analyzing the existing situation,
- Determining what changes, if any, are required,
- Deciding how to implement changes, and
- Carrying out the changes.

Unit 1: Leadership and Motivation (16 hours)

The purpose of Leadership and Motivation is to contribute to your professional development, whether you are already a construction supervisor or someone who aspires to become a leader in construction. Leadership and Motivation teaches the value of effective leadership of workers and improve your ability to lead and motivate others.

- Increase your awareness of different leadership styles.
- Expand your awareness of the motivational factors that you can control to enhance worker attitude and performance.

Lesson 1: The Value of Project Leadership

- Describe leadership actions that increase project success
- Differentiate between good and bad leaders
- Identify the value of a project leadership

Lesson 2: Leading In Construction

- Define Leadership in Construction
- Discuss the role of the supervisor
- Identify the players on your team
- Review characteristics of leaders

Lesson 3: Team Development

- Define mutual respect within the team
- Create a performance plan
- Review culture, values, and mission
- Assess relationships and build trust
- Identify resources

Lesson 4: Succeeding as a Leader

- Evaluate your skills
- Identify tools for growth & success
- Create a personal development plan
- Examine goals for you and your teams

Lesson 5: Motivating Your Team

- Review Team Building strategies
- Define the developmental stages of a team
- Examine the types of teams
- Differentiate between Personalities & Drivers
- Select methods to motivate your team

Lesson 6: Expectations and Accountability

- Review leadership plan
- Create measurable outcomes
- Differentiate between effective leadership styles
- Examine the role of feedback
- Outline types of accountability

Lesson 7: Improve Your Team

- Identify ways to show encouragement
- Define Ownership and/or empowerment
- Develop lists of education and training
- Create a professional development plan
- Discuss how people learn
- Evaluate High-Performance Teams (HPT)

Lesson 8: Leadership Skills in Action

- Determine how effective leadership will promote:
 - Safety
 - Quality
 - Productivity
- Measure project success through profit and client satisfaction.

Unit 2: Communication (15 hours)

Contractors strive to fill supervisory positions with well-trained workers in order to achieve project success. Often times, smaller companies outsource their training programs to a third party due to the lack of internal resources. Effective leaders are “made,” not born. Job demands on leaders are ever increasing because of rapid changes in technology and shortage of workers. Project locations are scattered over large geographical areas. New laws and regulations covering construction have complicated production and increased the focus on compliance, quality and cost control. Increased competition brings pressure to do things more efficiently.

The companies that meet these challenges by developing and maintaining good leadership enhance their workforce of well-trained people to survive and prosper. Construction supervisors are the critical link in the production process and the profit-making process.

Lesson 1: Elements of Communication

- Define Communication
- Differentiate between Verbal and Non-Verbal communication
- Review best practices for Verbal and Non-Verbal communication

Lesson 2: Written Communication

- Recognize the need for written documents and records
- Review good writing skills and habits
- Practice sample documentation

Lesson 3: Effective Communication

- Describe communication styles
- Discuss leader roles in communication
- Eliminating barriers to communication
- Enhance feedback for supervisors

Lesson 4: Listening

- Discuss keys to effective listening
- Identify barriers to listening
- Review effective listening in various communication situations

Lesson 5: Persuasion, Negotiation, and Difficult Conversations

- Differentiate between persuasion and negotiation
- Discuss confrontational situations and difficult conversations

Lesson 6: Meetings and Presentations

- Review the purpose of meetings
- Create a plan to facilitate successful meetings

Unit 3: Planning and Scheduling (14 hours)

The purpose of Planning and Scheduling is to contribute to your professional development, whether you are already a construction supervisor, someone who aspires to become a construction supervisor, or a person who works with construction supervisors. This course is designed specifically for first-line supervisors who are responsible for jobsite work tasks on a construction project.

Lesson 1: Planning and Scheduling

- Differentiate between Planning and Scheduling
- Discuss the importance of planning and scheduling in construction

Lesson 2: Elements of Scheduling

- Define terminology used in scheduling construction projects
- Identify the critical elements that are within a schedule
- What are the implications of how we communicate and the implementation of those tactics, to our overall project success?

Lesson 3: Developing Project Schedules

- Identify different types of construction schedules
- Review steps for developing a schedule
- Develop a practice schedule

Lesson 4: Communicating Project Schedules

- Identify when construction schedules are used
- Determine what information schedules communicate
- Describe how schedules are used on the job site
- Practice developing jobsite communication

Lesson 5: Updating Construction Schedules

- Discuss the importance of schedule updates
- Identify the pros and cons of construction software
- Practice schedule updates

Unit 4: Contract Documents (16 hours)

This unit will deep dive into contracts starting with an introduction and expanding on the different types of contracts. Construction is unique with the many types of documentation included in the contract and how the relationships on a specific project can make the contracts different.

There is more than just the agreement that is part of the construction contract. It is very important as a leader to understand some of the terminology, formats, purpose, role, etc. The purpose of the course is to continue your career development and enhance the understanding of contract documents.

Lesson 1: Introduction to Contracts

- Identify contracts used in construction
- Describe the major components of a construction contract
- Review the steps to form a contract

Lesson 2: Types of Construction Contracts

- Differentiate between various types of construction contracts
- Describe contracts per project delivery system
- Contractual roles and relationships

Lesson 3: Construction Documentation

- Determine the importance of documentation
- Review construction documentation
- Demonstrate best practices

Lesson 4: Important Contract Terminology

- Review the common terminology of contracts
- Examine key points of general and supplemental conditions

Lesson 5: Managing Change in Contracts

- Discuss causes of change
- Review the importance of change management
- Define different types of changes

Unit 5: Productivity and Managing Project Costs (16 hours)

Construction supervisors have the responsibility of proactively understanding what and how costs are generated on their projects and what they can do to better understand and manage them. Understanding how project estimates are compiled, how to compare actual project costs with estimated project costs, and how to control the costs relative to the estimate are invaluable abilities for a supervisor. Having a full grasp of the processes in which contractors obtain work and the process that precedes physical construction is important to supervisors. Likewise, the ability to recognize the role of the contractor's staff and the designers in the pre-construction phases of the project is also essential.

Lesson 1: Introduction to Project Costs and Productivity

- Identify the life cycle of a project
- Discuss the project costs and productivity during construction

Lesson 2: Creating the Project Budget

- Define project budget
- Analyse the risks from estimate
- Creating cost control items from estimate

Lesson 3: Field Cost Control

- Identify roles for field cost control
- Discuss risk areas
- Review the importance of field cost control

Lesson 4: Cost Control Reports

- Identify components of cost reports
- Review Sample cost reports

Lesson 5: Labor Productivity

- Identify factors that impact labor productivity
- Review areas to improve that productivity

Lesson 6: Equipment Productivity

- Identify the categories of equipment types
- Review the ten-step program for equipment productivity improvement

Lesson 7: Post-Project Evaluation

- Examine project data
- Create lessons learned documentation

Unit 6: Managing Risks (16 hours)

This unit is designed to help you identify risk-related problems, determine viable solutions to those problems, and implement a solution. This content will help you develop a better method of identifying, managing, and solving risk-related problems specific to construction and make better decisions throughout your project. Risk assessment and problem-solving is a complex activity that is influenced by a variety of factors. This unit will focus on the specific steps and procedures to analyze and minimize risk.

Lesson 1: Risk in Construction

- Define key terms related to construction risk
- Differentiate between risks and hazards
- Review environment and attitude for risk management

Lesson 2: Categories of Risk

- Identify categories of risk
- Review details about each category

Lesson 3: Risk Assessment

- Review the key components of risk assessment
- Evaluate steps to identify problems
- Utilize risk assessment tools

Lesson 4: Risk Management

- Discuss types of insurance policies that contractors utilize to manage risk
- Identify costs associated with an accidents
- Define site environmental management
- Review site leader's responsibilities

Lesson 5: Problem-Solving Tools

- Identify problem solving methods
- Explore advantages of each method
- Understand commonalities and goals of each method

Lesson 6: Solutions for Common Risks

- Explore emerging practices
- Apply common risk solutions by category
- Review leadership actions to minimize risk