Planning and Cost vs Budget

Building work at the lowest cost is fundamental for our continued success. As a FOREMAN, you have the most influence on your crew's labor management, weekly and daily plans, and production by daily installed quantities. In construction, labor is by far the most valued and costly resource on project's total cost. Set your crew up to win, keep your and your crew's attitude and morale high with the correct crew mix. Don't get overmanned (small, efficient crews). Communicate plans and goals daily and follow up to assess if they are meeting or beating the plan. Take appropriate action to adjust your crew's work process to support meeting or beating your plan. We simply cannot lose our discipline of managing costs and building work in the most efficient way possible.

4.1 MINIMUM EXPECTATIONS FOR OUR FOREMAN:

1. **Involvement and leader of your weekly and daily plans (proactive vs. reactive)**
    a. Participate in creating and have input into the 4-week lookahead schedule and installation work packages.
    b. Always know and keep focused on the critical path activities and don't let them slip.
    c. Set up your crew to win by completing an accurate 1-week schedule from the Superintendents 4-week schedule and work packages.
    d. Have a plan "B" on your schedule when things don't go as planned.
    e. Know and communicate the installation work packages with your crews.

2. **Daily Plans**
    a. Know what your crew is doing tomorrow, have a well thought out daily plan completed the day before.
    b. Have tasks assigned to everyone on your crew to stay efficient and productive.
    c. Know the tools you need and have them ready.
    d. Have the proper equipment scheduled for tomorrow's shift and in place ready for start of work.
    e. Review your crews access to the work area (man-lifts, scaffold, etc.) and have it ready to go to work.
    f. Correct and accurate amount of materials are staged ready to go to work.
    g. Clearly communicate the daily plan and goals at your pre-shift (gang box) meeting.
    h. Be prepared with your plan "B" and communicate it with the crew.
    i. Take appropriate action to adjust your crew's work process to support meeting or beating your plan.

3. **Productivity and Cost**
    a. Know how to read and fully utilize the productivity report.
    b. Know your daily quantity goals for each work activity and communicate the goals to the crew and get their buy in.
    c. Know the hours for each scope of work.
    d. Starts and stops are costly, make sure your crew starts work on time and stops at the right time.
    e. Know your crew composite rate to manage proper crew makeup and overtime factor.
    f. Accurately complete your Daily Plan timesheet with correct hours and codes.
    g. Accurately progress your daily installed quantities and communicate with your field engineer.
    h. Know and keep your Productivity Factor (PF) and Labor Efficiency Index (LEI) above a 1.0.

4. **Schedule**
    a. Participate and have input into the Superintendent look ahead schedule.
    b. Set up your crew to win by completing an accurate one-week schedule (man-loaded) each week that is based on the Superintendent look ahead schedule and work packages.
    c. Identify and verify material needs to support 1-week schedule.
    d. Utilize your one-week schedule to make daily plans.
    e. Share the information with your crew and status your schedule based on work complete. Assess if they are meeting or beating the plan.
    f. Take appropriate action to adjust your crew's work process to support meeting or beating your plan.
    g. Always know and keep focused on critical schedule activities.