



TRESTLES CONSTRUCTION SOLUTIONS, LLC

FRONTLINE SUPERVISOR DEVELOPMENT CLASS FOR THE CONSTRUCTION INDUSTRY

GENERAL INFORMATION

DESCRIPTION

Front-Line Supervisor (FLS) is defined as any individual, regardless of title, who is directly responsible for the safety, quality and productivity of the craftspeople he or she directly supervises.

Target audience is primarily FLS and crafts persons that have been identified as a potential FLS, however, it is strongly recommended that all FLS, their direct supervisors, and project managers attend as well to support the continued development of the FLS.

The individuals who have the greatest positive daily impact on the crew's safety, quality and productivity are the Frontline Supervisors, however, in the construction industry, they tend to receive the least amount of training.

This training class is designed for the current and emerging FLS leaders. It contains four modules, Planning & Scheduling, Labor Management, Continuous Improvement, and Effective Leadership. Each module consists of four hours of learning using a blend of lecture, group discussion, and 'hands on' exercises. The class is delivered over two consecutive eight-hour days.

EXPECTATIONS & GOALS

Module I (4 hrs.) Last Planner & Scheduling:

This module focuses on the tools and techniques necessary to effectively plan, organize, and execute a specific scope of work or a work package utilizing Short Interval Scheduling (SIS) and "Last Planner" methods.

Module Objectives;

- Understand the FLS role and responsibility regarding the planning and scheduling of the work.
- Learning how to develop and utilize short interval scheduling in order to better communicate goals, objectives, and expectations for all crew member's.
- Understanding the overall project planning process and the FLS role in supporting and updating progress.
- Understanding and supporting Work Package development and execution, with emphasis on identifying and eliminating constraints.
- Learning and utilizing "Pull Planning" processes.
- Learning to be more proactive in managing schedule problems rather than reacting to crises.

Module II (4 hrs.) Labor Management:

This module focuses on labor management and productivity, the tools and techniques necessary to manage the crew and assure the work is being efficiently executed at the highest possible level.

Module Objectives;

- Understanding productivity factors and how to utilize productivity reporting tools.
- Understanding the importance of crew size and mix and the impact it has on crew productivity.
- Utilizing productivity data to establish crew and individual production goals.
- How productivity data helps update schedules and forecast labor costs.
- How to get crew members more engaged in the work plan and its execution.

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Module III (4 hrs.) Continuous Improvement:

This module focuses on the fundamentals of Continuous Improvement (CI) not as a program but as a way of thinking about and doing the work. It helps the FLS understand and lead the crew in identifying opportunities for improvement in safety, quality and productivity, and the elimination of **WASTE**

Module Objectives;

- Learning how to develop a lean culture and how to lead the process.
- Understanding “Value Added Work” and the importance of creating “Work Flow”.
- How to identify and eliminate “WASTE”.
- Learning and implementing the 5-S process.
- Learning to utilize process thinking to assure efficient results and customer satisfaction.

Module IV (4hrs.) Effective Leadership:

This module focuses on Leadership, Communication and Feedback helping FLS gain confidence in leading, and inspiring their crew to understand, own and execute the goals and objectives of the work or task. Learning the difference between demanding production and inspiring performance.

- Understanding leadership traits and styles and when to make adjustments.
- How to build an effective team from a group of individuals.
- Understanding emotional intelligence and the role it plays in communication.
- Understanding various types of behaviors and their effects both positive and negative.
- How to build and maintain trust with and among crew members.
- How to give and receive effective feedback.

REQUIRED MATERIALS FOR CONDUCTING TRAINING SESSION:

- Computer
- Projector
- Student workbooks
- Projection Screen
- 4 each large flip charts.
- Post-its 2 packages 2” X 2”
- Highlighters 20 each.
- Classroom space that accommodates up to 20 students with five tables that seat 4 each.
- Lunches for two days.

INSTRUCTOR

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