Superintendent Training

Time: 40 hours

Maximum Class Size: 12

Prerequisites: Foremen Training or equivalent work experience.

Course Description: This 40-hour LIUNA-developed course, was created to introduce to the skills needed for those who want to become a superintendent. It builds upon the many skills already possessed by both experienced workers, foreman and general foremen. Among the many topics presented are the responsibilities of the superintendent, safety assurance, documentation and recordkeeping, project planning and management, employee supervision and communication. Refer to section Goals/Objectives/Learning Outcomes below for detailed information.

Goals/Objectives/Student Learning Outcomes:

1. Explain a superintendent’s position in the chain of command.
2. List at least three job responsibilities of a superintendent.
3. Describe the preferred qualifications to become a superintendent.
4. List at least four areas of increased responsibilities that a superintendent has in comparison to the duties of a foreman or general foreman.
5. Describe the type of safety training a worker should have before they start a job.
6. Describe how a superintendent delegates the enforcement of safety regulations to foremen and workers on a project.
7. Describe the importance of auditing the jobsite for safety issues.
8. Explain the superintendent’s role in implementing a traffic control plan on a worksite.
9. State the primary duties of the superintendent concerning emergency plans.
10. Explain how weather can be a safety issue on a jobsite.
11. List and describe three primary responsibilities of a superintendent regarding workers and hazardous chemicals on a jobsite.
12. Explain the importance of conducting regular toolbox talks.
13. List three ways a superintendent can demonstrate a commitment to safety.
14. Describe how a superintendent promotes compliance with OSHA standards or other regulations by all workers during a construction project.
15. Explain the importance of creating and maintaining documentation of all safety-related issues.
16. Identify and describe four requirements a worker must meet to be named the “competent person” on a construction site.
17. List three types of environmental sampling that a job might require.
18. Explain the importance of keeping current with all documentation.
19. Identify and describe four type of documentation relating to job progress.
20. Identify at least five items that may be documented in the superintendent’s daily log.
21. Identify and describe two types of documentation relating to material and equipment.
22. Identify at least four items typically recorded in a daily equipment report.
23. Explain the use of cost codes to track time and costs on jobs.
Superintendent Training

24. Identify and describe the most common method of documenting personnel hours.
25. Identify and describe three types of documentation related to worksite issues.
26. Identify and describe three types of documentation relating to working with subcontractors.
27. Explain the purpose of a change order, and state who is responsible for completing the order.
28. Identify and describe at least three reasons a change order may be needed.
29. Explain the importance of document retention.
30. Describe the importance of using a detailed schedule for construction projects.
31. Describe the differences in how a Gantt chart schedule and a critical path method schedule are used.
32. Define the following terms as they are used in critical path schedules:
   - Forward pass
   - Backward pass
   - Early start
   - Late start
   - Positive float
   - Negative float
   - Critical path
33. Describe why long-lead items should be put onto a separate list during materials estimating.
34. Describe the role of submittal log in the materials procurement process.
35. Explain what material’s schedules are and their purpose.
36. Explain the importance of equipment schedules and describe how they are created.
37. Explain the importance of double-checking planning documents and estimates before a project begins.
38. List at least five issues a superintendent should address in pre-job meetings.
39. Describe how a detailed project schedule helps a superintendent communicate information with project stakeholders.
40. Describe how equipment and material schedules are used in allocating resources throughout the term of a project.
41. List two ways that the superintendent can help control labor costs on a project.
42. Describe what a look-ahead schedule is and explain its purpose.
43. Identify three things that a daily work schedule should contain.
44. List at least five conditions or actions that can affect a project schedule.
45. List three steps a superintendent should follow to track and manage costs on a project.
46. List at least two reasons a superintendent may need to refine a project schedule.
47. Define what “crashing” the project means and its potential effect.
48. List at least five ways that a superintendent can reduce time and labor costs when a project falls behind schedule.
49. List at least two things that a superintendent must be familiar with to discuss the quality of work on a project with an inspector.
50. Describe what the superintendent should do during and after an inspection.
51. Describe how inspectors can benefit the superintendent’s work.
52. List at least three areas for which a superintendent is responsible for compliance on a jobsite.
53. List at least five stakeholders with whom a superintendent may need to schedule regular meetings.
54. Explain the importance for a superintendent to create an agenda before meetings and send out minutes after meetings.
55. Identify the types of topics that are included in a superintendent’s daily interactions with general foremen and foremen.
56. Describe the purpose of production meetings.
57. Describe the three categories of materials a superintendent may need to procure for a project, and the special considerations of procuring each category.
59. Describe the steps in the process procuring materials for a project.
60. Describe the process for tracking submittals in a timely manner.
61. List three principles that can help a superintendent set up an efficient procurement system.
62. List at least three considerations for planning a material storage area.
63. Describe the function of an expeditor.
64. Explain why bulk materials are often scheduled for delivery as they are needed.
65. Describe two pre-job considerations of the superintendent.
66. Describe the importance of an orientation and the superintendent’s role in an orientation.
67. List at least five examples of unacceptable behavior on worksites.
68. List four characteristics of a team player.
69. List at least three ways a superintendent can demonstrate effective leadership to his or her team.
70. List at least two fairness issues that a superintendent needs to be careful with to earn the trust and respect of the crew.
71. Describe the importance of giving constructive and useful feedback to workers.
72. List at least three aspects of giving effective feedback to workers.
73. List at least two effective methods for delivering positive feedback to workers.
74. Explain the difference between coaching and disciplining, and list at least two management principles that apply to both.
75. List at least two options that a superintendent may use for dealing with performance problems.
76. Describe two possible results of worker misconduct and when they may be used.
77. Identify the four-part process for coaching or disciplining.
78. Explain the difference between mentoring and coaching.
79. List at least three factors that may affect motivation from a worker’s point of view.
80. List at least three types of rewards that a superintendent may use to motivate workers effectively.
81. List at least four common causes of conflict in the workplace.
82. Identify at least four ways that a superintendent may manage conflict in the workplace.
83. Name the three skills that are necessary for conflict management in the workplace.
84. List the six steps involved in the general process of conflict resolution.
85. List at least two aspects of listening.
86. Name at least three barriers to effective listening.
87. List at least four techniques to be an effective listener in the workplace.
88. List at least three problems that can cause miscommunication on a jobsite.
89. Identify at least four techniques a superintendent can use to make sure his or her instructions are clear.
90. Describe at least four techniques a superintendent may use to manage conversations effectively in the workplace.
91. Name three steps a superintendent can use to be assertive in a conversation while maintaining his or her composure.
92. Explain the importance of using open-ended questions and letting others speak to gather information in the workplace.
93. Explain the importance of restating and summarizing conversations in the workplace.
94. Describe the three forms of written communication that a superintendent may use in the workplace.
95. List two aspects of writing an effective work email.
Superintendent Training

96. Explain the importance of keeping all email correspondence professional in the workplace.
97. Describe at least four of the qualities of a well-written memo or business letter.
98. Explain the difference between informational reports and analytical reports.
99. Complete a written Exit Exam with a score of 80% or above to pass.

Classroom Rules and Procedures
- All classes begin at 6:30 am and end at 3:00 pm
- Upon entering classroom, all participants must sign in and be seated by 6:30 am
- Class will consist of a combination of lecture, video, demonstration, coached group exercises, individual exercises, and assessment.
- Students are required to report to class ready to work and maintain the provided PPE

Textbooks/Readings/Materials
- Superintendent Training IG-LIUNA Training
- Superintendent Training PG-LIUNA Training
- Superintendent Training Handouts-LIUNA Training
- OSHA’s Form 300 Log of Work-Related Injuries and Illnesses
- OSHA’s Form 301 Injury and Illness Incident Form
- LIUNA Superintendent Student Handout Packet
- LIUNA Superintendent Instructional Tools Packet
- Superintendent Exam A & B, Answer Sheet and Keys

Personal Protective Equipment
- 12 pairs of leather gloves
- 1 box of safety glasses
- 1 box of ear plugs
- 12 hard hats
- 1 box latex gloves

Course Requirements
To receive credit for the course, participants must:
- Be present for full forty hours
- Participate in all classroom exercises
- Pass a written exam
Superintendent Training

Course Policies

- Participants must be on-time and ready to work.
- Participants must return from breaks on-time.
- Participants must participate in each exercise and assignment.

Assessment and Grading

Participants will be assessed on the following:

- All written exams must be passed with a score of 80% or above.
- All hands-on exercises are graded on performance and participation. They are pass/fail and must be passed with a score of 80% or above.

Safety

Failure to maintain and use PPE may result in dismissal from the course.