Foremen Skills Development Tool

The Construction Owners Association of Alberta (COAA) identified a need to develop a tool that can be used to measure a foreman's skill level in each of the six areas of responsibility defined in the industrial Construction Trades Foreman position description: safety, planning and scheduling, leadership and supervision, employee relations, quality assurance/quality control, and administration. By measuring a foreman's skills, gaps in skills can be identified, which can be addressed through training and/or mentoring. The COAA's Supervisory Training and Qualifications Subcommittee of the Workforce Development Coordinating Committee partnered with the Hole School of Construction Engineering at the University of Alberta, under the NSERC Industrial Research Chair program, to develop and test such a tool, called the Foreman Skills Development Tool.

The Foreman Skills Development Tool consists of three questionnaires to collect data on a foreman's skills from the foreman himself/herself, the foreman's supervisors and peers, and the foreman's crew members, thus providing a 360º review. Project-related and foreman-related performance data are also collected, with the view of correlating such data to the evaluations received in the questionnaires. This tool addresses a gap in previous efforts, that of linking subjective evaluations obtained from a 360º review to more objective measures of performance, such as productivity, cost, schedule, and safety. Graphical data analysis techniques have been developed in the form of a Template to summarize and present the results arising from the use of the Tool.

The Foreman Skills Development Tool has several anticipated benefits to individual foremen, the organizations implementing the Tool, and the construction industry at large. Benefits to individuals include the opportunity to assess and improve their skills as supervisors and leaders, and to provide them with motivation and incentives to advance their training. Benefits to organizations include: (1) an improved understanding of the abilities and effectiveness of their foreman, (2) the opportunity to enhance their foremen's training in targeted areas by identifying competencies that require improvement, and (3) more effective foremen that lead to improved project outcomes.

A Microsoft Office Excel Template has been created to help perform the data analysis involved in the Foreman Skills Development Tool. The Template allows the user to make calculations and perform analysis efficiently. All the folders, subfolders, and Excel spreadsheets are linked together to minimize user entry requirements. Drop down choices for ratings and protection of cells containing formulae are used to minimize data entry errors and alteration of the formulae. A detailed User Manual is provided. The questionnaires are also provided in editable Microsoft Office Word form to allow user modification of the questions.

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Please contact the COAA office coaa.admin@coaa.ab.ca , including a signed License Agreement, to make arrangements to have the Report and Template sent.

Documents Included

- License Agreement
- A Pilot Student to Develop a skills development tool for construction trades foremen

Foreman Skills Development Tool Template© Licence Agreement

MESSAGE

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