



GBRIA

Greater Baton Rouge Industry Alliance

FOREMAN DEVELOPMENT TRAINING GUIDE

A collaborative effort of GBRIA's Contractor Workforce Development Committee and area contractors.

Discover various GBRIA-supported training programs available to develop your crew leaders and improve quality of work and safety performance.

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1. Introduction and Purpose

This guide is a product of the Greater Baton Rouge Industry Alliance, Inc.'s (GBRIA) Contractor Workforce Development Committee that aims to bridge knowledge and skill gaps of both entry-level and experienced foremen to strengthen work quality and safety performance. This guide also provides a resource for contractors to implement into a succession plan to identify their next crew leaders. For this guide, the term "Foreman" refers to frontline or crew leaders.

When surveying area contractors of their current training programs for foreman, GBRIA gained a general understanding of existing training programs available and their advantages. According to this survey, most companies require an employee to complete a foreman training program to be qualified as a Foreman and all responding companies offer their own, in-house-developed foreman training program. These in-house training programs include topics that are company-specific such as Human Resource policies. The length of these programs vary anywhere from eight hours to 120 hours and are facilitated in an eight-hour session (virtually or in person), or broken into segments depending on the jobsite's requirements and the individual's prior experience.

When asking companies who utilize both their in-house foreman training and third-party provided training, companies stated they choose both as this allows them to add their own company-specific elements to an individual's training.

Information on third-party training programs and their providers given to GBRIA from area contractors and owners are listed in Section 3 of this guide for your reference. Section 2 lists expectations of GBRIA members for contractor foremen working on their sites. We hope users of this guide will consider utilizing these available programs to strengthen the foremen of our area's workforce.

2. Owner Expectations of Contractor Foreman Roles¹

- a. **Vision:** to be the safest and most profitable workforce while improving and enhancing the sustainability of our businesses.
- b. **Mission:** provide the most-effective maintenance technology, expertise, and timely solutions to enable the plants we serve to maximize business value through sustainable improvements in safety, reliability, turnaround execution and productivity performance, all driven by a highly skilled and innovative workforce.
- c. **Core Values:**
 - i. Integrity and Respect for People
 1. **Integrity** – we believe our promise is our most vital product- our word is our bond. The relationships that are critical to our success depend entirely on maintaining the highest ethical and moral

¹ Owner expectations provided by the GBRIA Contractor Workforce Development Committee

standards around the world. As a vital measure of integrity, we will ensure the health and safety of our communities and protect the environment in all we do.

2. **Respect for People**- we believe in the inherent worth of all people. We are the engine of value creation; our imagination, determination and dedication are essential to growth. We will work to celebrate and reward the unique backgrounds, viewpoints, skills, and talents of everyone. Respect for people is measured by how we treat each other, by the contributions that flow from our diversity, by the productivity of our relationships and by a job well done, no matter what the job.

Responsibilities

This section outlines the Responsibilities of a Contractor Foreman / Crew Leader.

Item	Responsibility (Action)	Expectations
1	Understand Environmental, Health, and Safety Requirements	<p>Ensure all work is completed safely</p> <p>Ensure that all personnel follow and use the pre task analysis (PTA)/ job safety analysis (JSA) process.</p> <p>Reviews (audit) daily PTA Cards / JSA's for completeness and works with those contractors whose cards show less than adequate comments. This is to be accomplished during work execution and cards will be initialed by the Foreman.</p> <p>Ensures completed PTA Cards are given to proper personnel.</p> <p>Monitors and reports any injuries and spills to proper personnel</p> <p>Drives compliance with waste management.</p> <p>Ensures housekeeping is always maintained at audit ready status.</p>
2	Understand Work Process Requirements	Follows the Maintenance Work Process
3	Provide mentoring / plant specific knowledge to the craftsperson	<p>Foreman / Crew Lead shares their work ethic and skill knowledge to ensure effective job completion.</p> <p>Foreman / Crew Lead is expected to be a working Foreman providing assistance in job completion.</p>

4	Understands & Monitors Contractor Craftsperson	<p>Monitors contractor's daily safety attitude, safety awareness and ensures actions are within Owner and Contractor guidelines and makes recommendations for changes / improvements when necessary.</p> <p>Monitors contractor personnel for proper skill level and makes recommendation to company leadership on findings.</p> <p>Monitors contractor personnel for opportunities to improve productivity and works with contractor work group on making productivity improvements.</p>
5	Ensures all work is completed per job package.	<p>Monitors jobs as the work progresses to ensure that job steps meet the required plan/expectations. Spot checks</p> <p>Escalates any findings, scope changes, missing parts, equipment issues, permit issues, etc. to the Area Work Coordinator. This is done mainly by the Working Foreman/Crew Leads</p> <p>Ensures all craftsperson are knowledgeable of the content of the job package.</p> <p>Ensures job package is returned to the WC. This is done mainly by the Working Foreman/Crew Leads</p>
6	Interface with Owner personnel	<p>Communicates each morning with Owner Work Coordinators on:</p> <ul style="list-style-type: none"> • Daily Safety issues • Absenteeism for the day (Work leads inform WC) • Number of new people in work group (Crew Leads inform WC) • Changes to job, findings, etc. (Crew Leads inform WC)
7	Follows Owner Procedure Use Policy (PUP)	<p>Ensures procedures are being followed and are on the job site. This is done by both the Supervisor and Crew Leads/Foreman</p>

3. Verifying Foreman Development Training

a. Contractors:

- i. The National Center for Construction Education and Research (NCCER) hosts a database accessible by employers who can verify an employee's completion of any NCCER-provided or accredited training program.

- ii. Contractor companies will verify their employees' certifications to correlate pay raises or promotions.

b. **Owners:**

- i. The National Center for Construction Education and Research (NCCER) hosts a database accessible by employers who can verify an individual's completion of any NCCER-provided or accredited training program.

4. GBRIA Recommended Courses and Programs

a. **NCCER²**

i. **Fundamentals of Crew Leadership – 22.5 hours**

- 1. **Description:** While this module has been designed to assist the recently promoted crew leader, it is beneficial for anyone in management. The course covers basic leadership skills and explains different leadership styles, communication, delegating, and problem solving. Jobsite safety and the crew leader's role in safety are discussed, as well as project planning, scheduling, and estimating. Includes performance tasks to assist the learning process.

2. **Topics:**

a. **Business Structures and Issues in the Industry**

- i. Leadership Issues and Training Strategies
- ii. Gender and Cultural Issues
- iii. Business Organization

b. **Leadership Skills**

- i. Qualities and Role of a Leader
- ii. Communication
- iii. Motivation
- iv. Team Building
- v. Making Decisions and Solving Problems

c. **Safety and Safety Leadership**

- i. The Impact of Accidents
- ii. OSHA
- iii. Employer Safety Responsibilities
- iv. Leader Involvement in Safety

d. **Project Planning**

- i. Construction Project Phases, Contracts and Budgeting
- ii. Planning
- iii. Cost Control
- iv. Resource Control

b. **Louisiana State University (LSU) Continuing Education**

- i. **Conducting Workplace Investigations – 2, 3-hour online sessions via Zoom video conferencing**

² https://www.nccer.org/docs/default-source/catalog/nccer-catalog-web.pdf?sfvrsn=f128194f_18

1. **Description:** This course will be offered as a virtual course with real-time online sessions with our expert instructors. They feature the same innovative and high-quality programs as our in-person training.
 2. **Topics:**
 - a. Basics of Workplace Investigations
 - b. Human Behavior
 3. **Ideal participants:**
 - a. Supervisors and managers who may be asked to conduct employee relations investigations.
 - b. Human resource and employee relations professionals
 - c. Business leaders and owners
- ii. Fundamentals of Supervision and Management – 3-day seminar³**
1. **Description:** Flagship program offered by LSU Digital and Continuing Education's Management and Leadership Institute. Delivers basic, practical training for supervisors, managers, business professionals and team leaders in a three-day seminar format. The goal is to enhance individual management skills and personal effectiveness in the work environment. Gives supervisors and other business professionals the opportunity to master the basic leadership skills that are essential for high productivity and continuing quality improvement.
 2. **Topics:**
 - a. Management and Leadership for Today and Tomorrow
 - b. Organizational Behavior – how to build effective teams
 - c. Motivating, Developing and Empowering Your Staff
 - d. Supervisory Practices – Counseling and Disciplining Employees and Learning to Delegate
 - e. Giving Effective Feedback
 - f. Positive Conflict Resolution
 3. **Ideal Participants:**
 - a. New or aspiring supervisors
 - b. Those desiring a refresher
- iii. Leadership– (self-paced course)⁴**
1. **Description:** learn how to transform your natural charisma and enthusiasm into leadership skills. The leadership certificate and coursework discuss the theories of leadership and offers real-world practical explanations and definitions.
- iv. Management (self-paced course)⁵**
1. **Description:** our management courses help you build the skills to develop a management style that fits your personality and goals.

³ <https://www.ed2go.com/lus/online-courses/fundamentals-of-supervision-and-management-1/>

⁴ <https://catalog.mindedge.com/lisu/categories/1>

⁵ <https://catalog.mindedge.com/lisu/categories/19>

From effective negotiation tactics to navigating business ethics, the skills taught in our management courses span all industries and build a foundation for management success.

v. Communication (self-paced course)⁶

1. **Description:** the ability to organize and present ideas is always in high demand. The Business Communication certificate and coursework prepares you to become a skilled communicator, teaching you to form persuasive arguments, present information, writer error-free emails and documents and stand out as a professional.

c. Associated Builders and Contractors (ABC)⁷

- i. **NCCER Construction Site Safety Technician (CSST)**
- ii. **Project Coordinator – three semesters**
 1. **Topics:**
 - a. Print Reading
 - b. Estimating
 - c. Planning & Scheduling

d. Alliance Safety Council

i. Course Title: Certified Occupational Safety Specialist (COSS) – 5-day course⁸

1. **Description:** Unique, curriculum-based program that builds a solid foundation in both General Industry (CFR 1910) and Construction (CFR 1926) knowledge for the beginning safety practitioner as well as the experienced safety professional.

2. Details

- a. COSS graduates must recertify every 3 years
- b. Instructor-led

ii. SAF Frontline Safety Training – 2.5 day⁹

1. **Description:** offered for frontline and field supervisors. After completion, students will be able to:
 - a. Research OSHA 29 CFR 1026 and OSHA 29 CFR 1910 regulations for their specific industry
 - b. Explain OSHA standards for their specific industry
 - c. Perform a hazard analysis
 - d. Recognize potential hazards at their worksites
 - e. Effectively communicate with contractors about OSHA regulations for their worksites
 - f. Explain responsibilities of owners and contractors on a multi-employer worksite

⁶ <https://catalog.mindedge.com/lsu/categories/7>

⁷ <https://www.abcpelican.org/baton-rouge-training-center1.html>

⁸ <https://alliancesafetycouncil.org/training/available-courses/606/>

⁹ <https://alliancesafetycouncil.org/training/available-courses/3065/>

iii. North American Substance Abuse Program-1 hour¹⁰

1. Topics:

- a. Introduction
- b. Substance abuse in the workplace
- c. The Role of NASAP
- d. NASAP violations
- e. Workplace effects of drug and alcohol use
- f. Signs and symptoms of drugs and alcohol abuse

iv. Sexual Harassment Awareness – 1 hour¹¹

1. Topics:

- a. Introduction
- b. Terms
- c. Examples of Sexual Harassment
- d. Determining which behaviors are sexual harassment
- e. Ways of stopping sexual harassment
- f. Commonly asked questions by peers
- g. conclusion

¹⁰ <https://alliancesafetycouncil.org/training/available-courses/5230/>

¹¹ <https://alliancesafetycouncil.org/training/available-courses/3053/>