

Following in their Footsteps:



CONSTRUCTION
SECTOR COUNCIL



CONSEIL SECTORIEL
DE LA CONSTRUCTION

A Supervisory Training Scoping Exercise



The Construction Sector Council (CSC) is a national organization committed to the development of a highly skilled workforce – one that will support the current and future needs of the construction industry in Canada.

Created in April 2001, and financed by both government and industry, the CSC is a partnership between labour and business. The CSC is governed by a Board of Directors who represent a variety of interests within the construction industry. At the heart of the CSC's mandate is the need to address human resource issues through partnerships within the construction industry.

Like many industries, the construction industry faces a number of human resource challenges. These include the need to accurately forecast labour demand and supply, to increase the mobility of workers, to make the most of new technologies, and to cope with an aging workforce. As a result, the CSC has identified four key priorities:

- Labour Market Information
- Technology at Work
- Career Awareness Programs
- Standards and Skills Development

This study is part of the CSC's Standards and Skills Development activities.

This report is also available in French, and it is available electronically at www.csc-ca.org.

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Executive Summary

A national survey of construction supervisors, managers and others working in the four construction sectors has gathered enough information about the tasks required of front-line supervisors to begin stitching together a national standard.

The Construction Sector Council (CSC) study found an abundance of training was already available for supervisors, eliminating the need to develop an independent national training program.

Following in their Footsteps: A Supervisory Training Scoping Exercise explored the feasibility of a national training standard and/or program by asking participants to rate the relevance of 63 different tasks. It found sufficient variability between the needs of each construction sector – new homebuilding and renovation, institutional/commercial/industrial, heavy industrial, and civil engineering – for a standard with sector-specific tasks.

The research provides a strong business case for a front-line supervisor National Occupational Standard (NOS) because it would mean:

- Enhancement of the supply of supervisors available to the industry
- Higher competency levels for supervisors
- Better productivity on job sites
- Reduced turnover on job sites
- Reduced costs on jobs
- Enhanced labour mobility
- Reduction in training repetition
- Streamlining training and development
- Establishment of a more recognizable career path to attract new workers to the industry

The CSC recommends that development of the NOS include the following:

- A focused round-table process with highly qualified practitioners from each sector to more clearly define the tasks and subtasks. This process should assemble groups by sector, and the results of the activity compared for commonality and unique areas.
- Presentation of the standard to industry through regional panels and sector-specific activities to gather feedback and refine the standard prior to promulgation.
- Development of a comprehensive communications plan to ensure that the standard becomes widely known and widely accepted.
- Distribution to training providers as an aid to curriculum development to meet the standard. It may be desirable to accredit courses against the standard.
- The creation of a training and certification matrix for the industry based on the standard. This could be used as a first step in building the recognition of construction as a viable career with growth opportunities for those that are interested.

Purpose of Study

The CSC embarked on this scoping exercise in response to industry identifying the need for qualified supervisors as a priority. That need was confirmed by a study the CSC published in 2004 that examined emerging trends in management, supervision and mentoring in the construction industry.

The CSC also hosted a meeting with National Contractor Associations in 2004 to discuss opportunities to work across trades, occupations, and sectors on issues of mutual interest. Supervisory training was again identified as an important issue for the construction industry that could benefit from a national focus.

Methodology

As a starting point, the CSC commissioned an analysis of the key supervisory training programs being used by the construction industry with a view to:

1. Identifying the key supervisory training programs

- distinguishing between sectors (new home building and renovation, institutional/commercial/industrial, heavy industrial, civil engineering)

2. Analyzing the content for common themes/elements

- distinguishing between sectors (new home building and renovation, institutional/commercial/industrial, heavy industrial, civil engineering)

3. Identifying the standards the training programs are built on

4. Analyzing the programs for best practices

5. Determining the feasibility of a national supervisory training standard and/or program

A preliminary task list was developed through a review of courses and programs for front-line supervisors and mid-level managers in the construction industry. The preliminary list was debated and modified by a CSC steering committee, which led to a list of 63 tasks and/or competencies thought to be relevant to front-line supervisors.

Once the task list was finalized, a survey tool was developed. The tool asked participants to rank the relevance of the 63 tasks on a scale of 1 (not important at all) to 5 (very important). Demographic information – the participant’s sector, province, and position – was collected.

A survey tool specifically for training providers was also developed. Nine training providers rated the level of training (task by task) that is provided in their courses and or programs.

The survey was distributed in both official languages to construction associations, companies, unions, and other organizations starting in April 2005. Completed surveys were accepted until early September. A total of

378 surveys were returned, including 41 from the civil engineering sector, 234 from the heavy industrial sector, 28 from the new homebuilding and renovation sector, and 79 from the institutional/commercial/industrial sector. The survey was not intended to be statistically valid.

Returned survey data was entered in a spreadsheet and task by task ranking information was compiled to provide the following information:

- Average task ranking by all survey participants
- Average task ranking by all participants within a construction sector
- Average task ranking by sector by position – front-line supervisor, mid-level manager, and senior manager

Participant comments were also collected and reviewed.

Analysis of the information led to the creation of “tasks by sector” profiles – lists of which of the 63 tasks are relevant to each construction sector.

Rating the Tasks

All tasks that received an average rating of more than 3.75 were considered relevant to the work of front-line supervisors and are listed in the “Results” section of this report. There is also a breakdown of the tasks considered relevant to all construction sectors, and of those that apply only to specific sectors.

Purpose of Study

The Construction Sector Council undertook this study to:

- Create a ‘first-cut’ listing of necessary skill sets for front-line construction supervisors in each of four Canadian construction sectors: New homebuilding and renovation, institutional/commercial/industrial, heavy industrial, and civil engineering
- Review a selection of existing training programs and identify their applicability to the requirements by sector
- Investigate the feasibility/desirability of a national approach to training construction supervisors
- Understand the differing needs of the sectors with respect to supervisory skills

The review and analysis were not intended to be statistically accurate, but rather to provide a ‘snapshot’ of the mood of the industry, and to provide sufficient information to determine whether there was a need to move forward to subsequent phases.

Background

The CSC embarked on this scoping exercise in response to industry identifying the need for qualified supervisors as a priority. This was confirmed by a study the CSC published in 2004: *Emerging Trends in Management, Supervision and Mentoring in the Construction Industry*. That study was designed to “take the pulse” of the industry in these three areas by identifying obstacles faced and opportunities for progress. It concluded that there are “major new challenges facing supervisors, such as time pressures, increased safety and regulatory requirements, a greater need for documentation, more computerization, more complex building requirements and higher quality expectations have created a new supervisory role. The author found that supervisors, drawn mostly from the trades, needed a higher level of non-technical skills to meet these challenges, such as those that can be learned through the Better SuperVision Program, developed by the Alberta Building Council, Construction Labour Relations – An Alberta

Association, and the Construction Owners Association of Alberta or the Canadian Construction Association’s Gold Seal Program.”

The study went on to say that “according to the 2001 Census, there were 58,000 contractors and supervisors in the construction sector in Canada, and almost 30% of these were over 50 years of age, making them likely candidates for retirement in the near future. About 30% of these have less than secondary school education, while another 14% have secondary education only. About 30% have a trade certificate or diploma.

Supervisors work on the job site overseeing journey persons and apprentices, and they play a critical role. They manage the interface between the client, the contractor, the sub-trades and the workers; they supervise the construction crew and run the job site; and they ensure quality, timeliness, safety and cost control. Major new challenges have changed the role of supervisors, including time pressures, heightened safety and regulatory requirements, a greater need for documentation, more computerization, more complex building requirements and higher quality expectations. As a result, supervisors need a higher level of non-technical skills such as reading, communications and team building.”

The CSC also hosted a meeting with National Contractor Associations in 2004 to discuss opportunities to work across trades, occupations and sectors on issues of mutual interest. Supervisory training was again identified as an important issue for the construction industry that could benefit from a national focus. Specifically, there was interest in an expansion of availability and delivery of supervisory training programs that are industry-specific and focus on providing better tools that meet industry standards for foremen, general foremen and superintendents.



Methodology

Research

The research methodology involved both primary (first-hand data collection from individuals) and secondary (document and literature review) research.

Secondary Research

The project began with secondary research into existing supervisory training programs. In order to develop a task listing for supervisors, topics and learning objectives from existing programs were examined. The premise was that if these programs are in use within the industry, then they must address at least **some** of the required skill sets.

The CSC's initial list was pared down to a few dozen candidate programs across a broad cross-section of supervisory skills. Three programs from other industries were also analyzed as a comparative.

The resulting matrix of skills included “soft” skills (communication, conflict resolution, motivation, etc), basic supervisory skills (planning, budgeting, estimating, organizing, controlling, ‘people management’ etc), and construction-specific skills (Occupational Health & Safety (OH&S) regulations, resource management, environmental practices, etc). These categories were presented to the CSC steering committee and through an iterative process a final list of 63 front-line supervisory tasks was created.

The data collected in this phase was archived in a database (Excel) for retrieval at later stages of this project. Although not a specific project requirement, it is possible that the information could also be used at a later date by industry stakeholders to determine whether a particular training program would meet a specific training requirement.

Primary Research

From the matrix developed through secondary research, a series of action-based ‘competency statements’ was derived and formulated into two versions of a questionnaire: a printed version (for fax back) and an on-line version (for submission via e-mail). Industry stakeholders were asked to provide their opinions on the relative importance and the applicability of each of the competency statements with respect to their industry sector.

Results of the data gathering effort are included later of this report.

In addition, a third version of the survey tool was developed and distributed to training providers to gauge the relative weighting or importance placed on the individual tasks in their particular programs.

Survey tools are included as an Appendix to this report.

Definitions

Front-line Supervisor Definition

For the purpose of this project, “front-line supervisor” was defined as “**an individual who supervises one or more people directly involved in the hands-on work of construction**”, and may include position titles common in the industry such as lead hands, foremen and general foremen up to project manager, depending on the sector.

Sector Definitions

Civil Engineering

- including construction and maintenance
- roads, bridges, dams, aqueducts, sewers, pipelines etc

Heavy Industrial

- including construction and maintenance
- power plants, pulp and paper, mines, petrochemical, oil and gas facilities, etc

Homebuilding/Renovation

- including construction, maintenance, renovation, and restoration
- houses and other residential structures up to low rise apartments of five stories

Institutional/Commercial/Industrial

- including construction, maintenance, renovation, and restoration
- strip malls, gas stations, shopping centres, schools, hospitals, warehousing, office buildings, high rise residential buildings, airports, etc

Presumed Tasks

The following tasks are presumed to be tasks for project managers (or people senior to project managers):

- Specification writing
- Bid preparation
- Design issues
- Arbitration
- Mediation

The following tasks are presumed to be tasks for site superintendents (or people senior to site superintendents):

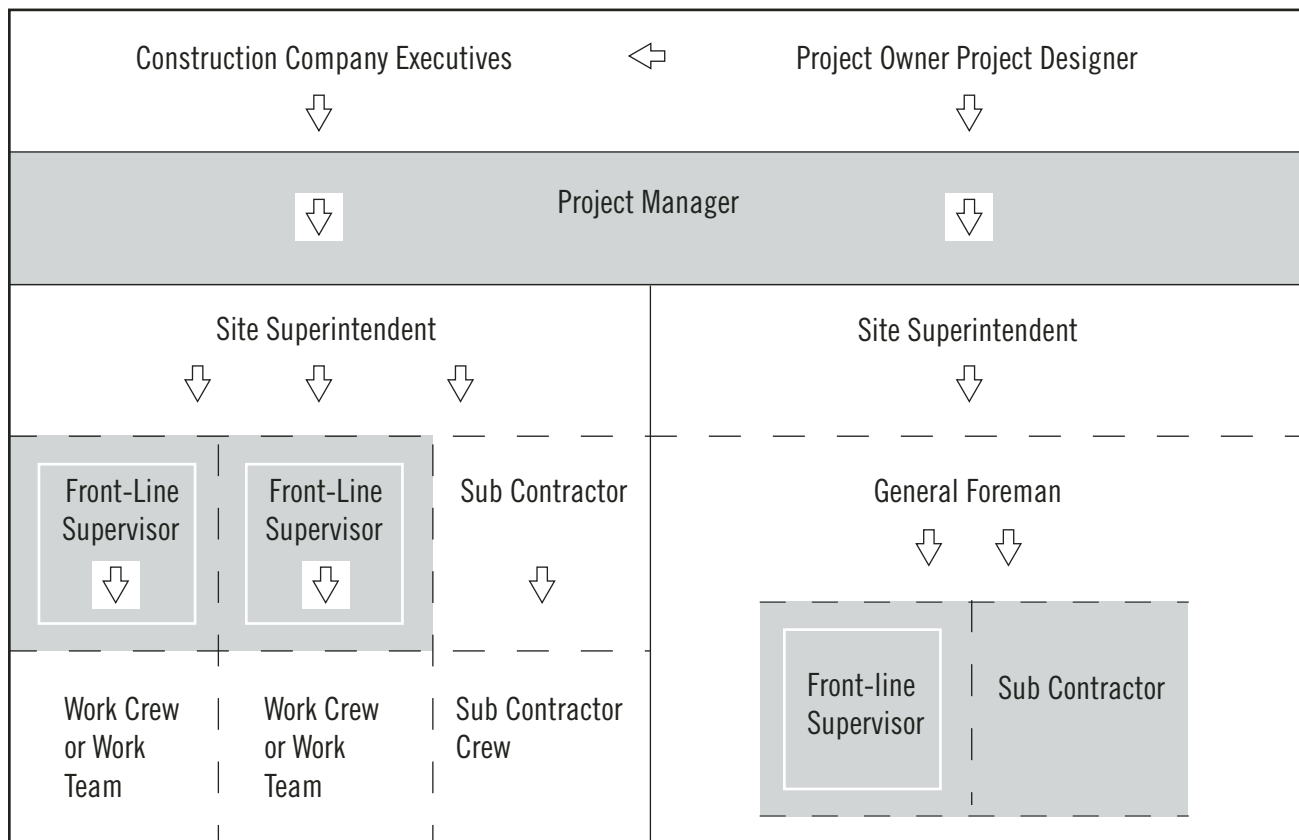
- Cost estimating
- Permits
- Negotiating with owners and designers

Organizational Hierarchy

General Assumptions

The typical organizational hierarchy in all sectors of the construction industry is:

- Labourers and tradespeople report to front-line supervisors (foremen)
- Front-line supervisors and sub-contractors report to site superintendents
- In some cases the hierarchy includes general foremen that are senior to front-line supervisors... who report to site superintendents
- Site superintendents report to project managers
- Project managers report to project owners and/or project designers and/or company executives



Course and Program Database Review

The review of courses and programs began with the CSC database of courses and programs available in Canada that might contain elements that would be relevant to front-line supervisors and/or foremen. The database included over 550 courses and programs.

The objective was to reduce the database to between 50 and 100 courses and programs that are relevant to front-line supervisors and/or foremen.

Review Stage 1

Identify which sector the course or program is aimed at

Where possible, courses and programs were identified using the following criteria:

- NHBR – New Homebuilding and Renovation
- ICI – Institutional Commercial Industrial
- HVY – Heavy Industrial
- CIV – Civil Engineering
- VAR – Various Sectors... or not enough information to identify sectors

This review was not successful, because few courses or programs in the database are linked to specific sectors of the construction industry.

Review Stage 2

Identify which level of organizational hierarchy the course or program is aimed at

Courses and programs were reviewed to determine the lowest level in the construction hierarchy that might be applicable. Criteria used were:

- FORE – Courses and programs for front-line supervisors AND more senior people
- SITE – Courses and programs for site superintendents AND more senior people
- PMGR – Courses and programs for project managers AND more senior people

For example, courses aimed at front-line supervisors and site supervisors were identified as 'FORE' courses.

NOTE - Courses and programs aimed at engineers, architects, company owners, and people working in technical specialties (including safety specialties) were identified as 'PMGR' programs.

Courses and programs specifically for project managers and more senior people were removed. This reduced the number of courses and programs from 550 to about 340.

Review Stage 3

Identify courses and programs that cover tasks and activities that may be appropriate for front-line supervisors in at least one sector. Remove the remainder.

The following knowledge, tasks and activities were considered appropriate for front-line supervisors. During this stage of the review, one or more of the following activities in the basic-course outlines (which were part of the database) were looked at:

Legal and Contractual, Financial (L)

L01	Blueprint reading and interpretation
L02	Specification reading, quantity takeoff
L03	Contract management, contracts
L04	Change orders
L05	Liens
L06	Legal responsibilities, due diligence
L07	Labor laws
L08	Basic negotiating skills
L09	Substantial performance
L10	Dealing with owners
L11	Back charges, claims
L12	Relevant building code
L13	Liability insurance issues, other insurance and bonding
L14	Collective agreements, grievances
L15	Laws and bylaws that could impact the project, regulations, permits
L16	Holdbacks
L17	Cost control
L18	Hiring staff

Jobsite Issues (J)

J01	Jobsite risk assessment and management
J02	Tool maintenance, handling
J03	On site material management
J04	Jobsite security
J05	Site organization
J06	Dealing with subcontractors, suppliers
J07	Jobsite safety, OH&S compliance
J08	Customer service
J09	Basic scheduling
J10	Timekeeping and wages
J11	Environmental risks
J12	Hazardous materials
J13	Ladders, scaffolds, lifts, fall protection, other safety equipment
J14	Heat and cold
J15	Job hazard analysis
J16	Crew talks, safety meetings
J17	Dealing with other trades, other crews
J18	Work in progress inspections

Doing the Work (W)

W01	Task assignment
W02	Goal setting
W03	Planning and organizing
W04	Personal and crew safety
W05	Task delegating
W06	Reprimand and discipline
W07	Enforcing rules and policy
W08	Team building
W09	Quality control and re work
W10	Worker performance evaluation, feedback
W11	Worker orientation, safety orientation
W12	Worker training
W13	Coaching, mentoring
W14	Back injury prevention, ergonomics
W15	Productivity measurement, performance

General Leadership Skills (G)

G01	Conflict resolution, disputes
G02	Motivation
G03	Ethics and Integrity
G04	Difficult people, people with personal problems
G05	Problem solving
G06	Effective communications skills, listening
G07	Cultural Issues, personality types
G08	Attitude
G09	Decision making
G10	Leadership roles, techniques
G11	Meeting management
G12	Relationship building
G13	Interviewing techniques
G14	Role modeling
G15	Seeking advice
G16	Documentation, reporting

Other Skills (M)

M01	Computer use
M02	Dealing with Stress
M03	Time management

Trade-specific tasks and activities were not included.

Courses and programs that did not include these topics (or included only one or two of them) were removed. Most of the duplicate courses and programs were also removed. This reduced the number of courses and programs to about 60.

Review Stage 4

Information Gathering for Short-Listed Courses (March 2005)

An attempt was made to gather more information for all short-listed courses. The first step was an Internet search. In some cases the Internet search provided sufficient information, which was saved in both printed and electronic form.

Where the Internet search did not provide sufficient information, training providers were contacted by telephone, fax, or e-mail. The providers were told about the study and were asked for course outlines and learning objectives for the identified courses, and for ANY other courses that included material relevant to front-line supervisors and/or foremen.

Where training providers did not respond or there was insufficient information to move to analysis, the course was removed.

This stage resulted in the creation of the FINAL course list

Review Stage 5

Analysis of the Final Course List

At this stage the outlines and learning objectives for courses and programs on the final course list were compared to the activities listed in Review Stage 3. Each of the Stage 3 activities that appeared to be part of a course or program was linked to that course or program on a new spreadsheet.

The final course list is included as an Appendix to this report.

The training providers on the final course list were invited to complete a survey tool which rated their level of training on each task.

Rating criteria were as follows:

Rating	Level of Training
1	Low – Not included in the program
2	Minimal – Mentioned in the program, but not taught or discussed in detail
3	Some – Taught in our program to provide a basic level of knowledge
4	Application – Some application of this task
5	High – In depth application of this task

The training provider survey was completed by 9 training providers.

Survey Development

The results of the course and program analysis were used to create a survey tool for the primary research portion of the project. All tasks were re-designated to fit into one of four fundamental blocks of tasks, or into blocks of foundation or enabling skills. The blocks used in the survey tool were:

Block A: Safety

Task	Description
1	Control access to the jobsite
2	Plan for emergency site access
3	Plan and conduct environmental risk management activities
4	Conduct job safety/job hazard analysis (includes hot/cold, ladders, scaffolds, lifts, fall protection, other safety equipment, personal protective equipment (PPE), confined space, etc)
5	Apply Environmental, Health and Safety (EH&S) controls (includes Engineering controls, administrative controls, and PPE)
6	Administer WHMIS procedures in the workplace
7	Supervise activities to ensure personal and crew safety
8	Conduct/apply injury prevention programs

Block B: Quality Management

Task	Description
9	Deal effectively with inspectors on compliance issues
10	Conduct as-built and commissioning inspections
11	Conduct work-in-process (WIP) inspections
12	Apply laws, standards, bylaws, regulations and codes in the workplace (includes municipal bylaws, multiple legislated codes and standards, and voluntary/industry standards)
13	Perform quantity takeoff from technical documents

Block C: Productivity and Performance

Task	Description
14	Establish plot plan for jobsite (includes laydown areas, toolcrib locations, trailers, waste bins, etc)
15	Deal effectively with other crews (other trades)
16	Make sure that assigned tasks match individual's skills
17	Schedule jobs and activities to optimize productivity and crew capacity (job planning)
18	Measure productivity and worker performance
19	Take steps to improve productivity and worker performance

Block D: Contracts and Cost Control

Task	Description
20	Maintain tools and equipment
21	Control tools, material and equipment
22	Create and administer theft prevention procedures
23	Create and administer fire procedures
24	Protect existing/finished structures
25	Keep time and wage information for work crew
26	Deal effectively with subcontractors, suppliers, vendors, manufacturers
27	Deal effectively with customers
28	Interpret and administer contracts (includes understanding details, interpretation, understanding scope, substantial performance, back charges & claims, holdbacks)
29	Change orders (includes negotiating, creating, managing)
30	Liens (applications and importance)
31	Insurance and bonding (includes purpose and need for bid bonds, performance bonds, other bonding and insurance)
32	Read and Interpret blueprints
33	Read and interpret specifications (includes code specs, design specs, manuf. specs)

Block E: Human Resources Management

Task	Description
34	Understand and refer employees to applicable employee assistance programs and resources
35	Conduct new worker orientation (includes site, company policies, EH&S rules, etc) (NEW TO SITE)
36	Administer modified work programs
37	Administer new worker training/apprenticeship programs (NEW TO INDUSTRY)
38	Conduct skills upgrade/competency training (EXPERIENCED WORKERS)
39	Enforce work rules and policies
40	Conduct worker performance evaluations and provide feedback
41	Administer progressive discipline policies
42	Understand legal responsibilities with respect to privacy laws
43	Apply employment laws and standards (includes employment equity, human rights, discrimination, overtime, etc)
44	Administer collective agreements in the workplace
45	Promote respect in the workplace for diverse cultural groups

Block F: Leadership

Task Description

- | | |
|----|--------------------------------------------------------------------------------------|
| 46 | Take steps to build high-performance teams |
| 47 | Resolve conflicts in the workplace |
| 48 | Motivate team members for high performance |
| 49 | Act with ethics and integrity |
| 50 | Effectively solve problems on the jobsite |
| 51 | Effectively communicate (includes verbal, non verbal, written, listening) |
| 52 | Effectively use interviewing techniques to gain understanding and gather information |
| 53 | Seek advice from others |
| 54 | Make effective decisions |
| 55 | Use a variety of leadership styles depending on circumstances |
| 56 | Hold effective crew meetings (includes tool box meetings, safety meetings, etc) |
| 57 | Act as a role model for subordinates |
| 58 | Coach and mentor workers |
| 59 | Set realistic goals |

Block G: Personal Administration

Task Description

- | | |
|----|---------------------------------------------------------------------------------------------------------------------|
| 60 | Use computers and software (includes general administration, office tasks, research, e-mail etc) |
| 61 | Employ effective documentation and record keeping techniques (includes logs, incident reports, safety reports, etc) |
| 62 | Recognize and effectively deal with workplace stress |
| 63 | Employ effective time management techniques |

Survey Task Ratings

The tasks were compiled into a survey tool. The following rating scale was attached to each task.

Not Important at all	Not Very Important	Neutral	Somewhat Important	Very Important
1	2	3	4	5

Survey participants were asked to base their answers on what they thought was important for FRONT-LINE SUPERVISORS, regardless of their position.

Survey Participant Positions

Survey participants were also asked to identify their position in their company using the following criteria:

<input type="checkbox"/>	Senior-level management in a construction company
<input type="checkbox"/>	Mid-level management in a construction company
<input type="checkbox"/>	Front-line leader/supervisor in a construction company
<input type="checkbox"/>	Front-line worker (not supervisor or manager) in a construction company
<input type="checkbox"/>	Union representative
<input type="checkbox"/>	Trainer/educator
<input type="checkbox"/>	Project Owner/user of construction services
<input type="checkbox"/>	Other (please describe):

Official Languages

The survey tool was translated into French, and was made available to interested parties in either official language of Canada.

The survey tools used are included as an Appendix to this report.

Survey Distribution

Once the tasks and format of the survey were completed, the survey was widely distributed across Canada.

Many project steering committee members represent large groups of construction companies and/or construction workers, and encouraged participation.

The survey tool itself was distributed in both official languages via fax, mail, and e-mail, and was posted for download to the CSC's website.

The reports listed the number of surveys received to date by sector, position, and location. Where sector numbers were low, the steering committee was asked to do what they could to encourage participation.

Without the work of the steering committee, the number of surveys received would have been much lower.



Results

Survey Participants

Demographics

A total of 378 people completed the survey

Statistical Validity

No attempt was made to achieve statistical validity for this phase of the project. Globally, the number of participants was in excess of the workplan target, but the distribution of these participants across provincial/regional boundaries and across the sectors was not representative. The bulk of the responses came from the heavy industrial sector, and from the province of Alberta.

The new homebuilding and renovation sector was under represented.

The province of Quebec was under represented.

Survey Participants by Position

Civil Engineering

- including construction and maintenance
- roads, bridges, dams, aqueducts, sewers, etc

41 participants from this sector

Front-line supervisors ----- 13 participants
 Mid-level managers ----- 11 participants
 Other ----- 1 participants
 Senior Managers -----16 participants

Heavy Industrial

- including construction and maintenance
- power plants, pulp and paper, mines, petrochemical, oil and gas facilities, etc

234 participants from this sector

Front-line supervisors -----160 participants
 Mid-level managers -----23 participants
 Other -----7 participants
 Owner -----1 participants
 Senior Managers -----17 participants
 Trainer -----6 participants
 Worker -----5 participants

New Homebuilding / Renovation

- including construction, maintenance, renovation, and restoration
- houses and other residential structures up to low rise apartments of five stories

28 participants from this sector

Front-line supervisors -----9 participants
 Mid-level managers -----12 participants
 Other -----1 participants
 Senior Managers -----5 participants

Institutional/Commercial/Industrial

- including construction, maintenance, renovation, and restoration
- strip malls, gas stations, shopping centres, schools, hospitals, warehousing, office buildings, high rise residential buildings, airports, etc

79 participants from this sector

Front-line supervisors -----28 participants
 Mid-level managers -----21 participants
 Other -----1 participants
 Senior Managers -----22 participants
 Trainer -----4 participants
 Worker -----2 participants

Survey Participants by Province

Civil Engineering

- including construction and maintenance
- roads, bridges, dams, aqueducts, sewers, etc

41 participants from this sector

British Columbia	-----5 participants
Alberta	-----2 participants
Saskatchewan	-----1 participants
Manitoba	-----2 participants
Ontario	-----24 participants
Quebec	-----1 participants
New Brunswick	-----4 participants
Newfoundland	-----1 participants
NWT	-----1 participants

Heavy Industrial

- including construction and maintenance
- power plants, pulp and paper, mines, petrochemical, oil and gas facilities, etc

234 participants from this sector

British Columbia	-----6 participants
Alberta	-----164 participants
Saskatchewan	-----10 participants
Ontario	-----11 participants
Quebec	-----4 participants
New Brunswick	-----19 participants
Nova Scotia	-----9 participants

New Homebuilding / Renovation

- including construction, maintenance, renovation, and restoration
- houses and other residential structures up to low rise apartments of five stories

28 participants from this sector

British Columbia	-----7 participants
Alberta	-----3 participants
Ontario	-----2 participants
New Brunswick	-----7 participants
Nova Scotia	-----7 participants
Newfoundland	-----1 participants

Institutional / Commercial / Industrial

- including construction, maintenance, renovation, and restoration
- strip malls, gas stations, shopping centres, schools, hospitals, warehousing, office buildings, high rise residential buildings, airports, etc

79 participants from this sector

British Columbia	-----21 participants
Alberta	-----17 participants
Saskatchewan	-----1 participants
Manitoba	-----14 participants
Ontario	-----13 participants
Quebec	-----6 participants
New Brunswick	-----5 participants
Nova Scotia	-----1 participants

Task Analysis

Task information gathered through the survey was compiled to provide average rankings from all participants, all participants in a sector, and sector participants by sector. The following table shows the actual task rankings by sector and by position for the tasks in the survey.

While the study made no pretense to statistical validity, averages were calculated and a cut-off point for importance was set at 3.75 out of 5. Task ratings below 3.75 were highlighted.

Primary analysis was based on the ranking the task received by all the participants within a sector.

The collected data was analyzed to determine whether or not a particular task was relevant to a particular construction sector.

- Tasks where the average sector ranking was 3.75 or higher were considered relevant tasks.
- As a rule, tasks with an average sector rating below 3.75 were considered less important, UNLESS the front-line supervisors in the sector rated the task higher than 3.75. Where this occurred, the relevance of the task to the sector is unclear, and will require further analysis in a subsequent project or study.

Comments made by survey participants were also reviewed, particularly where the relevance of the task was unclear.

Task Description

1	Control access to the jobsite
2	Plan for emergency site access
3	Plan and conduct environmental risk management activities
4	Conduct job safety/job hazard analysis (includes hot/cold, ladders, scaffolds, lifts, fall protection, other safety equipment, personal protective equipment (PPE), confined space, etc)
5	Apply Environmental, Health and Safety (EH&S) controls (includes Engineering controls, administrative controls, and PPE)

		Task 1	Task 2	Task 3	Task 4	Task 5
AVERAGE TASK RATINGS – ALL Participants	378 participants	3.992	4.219	3.902	4.751	4.479

NOTE – Ratings UNDER 3.75 are highlighted

AVERAGE TASK RATINGS – ALL CIVIL Participants	41 participants	3.90	4.17	3.75	4.51	4.38
AVERAGE TASK RATINGS – CIVIL Front– line supervisors	13 participants	4.46	4.77	3.92	4.77	4.33
AVERAGE TASK RATINGS – CIVIL Middle Managers	11 participants	3.82	3.82	3.73	4.73	4.36
AVERAGE TASK RATINGS – CIVIL Senior Managers	16 participants	3.50	4.06	3.63	4.19	4.38

AVERAGE TASK RATINGS – ALL HEAVY Participants	234 participants	3.86	4.17	3.93	4.82	4.57
AVERAGE TASK RATINGS – HEAVY Front– line supervisors	160 participants	3.92	4.24	4.03	4.81	4.50
AVERAGE TASK RATINGS – HEAVY Middle Managers	23 participants	3.57	3.83	3.48	4.96	4.70
AVERAGE TASK RATINGS – HEAVY Senior Managers	17 participants	3.82	3.76	3.53	4.88	4.65

AVERAGE TASK RATINGS – ALL HOME & RENO Participants	28 participants	4.27	4.11	3.30	4.36	3.93
AVERAGE TASK RATINGS – HOME & RENO Front-line supervisors	9 participants	4.25	4.00	3.56	4.33	4.11
AVERAGE TASK RATINGS – HOME & RENO Middle Managers	12 participants	4.18	4.00	3.18	4.50	4.00
AVERAGE TASK RATINGS – HOME & RENO Senior Managers	5 participants	4.40	4.40	3.20	3.80	3.40

AVERAGE TASK RATINGS – ALL ICI Participants	79 participants	4.33	4.40	4.05	4.82	4.48
AVERAGE TASK RATINGS – ICI Front-line supervisors	28 participants	4.46	4.57	4.07	4.68	4.36
AVERAGE TASK RATINGS – ICI Middle Managers	21 participants	4.19	4.30	4.19	4.81	4.67
AVERAGE TASK RATINGS – ICI Senior Managers	22 participants	4.45	4.41	4.09	4.95	4.41

Task Description

6	Administer WHMIS procedures in the workplace
7	Supervise activities to ensure personal and crew safety
8	Conduct/apply injury prevention programs
9	Deal effectively with inspectors on compliance issues
10	Conduct as-built and commissioning inspections

		Task 6	Task 7	Task 8	Task 9	Task 10
AVERAGE TASK RATINGS – ALL Participants	378 participants	4.276	4.867	4.529	4.539	4.047
NOTE – Ratings UNDER 3.75 are highlighted						
AVERAGE TASK RATINGS – ALL CIVIL Participants	41 participants	4.22	4.85	4.37	4.54	3.44
AVERAGE TASK RATINGS – CIVIL Front-line supervisors	13 participants	4.38	4.85	4.38	4.62	3.54
AVERAGE TASK RATINGS – CIVIL Middle Managers	11 participants	4.00	4.73	4.27	4.45	3.27
AVERAGE TASK RATINGS – CIVIL Senior Managers	16 participants	4.25	4.94	4.38	4.50	3.44
AVERAGE TASK RATINGS – ALL HEAVY Participants	234 participants	4.34	4.88	4.65	4.56	4.14
AVERAGE TASK RATINGS – HEAVY Front-line supervisors	160 participants	4.43	4.87	4.65	4.58	4.16
AVERAGE TASK RATINGS – HEAVY Middle Managers	23 participants	3.87	4.96	4.61	4.74	3.91
AVERAGE TASK RATINGS – HEAVY Senior Managers	17 participants	4.06	4.82	4.41	4.29	4.00
AVERAGE TASK RATINGS – ALL HOME & RENO Participants	28 participants	3.75	4.75	3.96	4.57	4.14
AVERAGE TASK RATINGS – HOME & RENO Front-line supervisors	9 participants	4.00	4.89	3.78	4.89	4.33
AVERAGE TASK RATINGS – HOME & RENO Middle Managers	12 participants	3.83	4.67	4.08	4.25	4.08
AVERAGE TASK RATINGS – HOME & RENO Senior Managers	5 participants	3.20	4.60	3.60	4.80	3.80
AVERAGE TASK RATINGS – ALL ICI Participants	79 participants	4.30	4.86	4.49	4.51	4.08
AVERAGE TASK RATINGS – ICI Front-line supervisors	28 participants	4.39	4.82	4.61	4.64	4.14
AVERAGE TASK RATINGS – ICI Middle Managers	21 participants	4.43	4.86	4.48	4.43	4.14
AVERAGE TASK RATINGS – ICI Senior Managers	22 participants	4.14	4.91	4.45	4.45	3.86

Task	Description
11	Conduct work-in-process (WIP) inspections
12	Apply laws, standards, bylaws, regulations and codes in the workplace (includes municipal bylaws, multiple legislated codes and standards, and voluntary/industry standards)
13	Perform quantity takeoff from technical documents
14	Establish plot plan for jobsite (includes laydown areas, toolcrib locations, trailers, waste bins, etc)
15	Deal effectively with other crews (other trades)

		Task 11	Task 12	Task 13	Task 14	Task 15
AVERAGE TASK RATINGS – ALL Participants	378 participants	4.399	4.343	3.931	4.041	4.708
NOTE – Ratings UNDER 3.75 are highlighted						
AVERAGE TASK RATINGS – ALL CIVIL Participants	41 participants	4.02	4.07	3.40	3.59	4.37
AVERAGE TASK RATINGS – CIVIL Front-line supervisors	13 participants	4.23	4.31	3.92	3.92	4.62
AVERAGE TASK RATINGS – CIVIL Middle Managers	11 participants	4.27	4.09	3.36	3.55	4.09
AVERAGE TASK RATINGS – CIVIL Senior Managers	16 participants	3.63	3.81	3.00	3.31	4.31
AVERAGE TASK RATINGS – ALL HEAVY Participants	234 participants	4.52	4.48	4.05	4.06	4.74
AVERAGE TASK RATINGS – HEAVY Front-line supervisors	160 participants	4.53	4.50	4.05	4.13	4.76
AVERAGE TASK RATINGS – HEAVY Middle Managers	23 participants	4.57	4.30	3.91	3.83	4.70
AVERAGE TASK RATINGS – HEAVY Senior Managers	17 participants	4.47	4.18	4.00	3.71	4.41
AVERAGE TASK RATINGS – ALL HOME & RENO Participants	28 participants	4.29	4.43	4.14	3.86	4.64
AVERAGE TASK RATINGS – HOME & RENO Front-line supervisors	9 participants	4.78	4.56	4.33	3.89	4.78
AVERAGE TASK RATINGS – HOME & RENO Middle Managers	12 participants	4.17	4.17	3.92	4.00	4.67
AVERAGE TASK RATINGS – HOME & RENO Senior Managers	5 participants	3.80	4.60	4.00	4.00	4.60
AVERAGE TASK RATINGS – ALL ICI Participants	79 participants	4.31	4.12	3.82	4.28	4.81
AVERAGE TASK RATINGS – ICI Front-line supervisors	28 participants	4.50	4.29	3.82	4.50	4.93
AVERAGE TASK RATINGS – ICI Middle Managers	21 participants	4.14	4.24	3.81	3.81	4.67
AVERAGE TASK RATINGS – ICI Senior Managers	22 participants	4.18	3.82	3.77	4.36	4.86

Task	Description
16	Make sure that assigned tasks match individual's skills
17	Schedule jobs and activities to optimize productivity and crew capacity (job planning)
18	Measure productivity and worker performance
19	Take steps to improve productivity and worker performance
20	Maintain tools and equipment

		Task 16	Task 17	Task 18	Task 19	Task 20
AVERAGE TASK RATINGS – ALL Participants	378 participants	4.678	4.778	4.472	4.664	4.205
NOTE – Ratings UNDER 3.75 are highlighted						
AVERAGE TASK RATINGS – ALL CIVIL Participants	41 participants	4.39	4.63	4.24	4.66	3.93
AVERAGE TASK RATINGS – CIVIL Front-line supervisors	13 participants	4.38	4.85	4.31	4.85	4.00
AVERAGE TASK RATINGS – CIVIL Middle Managers	11 participants	4.45	4.55	4.18	4.45	3.82
AVERAGE TASK RATINGS – CIVIL Senior Managers	16 participants	4.31	4.50	4.31	4.69	4.06
AVERAGE TASK RATINGS – ALL HEAVY Participants	234 participants	4.78	4.77	4.56	4.71	4.30
AVERAGE TASK RATINGS – HEAVY Front-line supervisors	160 participants	4.79	4.77	4.54	4.69	4.30
AVERAGE TASK RATINGS – HEAVY Middle Managers	23 participants	4.74	4.78	4.65	4.78	4.39
AVERAGE TASK RATINGS – HEAVY Senior Managers	17 participants	4.59	4.65	4.35	4.59	3.94
AVERAGE TASK RATINGS – ALL HOME & RENO Participants	28 participants	4.57	4.75	4.32	4.54	4.44
AVERAGE TASK RATINGS – HOME & RENO Front-line supervisors	9 participants	4.78	5.00	4.67	4.78	4.67
AVERAGE TASK RATINGS – HOME & RENO Middle Managers	12 participants	4.75	4.67	4.25	4.58	4.36
AVERAGE TASK RATINGS – HOME & RENO Senior Managers	5 participants	4.20	4.60	4.20	4.40	4.40
AVERAGE TASK RATINGS – ALL ICI Participants	79 participants	4.62	4.89	4.43	4.62	4.01
AVERAGE TASK RATINGS – ICI Front-line supervisors	28 participants	4.54	4.89	4.36	4.56	4.18
AVERAGE TASK RATINGS – ICI Middle Managers	21 participants	4.62	4.86	4.57	4.67	3.90
AVERAGE TASK RATINGS – ICI Senior Managers	22 participants	4.64	4.95	4.36	4.68	4.05

Task	Description
21	Control tools, material and equipment
22	Create and administer theft prevention procedures
23	Create and administer fire procedures
24	Protect existing/finished structures
25	Keep time and wage information for work crew

		Task 21	Task 22	Task 23	Task 24	Task 25
AVERAGE TASK RATINGS - ALL Participants	378 participants	4.351	3.837	3.954	4.322	4.409
NOTE – Ratings UNDER 3.75 are highlighted						
AVERAGE TASK RATINGS – ALL CIVIL Participants	41 participants	4.34	3.73	3.63	4.03	4.30
AVERAGE TASK RATINGS – CIVIL Front-line supervisors	13 participants	4.62	4.08	4.08	4.42	4.42
AVERAGE TASK RATINGS – CIVIL Middle Managers	11 participants	4.09	3.45	3.45	3.64	4.00
AVERAGE TASK RATINGS – CIVIL Senior Managers	16 participants	4.38	3.75	3.44	4.21	4.63
AVERAGE TASK RATINGS – ALL HEAVY Participants	234 participants	4.32	3.76	3.97	4.33	4.49
AVERAGE TASK RATINGS – HEAVY Front-line supervisors	160 participants	4.27	3.74	4.04	4.47	4.53
AVERAGE TASK RATINGS – HEAVY Middle Managers	23 participants	4.43	3.61	3.78	4.04	4.43
AVERAGE TASK RATINGS – HEAVY Senior Managers	17 participants	4.47	3.76	3.71	3.88	3.88
AVERAGE TASK RATINGS – ALL HOME & RENO Participants	28 participants	4.56	3.96	3.70	4.41	4.19
AVERAGE TASK RATINGS – HOME & RENO Front-line supervisors	9 participants	4.89	4.44	4.22	4.44	4.11
AVERAGE TASK RATINGS – HOME & RENO Middle Managers	12 participants	4.36	3.73	3.55	4.55	4.36
AVERAGE TASK RATINGS – HOME & RENO Senior Managers	5 participants	4.40	3.60	3.40	4.00	4.40
AVERAGE TASK RATINGS – ALL ICI Participants	79 participants	4.38	4.03	4.09	4.41	4.34
AVERAGE TASK RATINGS – ICI Front-line supervisors	28 participants	4.36	4.25	4.21	4.46	4.46
AVERAGE TASK RATINGS – ICI Middle Managers	21 participants	4.48	3.81	3.90	4.52	4.24
AVERAGE TASK RATINGS – ICI Senior Managers	22 participants	4.59	4.00	4.27	4.41	4.32

Task	Description
26	Deal effectively with subcontractors, suppliers, vendors, manufacturers
27	Deal effectively with customers
28	Interpret and administer contracts (includes understanding details, interpretation, understanding scope, substantial performance, back charges & claims, holdbacks)
29	Change orders (includes negotiating, creating, managing)
30	Liens (applications and importance)

		Task 26	Task 27	Task 28	Task 29	Task 30
AVERAGE TASK RATINGS – ALL Participants	378 participants	4.390	4.541	4.022	3.875	2.916
NOTE – Ratings UNDER 3.75 are highlighted						
AVERAGE TASK RATINGS – ALL CIVIL Participants	41 participants	4.51	4.48	3.78	3.70	2.62
AVERAGE TASK RATINGS – CIVIL Front-line supervisors	13 participants	4.85	4.62	4.31	4.08	2.73
AVERAGE TASK RATINGS – CIVIL Middle Managers	11 participants	4.18	4.45	3.45	3.45	2.36
AVERAGE TASK RATINGS – CIVIL Senior Managers	16 participants	4.44	4.47	3.50	3.50	2.69
AVERAGE TASK RATINGS – ALL HEAVY Participants	234 participants	4.21	4.49	3.99	3.85	2.90
AVERAGE TASK RATINGS – HEAVY Front-line supervisors	160 participants	4.18	4.39	3.97	3.83	2.98
AVERAGE TASK RATINGS – HEAVY Middle Managers	23 participants	4.39	4.70	4.13	4.09	2.74
AVERAGE TASK RATINGS – HEAVY Senior Managers	17 participants	4.29	4.65	3.88	3.88	2.71
AVERAGE TASK RATINGS – ALL HOME & RENO Participants	28 participants	4.70	4.81	4.26	4.48	3.46
AVERAGE TASK RATINGS – HOME & RENO Front-line supervisors	9 participants	5.00	5.00	4.67	4.89	3.67
AVERAGE TASK RATINGS – HOME & RENO Middle Managers	12 participants	4.64	4.64	4.00	4.27	3.70
AVERAGE TASK RATINGS – HOME & RENO Senior Managers	5 participants	4.40	5.00	4.00	4.20	3.40
AVERAGE TASK RATINGS – ALL ICI Participants	79 participants	4.68	4.62	4.16	3.79	2.84
AVERAGE TASK RATINGS – ICI Front-line supervisors	28 participants	4.79	4.75	4.33	3.67	2.89
AVERAGE TASK RATINGS – ICI Middle Managers	21 participants	4.67	4.58	4.29	4.15	3.45
AVERAGE TASK RATINGS – ICI Senior Managers	22 participants	4.68	4.70	3.86	3.64	2.55

Task Description

31	Insurance and bonding (includes purpose and need for bid bonds, performance bonds, other bonding and insurance)
32	Read & Interpret blueprints
33	Read and interpret specifications (includes code specs, design specs, manuf. specs)
34	Understand and refer employees to applicable employee assistance programs and resources
35	Conduct new worker orientation (includes site, company policies, EH&S rules, etc) (NEW TO SITE)

		Task 31	Task 32	Task 33	Task 34	Task 35
AVERAGE TASK RATINGS – ALL Participants	378 participants	2.753	4.673	4.667	3.835	4.379
NOTE – Ratings UNDER 3.75 are highlighted						
AVERAGE TASK RATINGS – ALL CIVIL Participants	41 participants	2.53	4.15	4.38	3.08	4.24
AVERAGE TASK RATINGS – CIVIL Front-line supervisors	13 participants	3.00	4.38	4.67	3.33	4.62
AVERAGE TASK RATINGS – CIVIL Middle Managers	11 participants	2.27	3.55	4.18	3.18	4.36
AVERAGE TASK RATINGS – CIVIL Senior Managers	16 participants	2.38	4.50	4.25	2.88	3.81
AVERAGE TASK RATINGS – ALL HEAVY Participants	234 participants	2.77	4.71	4.68	4.09	4.48
AVERAGE TASK RATINGS – HEAVY Front-line supervisors	160 participants	2.83	4.71	4.71	4.14	4.46
AVERAGE TASK RATINGS – HEAVY Middle Managers	23 participants	2.52	4.65	4.52	3.74	4.43
AVERAGE TASK RATINGS – HEAVY Senior Managers	17 participants	2.59	4.65	4.47	3.69	4.31
AVERAGE TASK RATINGS – ALL HOME & RENO Participants	28 participants	3.22	4.78	4.78	3.40	4.16
AVERAGE TASK RATINGS – HOME & RENO Front-line supervisors	9 participants	3.56	4.89	4.67	4.00	4.25
AVERAGE TASK RATINGS – HOME & RENO Middle Managers	12 participants	3.00	4.64	4.82	3.20	4.00
AVERAGE TASK RATINGS – HOME & RENO Senior Managers	5 participants	3.00	4.80	4.80	2.60	4.00
AVERAGE TASK RATINGS – ALL ICI Participants	79 participants	2.62	4.79	4.74	3.64	4.25
AVERAGE TASK RATINGS – ICI Front-line supervisors	28 participants	2.44	4.56	4.63	3.73	4.41
AVERAGE TASK RATINGS – ICI Middle Managers	21 participants	3.15	4.95	4.90	3.90	4.20
AVERAGE TASK RATINGS – ICI Senior Managers	22 participants	2.64	4.91	4.86	3.50	4.55

Task Description

36	Administer modified work programs
37	Administer new worker training/apprenticeship programs (NEW TO INDUSTRY)
38	Conduct skills upgrade/competency training (EXPERIENCED WORKERS)
39	Enforce work rules and policies
40	Conduct worker performance evaluations and provide feedback

		Task 36	Task 37	Task 38	Task 39	Task 40
AVERAGE TASK RATINGS – ALL Participants	378 participants	3.992	3.951	3.828	4.744	4.158
NOTE – Ratings UNDER 3.75 are highlighted						
AVERAGE TASK RATINGS – ALL CIVIL Participants	41 participants	3.59	3.48	3.48	4.55	3.59
AVERAGE TASK RATINGS – CIVIL Front-line supervisors	13 participants	3.58	3.58	3.75	4.67	3.62
AVERAGE TASK RATINGS – CIVIL Middle Managers	11 participants	3.55	3.00	3.09	4.45	3.27
AVERAGE TASK RATINGS – CIVIL Senior Managers	16 participants	3.60	3.63	3.63	4.56	3.88
AVERAGE TASK RATINGS – ALL HEAVY Participants	234 participants	4.05	4.11	4.00	4.83	4.28
AVERAGE TASK RATINGS – HEAVY Front-line supervisors	160 participants	4.01	4.16	4.09	4.82	4.26
AVERAGE TASK RATINGS – HEAVY Middle Managers	23 participants	4.23	3.78	3.52	4.78	4.13
AVERAGE TASK RATINGS – HEAVY Senior Managers	17 participants	3.88	3.69	3.44	4.88	4.06
AVERAGE TASK RATINGS – ALL HOME & RENO Participants	28 participants	3.92	3.68	3.48	4.48	4.00
AVERAGE TASK RATINGS – HOME & RENO Front-line supervisors	9 participants	4.25	4.00	3.88	4.63	4.00
AVERAGE TASK RATINGS – HOME & RENO Middle Managers	12 participants	3.80	3.50	3.30	4.40	4.10
AVERAGE TASK RATINGS – HOME & RENO Senior Managers	5 participants	3.60	3.40	3.20	4.20	3.60
AVERAGE TASK RATINGS – ALL ICI Participants	79 participants	4.04	3.79	3.64	4.70	4.22
AVERAGE TASK RATINGS – ICI Front-line supervisors	28 participants	4.04	3.89	3.74	4.85	4.19
AVERAGE TASK RATINGS – ICI Middle Managers	21 participants	3.95	3.75	3.80	4.70	4.25
AVERAGE TASK RATINGS – ICI Senior Managers	22 participants	4.23	4.09	3.64	4.73	4.23

Task	Description
41	Administer progressive discipline policies
42	Understand legal responsibilities with respect to privacy laws
43	Apply employment laws and standards (includes employment equity, human rights, discrimination, overtime, etc)
44	Administer collective agreements in the workplace
45	Promote respect in the workplace for diverse cultural groups

		Task 41	Task 42	Task 43	Task 44	Task 45
AVERAGE TASK RATINGS – ALL Participants	378 participants	4.254	4.170	4.269	3.902	4.288
NOTE – Ratings UNDER 3.75 are highlighted						
AVERAGE TASK RATINGS – ALL CIVIL Participants	41 participants	4.00	3.61	3.78	3.34	3.80
AVERAGE TASK RATINGS – CIVIL Front-line supervisors	13 participants	4.38	4.31	4.25	3.46	4.08
AVERAGE TASK RATINGS – CIVIL Middle Managers	11 participants	3.91	3.36	4.00	3.55	3.36
AVERAGE TASK RATINGS – CIVIL Senior Managers	16 participants	3.75	3.25	3.25	3.00	3.88
AVERAGE TASK RATINGS – ALL HEAVY Participants	234 participants	4.35	4.41	4.46	4.26	4.48
AVERAGE TASK RATINGS – HEAVY Front-line supervisors	160 participants	4.35	4.50	4.54	4.29	4.49
AVERAGE TASK RATINGS – HEAVY Middle Managers	23 participants	4.17	4.13	4.35	4.35	4.35
AVERAGE TASK RATINGS – HEAVY Senior Managers	17 participants	4.53	3.76	4.18	4.06	4.35
AVERAGE TASK RATINGS – ALL HOME & RENO Participants	28 participants	3.69	3.85	3.80	3.04	3.58
AVERAGE TASK RATINGS – HOME & RENO Front-line supervisors	9 participants	4.11	4.33	4.22	3.44	4.33
AVERAGE TASK RATINGS – HOME & RENO Middle Managers	12 participants	3.40	3.70	3.67	3.20	3.10
AVERAGE TASK RATINGS – HOME & RENO Senior Managers	5 participants	3.40	3.20	3.20	1.80	3.20
AVERAGE TASK RATINGS – ALL ICI Participants	79 participants	4.32	3.87	4.11	3.45	4.23
AVERAGE TASK RATINGS – ICI Front-line supervisors	28 participants	4.19	4.15	4.12	3.40	4.30
AVERAGE TASK RATINGS – ICI Middle Managers	21 participants	4.30	3.80	4.20	3.45	4.40
AVERAGE TASK RATINGS – ICI Senior Managers	22 participants	4.45	3.68	4.00	3.36	4.05

Task Description

46	Take steps to build high-performance teams
47	Resolve conflicts in the workplace
48	Motivate team members for high performance
49	Act with ethics and integrity
50	Effectively solve problems on the jobsite

		Task 46	Task 47	Task 48	Task 49	Task 50
AVERAGE TASK RATINGS – ALL Participants	378 participants	4.515	4.606	4.665	4.798	4.804
NOTE – Ratings UNDER 3.75 are highlighted						
AVERAGE TASK RATINGS – ALL CIVIL Participants	41 participants	4.24	4.24	4.54	4.59	4.73
AVERAGE TASK RATINGS – CIVIL Front-line supervisors	13 participants	4.46	4.38	4.46	4.77	4.69
AVERAGE TASK RATINGS – CIVIL Middle Managers	11 participants	3.73	4.09	4.45	4.27	4.73
AVERAGE TASK RATINGS – CIVIL Senior Managers	16 participants	4.50	4.25	4.69	4.69	4.75
AVERAGE TASK RATINGS – ALL HEAVY Participants	234 participants	4.57	4.66	4.67	4.85	4.80
AVERAGE TASK RATINGS – HEAVY Front-line supervisors	160 participants	4.55	4.65	4.65	4.87	4.80
AVERAGE TASK RATINGS – HEAVY Middle Managers	23 participants	4.57	4.65	4.65	4.61	4.74
AVERAGE TASK RATINGS – HEAVY Senior Managers	17 participants	4.65	4.65	4.76	4.76	4.76
AVERAGE TASK RATINGS – ALL HOME & RENO Participants	28 participants	4.30	4.48	4.63	4.59	4.81
AVERAGE TASK RATINGS – HOME & RENO Front-line supervisors	9 participants	4.78	4.89	5.00	5.00	4.89
AVERAGE TASK RATINGS – HOME & RENO Middle Managers	12 participants	4.00	4.36	4.64	4.27	4.82
AVERAGE TASK RATINGS – HOME & RENO Senior Managers	5 participants	4.00	4.40	4.20	4.40	4.80
AVERAGE TASK RATINGS – ALL ICI Participants	79 participants	4.58	4.68	4.73	4.86	4.86
AVERAGE TASK RATINGS – ICI Front-line supervisors	28 participants	4.65	4.74	4.85	4.89	4.78
AVERAGE TASK RATINGS – ICI Middle Managers	21 participants	4.57	4.67	4.71	4.95	4.90
AVERAGE TASK RATINGS – ICI Senior Managers	22 participants	4.50	4.68	4.64	4.86	4.91

Task	Description
51	Effectively communicate (includes verbal, non verbal, written, listening)
52	Effectively use interviewing techniques to gain understanding and gather information
53	Seek advice from others
54	Make effective decisions
55	Use a variety of leadership styles depending on circumstances

		Task 51	Task 52	Task 53	Task 54	Task 55
AVERAGE TASK RATINGS – ALL Participants	378 participants	4.824	4.200	4.611	4.829	4.549
NOTE – Ratings UNDER 3.75 are highlighted						
AVERAGE TASK RATINGS – ALL CIVIL Participants	41 participants	4.63	3.59	4.46	4.61	4.24
AVERAGE TASK RATINGS – CIVIL Front-line supervisors	13 participants	4.77	3.85	4.38	4.77	4.38
AVERAGE TASK RATINGS – CIVIL Middle Managers	11 participants	4.36	3.18	4.45	4.27	4.09
AVERAGE TASK RATINGS – CIVIL Senior Managers	16 participants	4.75	3.69	4.56	4.69	4.25
AVERAGE TASK RATINGS – ALL HEAVY Participants	234 participants	4.85	4.37	4.68	4.86	4.63
AVERAGE TASK RATINGS – HEAVY Front-line supervisors	160 participants	4.87	4.39	4.71	4.86	4.64
AVERAGE TASK RATINGS – HEAVY Middle Managers	23 participants	4.74	4.39	4.61	4.74	4.52
AVERAGE TASK RATINGS – HEAVY Senior Managers	17 participants	4.71	4.35	4.47	4.88	4.59
AVERAGE TASK RATINGS – ALL HOME & RENO Participants	28 participants	4.81	3.89	4.44	4.93	4.37
AVERAGE TASK RATINGS – HOME & RENO Front-line supervisors	9 participants	5.00	4.56	4.78	5.00	4.89
AVERAGE TASK RATINGS – HOME & RENO Middle Managers	12 participants	4.64	3.27	4.18	4.91	4.00
AVERAGE TASK RATINGS – HOME & RENO Senior Managers	5 participants	4.80	4.00	4.60	4.80	4.40
AVERAGE TASK RATINGS – ALL ICI Participants	79 participants	4.85	4.16	4.58	4.82	4.56
AVERAGE TASK RATINGS – ICI Front-line supervisors	28 participants	4.81	4.19	4.70	4.85	4.70
AVERAGE TASK RATINGS – ICI Middle Managers	21 participants	4.90	4.29	4.48	4.86	4.67
AVERAGE TASK RATINGS – ICI Senior Managers	22 participants	4.82	4.09	4.55	4.73	4.41

Task Description

56	Hold effective crew meetings (includes tool box meetings, safety meetings, etc)
57	Act as a role model for subordinates
58	Coach and mentor workers
59	Set realistic goals
60	Use computers and software (includes general administration, office tasks, research, e-mail etc)

		Task 56	Task 57	Task 58	Task 59	Task 60
AVERAGE TASK RATINGS – ALL Participants	378 participants	4.695	4.763	4.649	4.657	3.840
NOTE – Ratings UNDER 3.75 are highlighted						
AVERAGE TASK RATINGS – ALL CIVIL Participants	41 participants	4.46	4.61	4.51	4.44	3.41
AVERAGE TASK RATINGS – CIVIL Front-line supervisors	13 participants	4.77	4.62	4.54	4.46	4.08
AVERAGE TASK RATINGS – CIVIL Middle Managers	11 participants	4.36	4.36	4.45	4.55	3.00
AVERAGE TASK RATINGS – CIVIL Senior Managers	16 participants	4.25	4.75	4.56	4.38	3.06
AVERAGE TASK RATINGS – ALL HEAVY Participants	234 participants	4.81	4.78	4.75	4.72	4.05
AVERAGE TASK RATINGS – HEAVY Front-line supervisors	160 participants	4.86	4.77	4.77	4.73	4.05
AVERAGE TASK RATINGS – HEAVY Middle Managers	23 participants	4.57	4.74	4.65	4.61	4.26
AVERAGE TASK RATINGS – HEAVY Senior Managers	17 participants	4.71	4.82	4.59	4.59	3.71
AVERAGE TASK RATINGS – ALL HOME & RENO Participants	28 participants	4.33	4.70	4.26	4.48	3.73
AVERAGE TASK RATINGS – HOME & RENO Front-line supervisors	9 participants	4.56	4.89	4.56	4.78	4.25
AVERAGE TASK RATINGS – HOME & RENO Middle Managers	12 participants	4.27	4.64	4.18	4.45	3.45
AVERAGE TASK RATINGS – HOME & RENO Senior Managers	5 participants	4.20	4.80	4.20	4.20	3.40
AVERAGE TASK RATINGS – ALL ICI Participants	79 participants	4.60	4.81	4.62	4.68	3.55
AVERAGE TASK RATINGS – ICI Front-line supervisors	28 participants	4.59	4.74	4.70	4.70	3.63
AVERAGE TASK RATINGS – ICI Middle Managers	21 participants	4.62	4.90	4.57	4.71	3.48
AVERAGE TASK RATINGS – ICI Senior Managers	22 participants	4.59	4.73	4.50	4.64	3.41

Task	Description
61	Employ effective documentation and record-keeping techniques (includes logs, incident reports, safety reports, etc)
62	Recognize and effectively deal with workplace stress
63	Employ effective time-management techniques

		Task 61	Task 62	Task 63
AVERAGE TASK RATINGS – ALL Participants	378 participants	4.621	4.360	4.563
NOTE – Ratings UNDER 3.75 are highlighted				
AVERAGE TASK RATINGS – ALL CIVIL Participants	41 participants	4.41	3.98	4.34
AVERAGE TASK RATINGS – CIVIL Front-line supervisors	13 participants	4.92	4.38	4.62
AVERAGE TASK RATINGS – CIVIL Middle Managers	11 participants	4.36	3.82	4.18
AVERAGE TASK RATINGS – CIVIL Senior Managers	16 participants	4.00	3.81	4.25
AVERAGE TASK RATINGS – ALL HEAVY Participants	234 participants	4.72	4.49	4.63
AVERAGE TASK RATINGS – HEAVY Front-line supervisors	160 participants	4.75	4.50	4.59
AVERAGE TASK RATINGS – HEAVY Middle Managers	23 participants	4.61	4.26	4.65
AVERAGE TASK RATINGS – HEAVY Senior Managers	17 participants	4.53	4.35	4.59
AVERAGE TASK RATINGS – ALL HOME & RENO Participants	28 participants	4.38	4.08	4.42
AVERAGE TASK RATINGS – HOME & RENO Front-line supervisors	9 participants	4.63	4.38	4.75
AVERAGE TASK RATINGS – HOME & RENO Middle Managers	12 participants	4.45	3.82	4.27
AVERAGE TASK RATINGS – HOME & RENO Senior Managers	5 participants	3.60	4.00	4.20
AVERAGE TASK RATINGS – ALL ICI Participants	79 participants	4.51	4.25	4.55
AVERAGE TASK RATINGS – ICI Front-line supervisors	28 participants	4.42	4.52	4.64
AVERAGE TASK RATINGS – ICI Middle Managers	21 participants	4.57	4.48	4.71
AVERAGE TASK RATINGS – ICI Senior Managers	22 participants	4.55	3.91	4.27

Tasks by Sector

The following chart represents the analysis of the surveys by construction sector.

yes	indicates tasks that seem to be relevant to front-line supervisors working in the sector.
no	indicates tasks that are probably not relevant to front-line supervisors working in the sector.

?

indicates tasks where it is not clear whether they are relevant to front-line supervisors working in the sector. In general, these are tasks with a low average rating, but were rated high by front-line supervisors. These tasks will require extra review in subsequent project phases to determine whether they need to be included in the sub-sector profile.

Block	Task	Description	Relevant to Civil	Relevant to Heavy	Relevant to HBR	Relevant to ICI
A	1	Control access to the jobsite	yes	yes	yes	yes
	2	Plan for emergency site access	yes	yes	yes	yes
	3	Plan and conduct environmental risk management activities	no	yes	no	yes
	4	Conduct job safety/job hazard analysis (includes hot/cold, ladders, scaffolds, lifts, fall protection, other safety equipment, personal protective equipment (PPE), confined space, etc)	yes	yes	yes	yes
	5	Apply environmental, health and safety (EH&S) controls (includes Engineering controls, administrative controls, and PPE)	yes	yes	yes	yes
	6	Administer Workplace Hazardous Materials Information System (WHMIS) procedures in the workplace	yes	yes	yes	yes
	7	Supervise activities to ensure personal and crew safety	yes	yes	yes	yes
	8	Conduct injury prevention programs	yes	yes	yes	yes
B	9	Deal effectively with inspectors on compliance issues	yes	yes	yes	yes
	10	Conduct as-built and commissioning inspections	no	yes	yes	yes
	11	Conduct work-in-process (WIP) inspections	yes	yes	yes	yes
	12	Apply laws, standards, bylaws, regulations and codes in the workplace (includes municipal bylaws, multiple legislated codes and standards, and voluntary/industry standards)	yes	yes	yes	yes
	13	Perform quantity takeoff from technical documents	?	yes	yes	yes
C	14	Establish plot plan for jobsite (includes laydown areas, toolcrib locations, trailers, waste bins, etc)	?	yes	yes	yes

Block	Task	Description	Relevant to Civil	Relevant to Heavy	Relevant to HBR	Relevant to ICI
	15	Deal effectively with other crews (other trades)	yes	yes	yes	yes
	16	Make sure that assigned tasks match individual's skills	yes	yes	yes	yes
	17	Schedule jobs and activities to optimize productivity and crew capacity (job planning)	yes	yes	yes	yes
	18	Measure productivity and worker performance	yes	yes	yes	yes
	19	Take steps to improve productivity and worker performance	yes	yes	yes	yes
D	20	Maintain tools and equipment	yes	yes	yes	yes
	21	Control tools, material and equipment	yes	yes	yes	yes
	22	Create and administer theft prevention procedures	?	?	yes	yes
	23	Create and administer fire procedures	?	yes	?	yes
	24	Protect existing/finished structures	yes	yes	yes	yes
	25	Keep time and wage information for work crew	yes	yes	yes	yes
	26	Deal effectively with subcontractors, suppliers, vendors, manufacturers	yes	yes	yes	yes
	27	Deal effectively with customers	yes	yes	yes	yes
	28	Interpret and administer contracts (includes understanding details, interpretation, understanding scope, substantial performance, back charges & claims, holdbacks)	?	yes	yes	yes
	29	Change orders (includes negotiating, creating, managing)	?	yes	yes	?
	30	Liens (applications and importance)	no	no	no	no
	31	Insurance and bonding (includes bid bonds, performance bonds, other bonding and insurance)	no	no	no	no
	32	Read & Interpret blueprints	yes	yes	yes	yes
	33	Read and interpret specifications (includes code specs, design specs, manuf. specs)	yes	yes	yes	yes
E	34	Understand and refer employees to applicable assistance programs and resources	no	yes	?	no
	35	Conduct new worker orientation (includes site, company policies, EH&S rules, etc) (NEW TO SITE)	yes	yes	yes	yes
	36	Administer employees on light duties following an injury (modified work rules)	no	yes	yes	yes
	37	Administer new worker training/apprenticeship programs (NEW TO INDUSTRY)	no	yes	?	yes
	38	Conduct skills upgrade/competency training (EXPERIENCED WORKERS)	?	yes	?	no
	39	Enforce work rules and policies	yes	yes	yes	yes

Block	Task	Description	Relevant to Civil	Relevant to Heavy	Relevant to HBR	Relevant to ICI
	40	Conduct worker performance evaluations and provide feedback	?	yes	yes	yes
	41	Administer progressive discipline policies	yes	yes	?	yes
	42	Understand legal responsibilities with respect to privacy laws	?	yes	yes	yes
	43	Apply employment laws and standards (includes discrimination, human rights, overtime, etc)	?	yes	yes	yes
	44	Administer collective agreements in the workplace	no	yes	no	no
	45	Promote respect in the workplace for diverse cultural groups	yes	yes	?	yes
F	46	Take steps to build high-performance teams	yes	yes	yes	yes
	47	Resolve conflicts in the workplace	yes	yes	yes	yes
	48	Motivate team members for high performance	yes	yes	yes	yes
	49	Act with ethics and integrity	yes	yes	yes	yes
	50	Effectively solve problems on the jobsite	yes	yes	yes	yes
	51	Effectively communicate (includes verbal, non verbal, written, listening)	yes	yes	yes	yes
	52	Effectively use interviewing techniques to gain understanding and gather information	?	yes	yes	yes
	53	Seek advice from others	yes	yes	yes	yes
	54	Make effective decisions	yes	yes	yes	yes
	55	Use a variety of leadership styles depending on circumstances	yes	yes	yes	yes
	56	Hold effective crew meetings (includes 'toolbox meetings', safety meetings, etc)	yes	yes	yes	yes
	57	Act as a role model for subordinates	yes	yes	yes	yes
	58	Coach and mentor workers	yes	yes	yes	yes
	59	Set realistic goals	yes	yes	yes	yes
G	60	Use computers and software (includes general administration, office tasks, research, e-mail etc)	?	yes	?	no
	61	Employ effective documentation and record keeping techniques (includes logs, incident reports, safety reports, etc)	yes	yes	yes	yes
	62	Recognize and effectively deal with workplace stress	yes	yes	yes	yes
	63	Employ effective time management techniques	yes	yes	yes	yes

Comments by Survey Participants

All comments made by survey participants were reviewed, with particular attention to comments related to tasks where relevance was unclear (dark grey).

Comments (broken down by sector) can be reviewed in Appendix 2.



Conclusions and Recommendations

The following **conclusions** can be drawn from the project findings:

- There is sufficient information to create a national occupational standard for front-line supervisors in the construction industry. There is also sufficient variability on the tasks across industry sub-sectors to warrant some concentration on sector-specific tasks and sub-tasks.
- The data set, while large, can in no way be considered comprehensive and further research to generate data will be necessary in subsequent phases.
- There is an abundance of training available that addresses the needs of this industry, and therefore it is unlikely that there will be a requirement to independently develop a national training program.

The following are **recommendations** for future steps based on this research and analysis:

- That a national standard be developed through a focused round-table process with highly qualified practitioners from each sector to more clearly define the tasks and subtasks. This process should assemble groups by sector, and the results of the activity compared for commonality and unique areas.
- That the standard, once developed, be presented to industry through regional panels and sector-specific activities to gather feedback and refine the standard prior to promulgation. A comprehensive communications plan must be developed to ensure that the standard becomes widely known AND widely accepted.
- That the standard, once developed, be distributed to training providers as an aid to curriculum development. It may be desirable to accredit courses against the standard.
- That the standard, once developed, be used to create a training and certification matrix for the industry. This could be used as a first step in building the recognition of construction as a viable career with growth opportunities for those that are interested.



Next Steps

The CSC proposes that:

- A National Occupational Standard (NOS) for construction supervisors be developed and validated
- The NOS be ready for industry validation by December 31, 2006, with a final version ready for publication on April 1, 2007

The key to success in the next stage lies in effective marketing and communications, including a coordinated communication strategy across multiple channels (print, web, oral presentations/speeches, etc) to seek broad industry, sectoral and regional acceptance by stakeholder groups. The CSC believes this would present an excellent opportunity to reach out and forge a pan-Canadian consensus on an issue with critical implications for the future of the industry, and to that end views the integrated communications and marketing program as a key component of the overall NOS initiative.

Business Case for National Occupational Standards

A number of factors collectively form an appealing business case in support of a NOS for front-line supervisors. Among the benefits of recognized standards are:

- Enhancement of the supply of supervisors available to the industry
- Higher competency levels for supervisors
- Better productivity on job sites
- Reduced turnover on job sites
- Reduced costs on jobs
- Enhanced labour mobility
- Reduction in training repetition
- Streamlining training and development
- Establishment of a more recognizable career path to attract new workers to the industry

Issues to Consider in Developing the NOS Initiative

- Once committed, it is essential that the industry sees results
- Relevance of the standard; general enough to ensure wide adoption, specific enough to ensure high relevance
- A recognition of the work currently going on in this area across the industry. Wherever possible it is necessary to combine efforts and share the workload with other groups on a similar journey. Duplication of effort and the corresponding loss of credibility is a real possibility if this initiative is not properly orchestrated
- Diversity of the various sectors and sub-sectors needs to be recognized as the initiative moves forward in order to ensure buy-in and broad input into the NOS
- Marketing must address the ‘mandatory versus voluntary’ nature of standards compliance
- Marketing needs to focus on the real advantages of standardization, but also need to be prepared to address the negatives

Issues that would become more important after the NOS was developed, and that could hinder implementation of training and/or certification programs (should they be developed) based on the standard were identified. Among these issues:

- Consideration of the availability of adequate training/education to support the standard across the country (impacts certification, credentialing)
- Development of a fair, equitable and practical accreditation process for training
- Management of an accreditation process for training
- ‘Grandfathering’ of existing practitioners

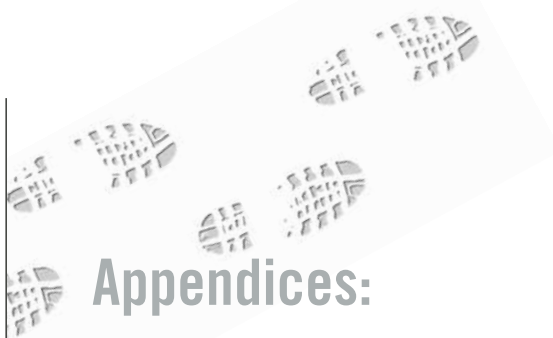
- Essential Skills issues, i.e, how does credentialing deal with differing levels of education, language, culture, etc. There is a real need to ensure that the standard is behaviour-based

Involvement

As the initiative moves to next steps, it is deemed important to address the various stakeholders who should be involved. The balance needs to be struck between having an efficient working group while ensuring that there is adequate representation from across the industry for the group to be effective.

The existing committee, with broad and deep industry connections, is a potential nucleus for future steps. The group must endeavor to adequately address the needs and views of:

- Owners
- Contractors (both union and open-shop)
- Labour
- Academics
- Public works (federal/provincial/municipal)
- Major industry groups (pulp and paper, etc) with a history of conducting construction projects outside of the traditional industry parameters



Appendices:

Appendix 1: Survey Instrument (English and French)

Front-line Supervisor Skills Requirement Survey

This tool is used to gain a “first impression” of the required skill-set of front-line supervisors in the four main construction sectors (Homebuilding/Renovation, Institutional/ Commercial/ Industrial (ICI), Heavy Industrial and Civil Engineering).

*Note: The definition of “front-line supervisor” for the purposes of this survey is “**an individual who supervises one or more people directly involved in the hands-on work of construction**”, and may include position titles common in the industry such as lead hands, foremen and general foremen up to project manager, depending on the sector.*

If you require assistance or have other questions:

Please call Jeff Griffiths at
(403) 374-1950

Please send completed surveys to:

E-mail: jeff@griffiths-sheppard.com

Fax: (403) 637-3800

Mail: Griffiths Sheppard Consulting
Group Inc
400, 609-14th Street NW
Calgary AB T2N 2A1

Thank you for your assistance!!

Your Name (for tracking purposes only): _____

Please check the appropriate box below for the sector in which you perform most of your work:

<input type="checkbox"/>	Homebuilding / Renovation including construction, maintenance, renovation, and restoration houses and other residential structures up to low rise apartments of five stories
<input type="checkbox"/>	Institutional / Commercial / Industrial including construction, maintenance, renovation, and restoration strip malls, gas stations, shopping centres, schools, hospitals, warehousing, office buildings, high rise residential buildings, airports, etc
<input type="checkbox"/>	Heavy Industrial including construction and maintenance power plants, pulp and paper, mines, petrochemical, oil and gas facilities, etc
<input type="checkbox"/>	Civil Engineering including construction and maintenance roads, bridges, dams, aqueducts, sewers, pipelines etc

In which province do you perform most of your work: _____

Your position would best be described as (check one box only):

<input type="checkbox"/>	Senior-level management in a construction company
<input type="checkbox"/>	Mid-level management in a construction company
<input type="checkbox"/>	Front-line leader/supervisor in a construction company
<input type="checkbox"/>	Front-line worker (not supervisor or manager) in a construction company
<input type="checkbox"/>	Union representative
<input type="checkbox"/>	Trainer/educator
<input type="checkbox"/>	Project owner/user of construction services
<input type="checkbox"/>	Other (please describe):

Part 2: Skills

We are studying the importance of various front-line supervisory skills within your sector of the construction industry. These skills are divided into 5 blocks of core supervisory skills for supervisors, as follows:

- **Safety**
- **Quality Management**
- **Productivity and Performance**
- **Contracts and Cost Control**
- **Human Resources Management**

These core skills are supported by enabling skills in two categories:

- **Leadership**
- **Personal Administration**

Trade-specific tasks, activities and technical skills are not included.

Please rate each of the following tasks using this scale:

Not Important at all	Not Very Important	Neutral	Somewhat Important	Very Important
1	2	3	4	5

Please base your answers on what you believe is important for FRONT-LINE SUPERVISORS, regardless of your position.

Block A: Safety

Please indicate how important it is for front-line supervisors in your sector of construction to be able to perform the following tasks:

Task	Description	Importance				
		Low				High
1	Control access to the jobsite	1	2	3	4	5
2	Plan for emergency site access	1	2	3	4	5
3	Plan and conduct environmental risk management activities	1	2	3	4	5
4	Conduct job safety/job hazard analysis (includes hot/cold, ladders, scaffolds, lifts, fall protection, other safety equipment, personal protective equipment (PPE), confined space, etc)	1	2	3	4	5
5	Apply Environmental, Health and Safety (EH&S) controls (includes Engineering controls, administrative controls, and PPE)	1	2	3	4	5
6	Administer WHMIS procedures in the workplace	1	2	3	4	5
7	Supervise activities to ensure personal and crew safety	1	2	3	4	5
8	Conduct/apply injury prevention programs	1	2	3	4	5

Comments on this block: (Did we miss any tasks? Is there a particularly important element of a task?)

Block B: Quality Management

Please indicate how important it is for front-line supervisors in your sector of construction to be able to perform the following tasks:

Task	Description	Importance				
		Low				High
9	Deal effectively with inspectors on compliance issues	1	2	3	4	5
10	Conduct as-built and commissioning inspections	1	2	3	4	5
11	Conduct work-in-process (WIP) inspections	1	2	3	4	5
12	Apply laws, standards, bylaws, regulations and codes in the workplace (includes municipal bylaws, multiple legislated codes and standards, and voluntary/industry standards)	1	2	3	4	5
13	Perform quantity takeoff from technical documents	1	2	3	4	5

Comments on this block: (Did we miss any tasks? Is there a particularly important element of a task?)

Block C: Productivity and Performance

Please indicate how important it is for front-line supervisors in your sector of construction to be able to perform the following tasks:

Task	Description	Importance				
		Low				High
14	Establish plot plan for jobsite (includes laydown areas, toolcrib locations, trailers, waste bins, etc)	1	2	3	4	5
15	Deal effectively with other crews (other trades)	1	2	3	4	5
16	Make sure that assigned tasks match individual's skills	1	2	3	4	5
17	Schedule jobs and activities to optimize productivity and crew capacity (job planning)	1	2	3	4	5
18	Measure productivity and worker performance	1	2	3	4	5
19	Take steps to improve productivity and worker performance	1	2	3	4	5

Comments on this block: (Did we miss any tasks? Is there a particularly important element of a task?)

Block D: Contracts and Cost Control

Please indicate how important it is for front-line supervisors in your sector of construction to be able to perform the following tasks:

Task	Description	Importance				
		Low				High
20	Maintain tools and equipment	1	2	3	4	5
21	Control tools, material and equipment	1	2	3	4	5
22	Create and administer theft prevention procedures	1	2	3	4	5
23	Create and administer fire procedures	1	2	3	4	5
24	Protect existing/finished structures	1	2	3	4	5
25	Keep time and wage information for work crew	1	2	3	4	5
26	Deal effectively with subcontractors, suppliers, vendors, manufacturers	1	2	3	4	5
27	Deal effectively with customers	1	2	3	4	5
28	Interpret and administer contracts (includes understanding details, interpretation, understanding scope, substantial performance, back charges & claims, holdbacks)	1	2	3	4	5
29	Change orders (includes negotiating, creating, managing)	1	2	3	4	5
30	Liens (applications and importance)	1	2	3	4	5
31	Insurance and bonding (includes purpose and need for bid bonds, performance bonds, other bonding and insurance)	1	2	3	4	5
32	Read & Interpret blueprints	1	2	3	4	5
33	Read and interpret specifications (includes code specs, design specs, manuf. specs)	1	2	3	4	5

Comments on this block: (Did we miss any tasks? Is there a particularly important element of a task?)

Block E: Human Resources Management

Please indicate how important it is for front-line supervisors in your sector of construction to be able to perform the following tasks:

Task	Description	Importance				
		Low				High
34	Understand and refer employees to applicable employee assistance programs and resources	1	2	3	4	5
35	Conduct new worker orientation (includes site, company policies, EH & S rules, etc) (NEW TO SITE)	1	2	3	4	5
36	Administer modified work programs	1	2	3	4	5
37	Administer new worker training/apprenticeship programs (NEW TO INDUSTRY)	1	2	3	4	5
38	Conduct skills upgrade/competency training (EXPERIENCED WORKERS)	1	2	3	4	5
39	Enforce work rules and policies	1	2	3	4	5
40	Conduct worker performance evaluations and provide feedback	1	2	3	4	5
41	Administer progressive discipline policies	1	2	3	4	5
42	Understand legal responsibilities with respect to privacy laws	1	2	3	4	5
43	Apply employment laws and standards (includes employment equity, human rights, discrimination, overtime, etc)	1	2	3	4	5
44	Administer collective agreements in the workplace	1	2	3	4	5
45	Promote respect in the workplace for diverse cultural groups	1	2	3	4	5

Comments on this block: (Did we miss any tasks? Is there a particularly important element of a task?)

Block F: Leadership

Please indicate how important it is for front-line supervisors in your sector of construction to be able to perform the following tasks:

Task	Description	Importance				
		Low				High
46	Take steps to build high-performance teams	1	2	3	4	5
47	Resolve conflicts in the workplace	1	2	3	4	5
48	Motivate team members for high performance	1	2	3	4	5
49	Act with ethics and integrity	1	2	3	4	5
50	Effectively solve problems on the jobsite	1	2	3	4	5
51	Effectively communicate (includes verbal, non verbal, written, listening)	1	2	3	4	5
52	Effectively use interviewing techniques to gain understanding and gather information	1	2	3	4	5
53	Seek advice from others	1	2	3	4	5
54	Make effective decisions	1	2	3	4	5

Block F: Leadership (continued)

Task	Description	Importance				
		Low				High
55	Use a variety of leadership styles depending on circumstances	1	2	3	4	5
56	Hold effective crew meetings (includes tool box meetings, safety meetings, etc)	1	2	3	4	5
57	Act as a role model for subordinates	1	2	3	4	5
58	Coach and mentor workers	1	2	3	4	5
59	Set realistic goals	1	2	3	4	5

Comments on this block: (Did we miss any tasks? Is there a particularly important element of a task?)

Block G: Personal Administration

Please indicate how important it is for front-line supervisors in your sector of construction to be able to perform the following tasks:

Task	Description	Importance				
		Low				High
60	Use computers and software (includes general administration, office tasks, research, e-mail etc)	1	2	3	4	5
61	Employ effective documentation and record keeping techniques (includes logs, incident reports, safety reports, etc)	1	2	3	4	5
62	Recognize and effectively deal with workplace stress	1	2	3	4	5
63	Employ effective time management techniques	1	2	3	4	5

Comments on this block: (Did we miss any tasks? Is there a particularly important element of a task?)

Additional Comments:

Please send completed surveys to:
 E-mail: jeff@griffiths-sheppard.com
 Fax: (403) 637-3800
 Mail: 400, 609-14th Street NW Calgary AB T2N 2A1
Thank you!

Appendix 2: Participant Comments by Sector

Civil Engineering Sector - Survey Comments by Position

Block A: Safety

Task	Description
1	Control access to the jobsite
2	Plan for emergency site access
3	Plan and conduct environmental risk management activities
4	Conduct job safety/job hazard analysis (includes hot/cold, ladders, scaffolds, lifts, fall protection, other safety equipment, personal protective equipment (PPE), confined space, etc)
5	Apply Environmental, Health and Safety (EH&S) controls (includes Engineering controls, administrative controls, and PPE)
6	Administer WHMIS procedures in the workplace
7	Supervise activities to ensure personal and crew safety
8	Conduct/apply injury prevention programs

Mid-level Manager Comments

- Important element of all tasks to pre task job meeting, reviewing work instructions / methods, and expectations

Senior Manager Comments

- Point #7 de loin le plus important (Point 7 is by far the most important)
- We have a manager of Occupational Health and Safety to assist our front-line supervisors with these tasks
- Tasks 4, 6 and 8 are conducted by safety reps and committees

Block B: Quality Management

Task	Description
9	Deal effectively with inspectors on compliance issues
10	Conduct as-built and commissioning inspections
11	Conduct work-in-process (WIP) inspections
12	Apply laws, standards, bylaws, regulations and codes in the workplace (includes municipal bylaws, multiple legislated codes and standards, and voluntary/industry standards)
13	Perform quantity takeoff from technical documents

'Other' Comments

- In Ontario, quality management (i.e., quality control plans) has become a formal process. Front-line supervisors must deliver quality through implementation of a good quality management system

Senior Manager Comments

- Livrer au propriétaire une construction de qualité reconstruant ou surpassant les normes, à temps et sous le budget prévu. (giving the owner a finished job that has quality that meets or exceeds standards on time and under budget)
- Check that product specifications are being met continually. Ensure that product delivery is on schedule. Make sure that all paperwork is completed and submitted

Block C: Productivity and Performance

Task	Description
14	Establish plot plan for jobsite (includes laydown areas, toolcrib locations, trailers, waste bins, etc)
15	Deal effectively with other crews (other trades)
16	Make sure that assigned tasks match individual's skills
17	Schedule jobs and activities to optimize productivity and crew capacity (job planning)
18	Measure productivity and worker performance
19	Take steps to improve productivity and worker performance

'Other' Comments

- All answers are open to interpretation, but especially in this section. Depending on the size of the company, supervisors may directly manage tasks such as these but in larger companies there may be specific employees in one or more of these areas (i.e., dedicated safety director)

Senior Manager Comments

- Point # 19 le plus important. Bloc C et le plus important avec le Bloc A. Pour les connaissances liées au bloc B & D, du support technique est généralement disponible. (Point 19 is very important. All of Block C along with Block A is important for supervisors. For tasks in Blocks B&D specialized technical support is generally available)
- Set targets for crews on production. Look for better ways to perform the work at lower cost

Block D: Contracts and Cost Control

Task	Description
20	Maintain tools and equipment
21	Control tools, material and equipment
22	Create and administer theft prevention procedures
23	Create and administer fire procedures
24	Protect existing/finished structures
25	Keep time and wage information for work crew
26	Deal effectively with subcontractors, suppliers, vendors, manufacturers
27	Deal effectively with customers
28	Interpret and administer contracts (includes understanding details, interpretation, understanding scope, substantial performance, back charges & claims, holdbacks)
29	Change orders (includes negotiating, creating, managing)
30	Liens (applications and importance)
31	Insurance and bonding (includes purpose and need for bid bonds, performance bonds, other bonding and insurance)
32	Read & Interpret blueprints
33	Read and interpret specifications (includes code specs, design specs, manuf. specs)

'Other' Comments

- Claims administration is often the front-line supervisor's responsibility

Senior Manager Comments

- Monitor productivity of crew
- Task 20 is completed by mechanic

Block E: Human Resources Management

Task	Description
34	Understand and refer employees to applicable employee assistance programs and resources
35	Conduct new worker orientation (includes site, company policies, EH&S rules, etc) (NEW TO SITE)
36	Administer modified work programs
37	Administer new worker training/apprenticeship programs (NEW TO INDUSTRY)
38	Conduct skills upgrade/competency training (EXPERIENCED WORKERS)
39	Enforce work rules and policies
40	Conduct worker performance evaluations and provide feedback
41	Administer progressive discipline policies
42	Understand legal responsibilities with respect to privacy laws
43	Apply employment laws and standards (includes employment equity, human rights, discrimination, overtime, etc)
44	Administer collective agreements in the workplace
45	Promote respect in the workplace for diverse cultural groups

Senior Manager Comments

- Task 35 is handled by H&S rep

Block F: Leadership

Task	Description
46	Take steps to build high-performance teams
47	Resolve conflicts in the workplace
48	Motivate team members for high performance
49	Act with ethics and integrity
50	Effectively solve problems on the jobsite
51	Effectively communicate (includes verbal, non verbal, written, listening)
52	Effectively use interviewing techniques to gain understanding and gather information
53	Seek advice from others
54	Make effective decisions
55	Use a variety of leadership styles depending on circumstances
56	Hold effective crew meetings (includes tool box meetings, safety meetings, etc)
57	Act as a role model for subordinates
58	Coach and mentor workers
59	Set realistic goals

Mid-level Manager Comments

- It's hard to build high performance teams with the changeover of employees on different job sites. You have to take what the unions supply

'Other' Comments

- These are 'motherhood' questions. Front-line supervisors ideally have all the people skills and leadership abilities that are listed. The reality is that in our sector this is a very weak area. Supervisors are more attuned to productivity, specifications, and safety than people management even though good business practices would dictate that they are all experts in people management

Senior Manager Comments

- Get to know your crew personally and what is important to them

Block G: Personal Administration

Task	Description
60	Use computers and software (includes general administration, office tasks, research, e-mail, etc)
61	Employ effective documentation and record keeping techniques (includes logs, incident reports, safety reports, etc)
62	Recognize and effectively deal with workplace stress
63	Employ effective time management techniques

Front-line Supervisor Comments

- Task 62 – I assumed that meant in others. Who recognizes stresses that front-line supervisors have to deal with

Final Comments

Mid-level Manager Comments

- All of my work is performed in road maintenance tasks, under contract with the Ministry of transportation, including at times construction projects over and above the road maintenance tasks

Senior Manager Comments

- For our sector (Civil) your questions imply a level manager than a front-line supervisor
- Although many similarities in Block F&G through the industry, this survey seems geared towards a supervisor for a building general contractor

Heavy Industrial Sector - Survey Comments by Position

Block A: Safety

Task	Description
1	Control access to the jobsite
2	Plan for emergency site access
3	Plan and conduct environmental risk management activities
4	Conduct job safety/job hazard analysis (includes hot/cold, ladders, scaffolds, lifts, fall protection, other safety equipment, personal protective equipment (PPE), confined space, etc)
5	Apply Environmental, Health and Safety (EH&S) controls (includes Engineering controls, administrative controls, and PPE)
6	Administer WHMIS procedures in the workplace
7	Supervise activities to ensure personal and crew safety
8	Conduct/apply injury prevention programs

Front-line Supervisor Comments

- Be able to show and aid new people to industry so they can avoid industry
- Be aware of the area you are doing your work in and know the hazards, in the area and proper procedure to vacate if need be
- Conduct visual inspections of pipe and structural welds for any deficiencies
- Develop safety plans (rigging, etc)
- Don't block communication...be a conduit for information to flow. Especially involving personal safety of all individuals
- Each task should be done to the best of the person's ability and safely
- Educate workers about THEIR OH&S and due diligence responsibilities
- Monitor how morale of crew is. Do as much as is required to make employees feel they are important and they are contributing to project
- Motivate workers to achieve a high safety standard, encourage a safety first attitude.
- Q1 - would depend on the specific job on the site. Q2 - this site has procedures in place with client support for emergency. Q5 - important but not normally within my scope
- Safety is the most important aspect of any task. A front-line supervisor must be able to communicate with his workers and convey this aspect
- Safety is the most important part of work. No job should be done without taking all hazards into consideration and controlling the hazards
- The ability to get your crew to follow what you ask of them
- The responsibility for safety / quality seems to be falling on the front-line supervisor. He needs to be adept at handling each category

Mid-level Manager Comments

- 5 - employee site orientation
- Break down communication barriers that exist between safety, their people, and the men and women o the job (all trades).
- Building trust which in turn creates a 'buy-in' environment
- No mention of Jacobs' policies and field inspections
- The type of work we do has a fairly standard set of materials, therefore the management of WHMIS is fairly simple. Also since the majority of our work takes place within the context of a much larger industrial site the supervisor is not often responsible for c controlling site access and environmental activities - these generally are administered by the client
- Very important to work on behavior based safety - employees to think and act on their own safety assessments....
- We consider safe work execution to be a leadership issue and the front-line supervisor (foreman) is the last line of opportunity in creating a safe work site

'Other' Comments

- Communication with co-workers

Owner Comments

- Safety is a critical value to Shell and expectations are that front-line supervisors will undertake all necessary and practical measures to ensure safety is the number one priority.

Senior Manager Comments

- Being a member of Safety Group has improved our performance and leadership in safety
- Front-line supervisors, foremen and general foremen are the backbone of our safety programs. Without good communication and buy-in at this level there is no safety program
- Safety is the #1 priority for supervisors

Trainer Comments

- All the tasks are important and should be looked at by all levels of supervision
- For Task 8, I believe a large number of firms have safety specialists design and deliver injury prevention programs, but the foreman still has an active role to play in regards to implementation

Block B: Quality Management

Task	Description
9	Deal effectively with inspectors on compliance issues
10	Conduct as-built and commissioning inspections
11	Conduct work-in-process (WIP) inspections
12	Apply laws, standards, bylaws, regulations and codes in the workplace (includes municipal bylaws, multiple legislated codes and standards, and voluntary/industry standards)
13	Perform quantity takeoff from technical documents

Front-line Supervisor Comments

- Needs a good understanding, but should have onsite help due to 'gray' contractual issues that arise in these areas
- Q10 - Less often required. Q13 - important but usually assigned to others (client)
- Reinforce good PR with customer
- To discuss and understand the task that is to be done and all documents are in place and reviewed by people involved.
- While conducting work in process inspections it is important to keep a good rapport with the workers....be friendly and suggestive while building the morale of your workforce

Mid-level Manager Comments

- I expect my supervisors to be able to evaluate an inspector's comments for their validity - often we are sent inexperienced inspectors. A knowledge of the codes is essential to be able to explain our course of action to the various inspectors in a diplomatic yet effective way. Most of these tasks would be performed by the QC on the job. The supervisor should be able to... Make sure the workers know that you expect a high standard of quality in their work and that shoddy work is unacceptable. The front-line supervisor is required to work closely with QC inspectors to ensure proper documentation, ensure codes and regulations are followed and participate in forwarding information to update drawings

'Other' Comments

- #11 is important, but this would be an ongoing event and may not require setting up set times for inspection

Owner Comments

- Front-line supervisors are charged with upholding all relevant laws and are responsible to ensure they and their crews fully comply with all relevant laws and regulations

Senior Manager Comments

- Front-line supervisors, foremen and general foremen on larger projects are strongly supported by specialists...however on small jobs they have to do all this themselves
- safety=quality=productivity=performance

Trainer Comments

- For Task 10 large industrial projects will have specialists for some of this work. For Task 12, foremen will have specialists to draw on but they must also ensure codes are being followed

Block C: Productivity and Performance

Task	Description
14	Establish plot plan for jobsite (includes laydown areas, toolcrib locations, trailers, waste bins, etc)
15	Deal effectively with other crews (other trades)
16	Make sure that assigned tasks match individual's skills
17	Schedule jobs and activities to optimize productivity and crew capacity (job planning)
18	Measure productivity and worker performance
19	Take steps to improve productivity and worker performance

Front-line Supervisor Comments

- Do it safely and the task will get done on time
- Every pipe fitter should have the necessary skills before they come out on the job; not to see how good they are... and if they are no good, give them an easy job
- Friendly, listening; morale building... giving supervisors get more productions from a 'HAPPY' workforce and they are usually more apt to work together with other trades to achieve optimum safety, production and performance
- I place the worker's safety over everything else first, hence the two #4's in this block
- In maintenance jobs, we don't rush. Safety first
- Know your workers and assess their capabilities before sending them out to do a task
- Measure worker's performance based on safety point of view
- People development to achieve skills, safety and job performance
- Recognize compatibility among crew members
- Very Important

Mid-level Manager Comments

- Documenting performance issues
- Productivity is a combination of many elements and are not all controllable by the front-line supervisor. The more skills and leadership ability a front-line supervisor has on identifying and correcting productivity and performance issues, the more cost effective product his/her crew will produce
- Very important but not done well

'Other' Comments

- 18 and 19 are important, but are superceded by safety

Owner Comments

- Front-line supervisors are integral to the quality and productivity associated with their crews. The front-line supervisors performance impacts directly on the costs associated with our projects and their decisions are integral to a project's success. Their skills in managing, organizing and controlling their crews, as well as interaction with others, are critical to overall success

Senior Manager Comments

- An area that generally requires training
- Industry Standards have decreased by 20% for different reasons
- This is the key task list for front-line supervisors

Trainer Comments

- Establishing lay down areas on the actual job location is very important – to help get materials in better location, to help increase productivity and worker performance. But on the larger scale for the entire job... not so much importance to front-line supervision

Block D: Contracts and Cost Control

Task	Description
20	Maintain tools and equipment
21	Control tools, material and equipment
22	Create and administer theft prevention procedures
23	Create and administer fire procedures
24	Protect existing/finished structures
25	Keep time and wage information for work crew
26	Deal effectively with subcontractors, suppliers, vendors, manufacturers
27	Deal effectively with customers
28	Interpret and administer contracts (includes understanding details, interpretation, understanding scope, substantial performance, back charges & claims, holdbacks)
29	Change orders (includes negotiating, creating, managing)
30	Liens (applications and importance)
31	Insurance and bonding (includes purpose and need for bid bonds, performance bonds, other bonding and insurance)
32	Read & Interpret blueprints
33	Read and interpret specifications (includes code specs, design specs, manuf. specs)

Front-line Supervisor Comments

- 22 – Controlled by corporate office. 23 – controlled by client. 31 – controlled by corporate office
- 30 and 31 not done on this job
- Budget is good but the job to be done anyway, and by trying to save money you spend more in the long haul. Maintain a level of confidence that no matter how important, everything has a place
- I still believe in self policing. Good tradesmen don't steal. A good working group of men do not put up with theft among themselves.
- Needs a good understanding, but should have on site help with these issues
- Q20 – Assign tasks as required. Q23 – client procedures used. Q25, 28, 29, 30, 31 – management level
- Some do not apply to me
- Tasks 28 to 31 are more important for managers
- The task will be easy with the proper training
- Work with planner to ensure material, tool, and manpower availability for scheduled jobs

Mid-level Manager Comments

- Dealing with customer expectations is very important
- Liens, insurance etc is done by management
- Note on Task 25 – I believe it is important for a supervisor to ensure that the costs or hours are properly allocated to the specific tasks to ensure we have an accurate measurement for future estimating
- The front-line supervisor needs to concentrate on the activities of their crew and the cost effective management of tools, materials and timekeeping. They should have an overview knowledge of insurance, liens, and bonding and very specific knowledge of blue print reading and specification interpretations

'Other' Comments

- All items are important however specified individuals deal with each particular item,
- Lower rankings indicate delegating, or inappropriate scope

Owner Comments

- The primary function of the front-line supervisor is to act as a leader and resource for the crew. Many of the above noted tasks, on large industrial site such as ours, is managed by other who are responsible and more directly accountable for such functions

Senior Manager Comments

- Liens are handled through our legal department
- Most tasks in this block are managed / performed by specialists on larger projects. On small jobs these tasks are important
- On the larger jobs some of these functions may be handled by a project administrator

Block E: Human Resources Management

Task	Description
34	Understand and refer employees to applicable employee assistance programs and resources
35	Conduct new worker orientation (includes site, company policies, EH&S rules, etc) (NEW TO SITE)
36	Administer modified work programs
37	Administer new worker training/apprenticeship programs (NEW TO INDUSTRY)
38	Conduct skills upgrade/competency training (EXPERIENCED WORKERS)
39	Enforce work rules and policies
40	Conduct worker performance evaluations and provide feedback
41	Administer progressive discipline policies
42	Understand legal responsibilities with respect to privacy laws
43	Apply employment laws and standards (includes employment equity, human rights, discrimination, overtime, etc)
44	Administer collective agreements in the workplace
45	Promote respect in the workplace for diverse cultural groups

Front-line Supervisor Comments

- 37 – no apprentices on site
- Needs a good understanding, but should have onsite help in some of these categories
- Task 35 should apply to safety department only
- Task 41 – important that all supervisors use and understand its purpose
- The task becomes easy with experience and training
- Too much administer and apply

Mid-level Manager Comments

- 41 – A front-line supervisor has to be very careful how he handles this one, especially in today's work environment. He has to walk a thin line at times when trying to achieve good productivity and enforcing discipline. Some discipline I believe is better applied by a general foreman or the next level up of supervisor
- Conflict resolution?
- The front-line supervisor is again the closest leadership to the execution of the work and therefore has a great opportunity to lead workers in a fashion that demonstrates honesty, sincerity and consistency. The front line leader is typically the enforcer of work site rules, safety standards, corrective action policies, and the link between policy and worker

'Other' Comments

- A number of items in this list (#38 etc) are direct responsibilities of the union which represents most employees... however they work directly with our supervision for requirements
- Item 44 would be more appropriate in the domain of others

Owner Comments

- The role must encompass responsibility for the adherence to rules, regulations, laws and other policies and procedures that govern the workplace. The fair, consistent application of policies, procedures, etc. is essential for the crew and the project. Morale, productivity, turnover, discipline, quality, etc. are all inherently tied into the proper management of these aspects off the employment relationship

Senior Manager Comments

- Front-line supervisors are where the ‘rubber meets the road’. It’s critical that they can communicate (including effective listening) properly
- Involvement in these tasks is dependent on the sophistication of the company’s HR policies

Trainer Comments

- It’s very important that we watch and help the people new to the industry and to help upgrade the experienced workers as well
- This just helps the whole industry
- Understanding of just cause discipline a 5

Block F: Leadership

Task	Description
46	Take steps to build high-performance teams
47	Resolve conflicts in the workplace
48	Motivate team members for high performance
49	Act with ethics and integrity
50	Effectively solve problems on the jobsite
51	Effectively communicate (includes verbal, non verbal, written, listening)
52	Effectively use interviewing techniques to gain understanding and gather information
53	Seek advice from others
54	Make effective decisions
55	Use a variety of leadership styles depending on circumstances
56	Hold effective crew meetings (includes tool box meetings, safety meetings, etc)
57	Act as a role model for subordinates
58	Coach and mentor workers
59	Set realistic goals

Front-line Supervisor Comments

- 46 – high performance yes, but it should not be misconstrued as ‘fast before safe’
- 46 and 48 – what are you getting at?
- 48 – not jeopardizing safety
- 59 – safety is our realistic goal
- Have confidence in yourself and your ability to make the right, safe decisions when sending your crew to work daily
- No task is so important that it cannot be done safe and on time
- Very Important

Mid-level Manager Comments

- All of these items form the basis to a good supervisor so it is difficult to evaluate which is of more value
- The items in this section are the basis of a quality front-line supervisor. Each element is essential to create and maintain a safe, quality and productive crew. Good leadership skills also create higher morale amongst the workers. The Workplace Respect Toolkit issued by the COAA is another excellent guiding tool for any front-line supervisor

Owner Comments

- The overall effectiveness of the crew and each individual member of the crew is inevitably tied into the leadership of the crew, as such, the tasks highlighted in this block are vital to the project leaders motivate, correct, coach, act as role models, provided guidance, encouragement, support and communications to their crew members. Compassion, firmness, fairness and understanding are essential qualities for leaders in these roles

Senior Manager Comments

- Level of importance does not reflect the level of skills!!
- The front-line supervisor is the leader and needs to act the part. Ineffective crews generally have weak leaders (foremen)

Trainer Comments

- EFFECTIVE COMMUNICATION helps to avoid problems

Block G: Personal Administration

Task	Description
60	Use computers and software (includes general administration, office tasks, research, e-mail etc)
61	Employ effective documentation and record keeping techniques (includes logs, incident reports, safety reports, etc)
62	Recognize and effectively deal with workplace stress
63	Employ effective time management techniques

Front-line Supervisor Comments

- 62 – Stress is recognized but not dealt with very effectively in this industry. Lost wages for stress leave is not retrievable
- Computer upgrading would be an asset
- Learn to delegate responsibilities
- Now days the work is so large for supervision that there should be more time allotted for paperwork, and supervision should be given at least one hour jump time in order to get the work organized for the shift... instead of starting in the dark per se

Mid-level Manager Comments

- A supervisor must be able to at the very least recognize their weakness and be able to set up either the methods or personnel to complete these tasks
- In today's work environment change and stress is inevitable and therefore we must prepare our front-line supervision with the tools to deal with them effectively. Time management skills and tools to make the front-line supervisor's job more efficient are essential in creating 'top notch' leadership

Owner Comments

- Today's workplace is rapidly changing and the increased use of computers and technology is becoming more and more integral to the Front-line supervisor role. The ability to generate and control, organize and manage paper flow and electronic data is gaining more and more criticality on the majority new projects

Senior Manager Comments

- Increasingly the construction site is becoming laden with administrative paperwork
- Many front line supervisors spend a lot of time 'putting out fires' ... usually a result of poor time management or communication (listening) skills
- Vary management techniques to fit personality

Final Comments

Front-line Supervisor Comments

- As a front-line supervisor, I find that each and every successive job, we are made to fill out more paper work, and administer more mentoring and training programs. This tends to take away from actual planning and supervising time in the field. Upper management should be more responsible and active in their extra curricular programs instead of passing it on to front-line supervision.
- Did not understand #30 question under contracts and cost control
- Discipline of workers... if they are late, etc
- Everything on the job should be of high importance
- Front-line people need to be PEOPLE people, where it's not just a job but rather a way of life
- I am a construction craft labor foreman. My crew offers support for the trades people which makes some of the questions irrelevant
- I feel that foremen and general foremen should be given a training program on each site so we understand the customer's ideas and regulations... also what they expect of each person. There is no such thing as too much training in order to have a safe job and have the work done on time
- La communication et la chose la plus importante et le respect de tous employer sur les chantier
- More and more computer work involved and less time spent out of the office
- Most all tasks on this survey have high importance as to have experience or knowledge on how to be an effective front-line supervisor!!
- Need more training on Task 62
- Planning goes a long way in the workplace – while keeping a positive attitude

- Question 62 – ‘effectively’... what does this mean?
- Some tasks are the primary or sole responsibility of others
- Task 62 we need more training
- This concept has good potential as a tool for supervision to deal with the daily challenges on fast track construction sites. They need to know that there is support in what they do in all departments (senior mgmt, labor relations, safety). In order for the tradespeople to be professional, they demand leadership to act respectable, responsible, and professional. This will ensure better productivity, safe work force and morale and trades people who would prefer to work for a company that walks the talk
- Today’s industrial sites are filled with ‘facilitators,’ ‘inspectors,’ ‘managers,’ and ‘specialists.’ The only individual with any responsibility is the front-line supervisor. All tasks seem to get delegated to that position. The better prepared / educated they are will only help
- Watch out for each other. Ask if you don’t know. Help one and others. Safe attitude on the job. Work safe, home safe, play safe
- You need to use and incorporate all of these techniques to be a good front line leader / supervisor. Although it takes time, training and field experience, the company’s need to be on board as well as implementing procedures, training, etc... which in return will provide professionally trained skilled supervision. This will benefit the company and its customers

Mid-level Manager Comments

- Continued need for training to keep on top of changes in the field environment... ..Heavy work load and demands puts a strain on Supervisors to keep on top of the game... ..Dealing with non-motivated/ experienced workforce adds to the challenges
- I believe that a good supervisor may not necessarily be able to complete all of these tasks but overall is a good evaluator and supervisor of people. They must be able to set up ways of directing the tasks of the personnel and managing their progress so that jobs are completed safely, on time and on budget with a satisfied customer. Whatever tools are used to accomplish this form the basis for a good supervisor. It is important to note also when a tradesperson becomes as supervisor they must loose the mantle of their previous trade because at this stage they become a generalist managing several trades. It can become a hindrance if they are perceived as favoring one trade over another.
- Rarely do you find supervisors with all the necessary skills so it is important to create a team that can deal with all issues
- The ‘stick and holler’ method of getting work done is not acceptable in today’s work environment (and rightfully so). Therefore the more training, coaching and mentoring we can provide to our leadership, the less stressful it is to the worker, the supervision and the company. We also must concentrate very heavily on rewards and recognition for doing the right things and not always focusing on the negatives. A good quote I once heard says ‘most people want to do a good job – how well they perform depends on who they work for’
- Unfortunately the content of this survey is affected greatly by the amount of work available in the given industry, the client you are building for, and the company we are working for at the time. Managers on some sites are excellent, others need more work. Workers with full pockets and many job options present a greater challenge to use effectively. Other challenges include company policies that hinder a supervisor’s capability to use the tools mentioned in the above survey. In other words, this material is great but if it can’t be applied to an industry consistently from job to job and company to company it’s hard to maintain

Owner Comments

- Shell views the role of a front-line supervisor as a critical role in the overall organizational chart. Leadership roles are integral to the Project’s success and the responsibilities, expectations and accountabilities associated with this role are becoming more and more indicative of the role’s importance in relation to overall project success. There appears to be an ever increasing shortage of skilled individuals to undertake these roles and the future outlook for contractors who excel in this area is extremely positive. All stakeholders must devote more time, energy and resources to ensure that individuals are properly selected, trained, mentored and supported in the attainment of the needed skills to effectively undertake these most important positions

Senior Manager Comments

- I have filled out this document based on my perception of the importance of the various tasks rather than what is actually occurring today. It is important to recognize that the level of outside support for many of these activities is a lot different on large versus small projects... this would change the weighting. I have assumed a mid size to larger industrial project
- I have responded to these questions as to how I feel they apply to foremen only...
- Multi-tasking... gathering info
- The industry is undergoing a transformation and the skill levels of existing and upcoming supervisors do not meet the new job requirements. If we do not provide adequate training we will not find journeymen willing to take the responsibilities

Trainer Comments

- Effective communication between workers and supervision and between trades is a huge factor... as to how well a job is going to go (run). It makes the difference between a good job or a bad job... at all levels from the bottom to the top

Worker Comments

Review the use of hard-hat helmet combos...

New Homebuilding and Renovation Sector Survey Comments by Position

Block A: Safety

Task	Description
1	Control access to the jobsite
2	Plan for emergency site access
3	Plan and conduct environmental risk management activities
4	Conduct job safety/job hazard analysis (includes hot/cold, ladders, scaffolds, lifts, fall protection, other safety equipment, personal protective equipment (PPE), confined space, etc)
5	Apply Environmental, Health and Safety (EH&S) controls (includes Engineering controls, administrative controls, and PPE)
6	Administer WHMIS procedures in the workplace
7	Supervise activities to ensure personal and crew safety
8	Conduct/apply injury prevention programs

Front-line Supervisor Comments

- More time on one individual project would enable one to control these situations to a much greater extent

Senior Manager Comments

- In renovations we are working in people's homes, so each custom project has its own set of parameters to work within

Block B: Quality Management

Task	Description
9	Deal effectively with inspectors on compliance issues
10	Conduct as-built and commissioning inspections
11	Conduct work-in-process (WIP) inspections
12	Apply laws, standards, bylaws, regulations and codes in the workplace (includes municipal bylaws, multiple legislated codes and standards, and voluntary/industry standards)
13	Perform quantity takeoff from technical documents

Block C: Productivity and Performance

Task	Description
14	Establish plot plan for jobsite (includes laydown areas, toolcrib locations, trailers, waste bins, etc)
15	Deal effectively with other crews (other trades)
16	Make sure that assigned tasks match individual's skills
17	Schedule jobs and activities to optimize productivity and crew capacity (job planning)
18	Measure productivity and worker performance
19	Take steps to improve productivity and worker performance

Front-line Supervisor Comments

- Individual employees are assigned tasks given directly from their immediate boss... not by Prestige Homes

Block D: Contracts and Cost Control

Task	Description
20	Maintain tools and equipment
21	Control tools, material and equipment
22	Create and administer theft prevention procedures
23	Create and administer fire procedures
24	Protect existing/finished structures
25	Keep time and wage information for work crew
26	Deal effectively with subcontractors, suppliers, vendors, manufacturers
27	Deal effectively with customers
28	Interpret and administer contracts (includes understanding details, interpretation, understanding scope, substantial performance, back charges & claims, holdbacks)
29	Change orders (includes negotiating, creating, managing)
30	Liens (applications and importance)
31	Insurance and bonding (includes purpose and need for bid bonds, performance bonds, other bonding and insurance)
32	Read and interpret blueprints
33	Read and interpret specifications (includes code specs, design specs, manuf. specs)

Mid-level Manager Comments

- Most of my neutral answers would be done by my employer

Block E: Human Resources Management

Task	Description
34	Understand and refer employees to applicable employee assistance programs and resources
35	Conduct new worker orientation (includes site, company policies, EH&S rules, etc) (NEW TO SITE)
36	Administer modified work programs
37	Administer new worker training/apprenticeship programs (NEW TO INDUSTRY)
38	Conduct skills upgrade/competency training (EXPERIENCED WORKERS)
39	Enforce work rules and policies
40	Conduct worker performance evaluations and provide feedback
41	Administer progressive discipline policies
42	Understand legal responsibilities with respect to privacy laws
43	Apply employment laws and standards (includes employment equity, human rights, discrimination, overtime, etc)
44	Administer collective agreements in the workplace
45	Promote respect in the workplace for diverse cultural groups

Mid-level Manager Comments

- Neutral answers would also apply to my employer

Block F: Leadership

Task	Description
46	Take steps to build high-performance teams
47	Resolve conflicts in the workplace
48	Motivate team members for high performance
49	Act with ethics and integrity
50	Effectively solve problems on the jobsite
51	Effectively communicate (includes verbal, non verbal, written, listening)
52	Effectively use interviewing techniques to gain understanding and gather information
53	Seek advice from others
54	Make effective decisions
55	Use a variety of leadership styles depending on circumstances
56	Hold effective crew meetings (includes tool box meetings, safety meetings, etc)
57	Act as a role model for subordinates
58	Coach and mentor workers
59	Set realistic goals

Senior Manager Comments

- Get to know your crew personally and what is important to them

Block G: Personal Administration

Task	Description
60	Use computers and software (includes general administration, office tasks, research, e-mail, etc)
61	Employ effective documentation and record keeping techniques (includes logs, incident reports, safety reports, etc)
62	Recognize and effectively deal with workplace stress
63	Employ effective time management techniques

Front-line Supervisor Comments

- The tools to perform the above tasks are not readily at hand and time spent in house is minimal

Final Comments

Front-line Supervisor Comments

- Different people do various task. All items should be '5' but it is not realistic for all items to be achieved as a '5'

Mid level Manager Comments

- Supervisor should be able to make competitive and decisive decisions on site for achieving harmonious project flow
- I think construction companies should be licensed to perform their duties like plumbers or electricians, and should not be able to build houses or do renovations without one. If you're not qualified you should not be allowed by the province to perform these duties. This would also make the job of inspector easier because he would be dealing with professionals in this trade like all other trades. Most qualified builders don't need inspectors, it's the do it yourselfers and not-licensed people that cause the damage in the construction industry

Senior Manager Comments

- I am the owner operator of a small construction company building 2 to 4 homes per year. I subcontract most of the work and act as the site supervisor among other functions depending on the hat I am wearing. I responded to the survey as the owner with the assumption I had a site supervisor on staff

ICI Sector – Survey Comments by Position

Block A: Safety

Task	Description
1	Control access to the jobsite
2	Plan for emergency site access
3	Plan and conduct environmental risk management activities
4	Conduct job safety/job hazard analysis (includes hot/cold, ladders, scaffolds, lifts, fall protection, other safety equipment, personal protective equipment (PPE), confined space, etc)
5	Apply Environmental, Health and Safety (EH&S) controls (includes Engineering controls, administrative controls, and PPE)
6	Administer WHMIS procedures in the workplace
7	Supervise activities to ensure personal and crew safety
8	Conduct/apply injury prevention programs

Front-line Supervisor Comments

- Enforcement of the above
- I have answered based on the question ‘Supervisor Perform’. I may have it highly important that others perform something that I believe important but not necessarily the ‘superintendent’. Example 4,5,6 and 8
- Implement controls of job hazards
- Safety of others is important as well, e.g., working around schools and playgrounds. The unknown is not fellow trades, but unassuming bystanders
- Task 9 – ensure compliance of WSIB Reg 1101... Task 10 – develop and administer an emergency response plan
- un superviseur première ligne doit avoir un assistant pour le gros projet, pour que la sécurité, protection et la prevention et l’environnement soient respectés (a front-line supervisor should have an assistant on big projects such that safety and environmental protection issues are respected)

Middle Manager Comments

- 1 – Site specific safety plan – implementing... 2 - PSI’s – implementing daily... 3 – accident investigation... 4 – Fall protection fall arrest program and training
- Also important that proper paperwork is in place to prove diligence
- Ensure all sub trades are aware of our safety policies
- General contractor shall have full control of job site access at all times and supervised at all times
- On oublie souvent cet aspect dans le feu de l’action (we often miss this in the heat of the action)
- Safe and organized jobsite is a happy and productive job site!
- Safety is #1 priority. We are core certified and strongly administer ALL proper safety procedures... tailgate meetings etc
- Tasks 1,2 and 3 are most important if we act as general contractor. Tasks 6 and 8 are office generated for our company
- Training – ensuring that workers have the skills to perform the task and train them if they do not

‘Other’ Comments

- Some of the above in conjunction with the corporate safety officer

Senior Manager Comments

- In today’s environment, controlling and applying safety and risk management techniques are critical to an organization’s success!!
- KBR is a contractor with over 1,000 workers. We have full time safety supervisors in our employ to coach and mentor our front-line supervisors as well as project superintendents assisting the foremen
- Provide ongoing training to employees... provide ongoing support to sub contractors – ie, ensure they perform their work safely, abide by OH&S rules, do training, etc

Trainer Comments

- Front-line supervisor can delegate and ensure compliance as required
- Tasks 1, 2, and 3 depend on the site. Often this is a role for others. For some of these activities, the role is to coordinate or ensure job is done... not necessarily do it himself

Worker Comments

- Pre safety instruction with crew. Tool box meeting with crew on a weekly basis.

Block B: Quality Management

Task	Description
9	Deal effectively with inspectors on compliance issues
10	Conduct as-built and commissioning inspections
11	Conduct work-in-process (WIP) inspections
12	Apply laws, standards, bylaws, regulations and codes in the workplace (includes municipal bylaws, multiple legislated codes and standards, and voluntary/industry standards)
13	Perform quantity takeoff from technical documents

Front-line Supervisor Comments

- Create QC programs
- Initiate documentation and follow up
- Un superviseur doit avoir la compétence (cours professionnel) (a supervisor should have competence in this area – formal training)

Middle Manager Comments

- 1 – Regular quality inspecting work... 2 – QA / QC starts and planning at the shop drawing stage!!
- All high importance as all can affect the bottom line dollars of the job!
- Quality control and administration of same as well as implementing all codes, by laws and specifications is a must
- Understand specifications

'Other' Comments

- Some of the above in conjunction with the QA department

Senior Manager Comments

- KBR has resources available who are specialists to provide assistance
- Monitor quality of work... correct poor quality work
- Properly understand specifications and drawings

Trainer Comments

- Although all tasks as mentioned are the ultimate responsibility of the supervisor, the actual tasks can be delegated

Worker Comments

- Task 9 to 13 didn't apply to my position

Block C: Productivity and Performance

Task	Description
14	Establish plot plan for jobsite (includes laydown areas, toolcrib locations, trailers, waste bins, etc)
15	Deal effectively with other crews (other trades)
16	Make sure that assigned tasks match individual's skills
17	Schedule jobs and activities to optimize productivity and crew capacity (job planning)
18	Measure productivity and worker performance
19	Take steps to improve productivity and worker performance

Front-line Supervisor Comments

- Encourage workers to work to expected standard and discipline when not met
- Task 16 – All individuals on site should be already able to do or ‘step up to the plate’ on any task... site does not have the luxury of more people
- un superviseur doit s’assurer que le chantier soit libre pour chaque quart de métier, pour assurer la productivité et l’efficacité de chacun (a supervisor must ensure that the worksite is free for each shift in order to ensure that everybody can be productive and effective)

Middle Manager Comments

- 1 – rewarding crews and subs for good performance... 2 – Controls on procurement... 3 – labor reports
- Again all important to ensure a maximum profit on project
- Task 14 is important but usually designated by the GC. Using employee skill sets best suited to them is always productive

Senior Manager Comments

- Again we have full time planners, schedulers and engineering staff to assist the foremen
- Items missed – ability to coach / mentor
- Track/schedule building material and deliveries to meet the job schedule

Trainer Comments

- Staff assessment is critical, including matching crew members with each other
- This is one of the most important functions of supervisors

Block D: Contracts and Cost Control

Task	Description
20	Maintain tools and equipment
21	Control tools, material and equipment
22	Create and administer theft prevention procedures
23	Create and administer fire procedures
24	Protect existing/finished structures
25	Keep time and wage information for work crew
26	Deal effectively with subcontractors, suppliers, vendors, manufacturers
27	Deal effectively with customers
28	Interpret and administer contracts (includes understanding details, interpretation, understanding scope, substantial performance, back charges & claims, holdbacks)
29	Change orders (includes negotiating, creating, managing)
30	Liens (applications and importance)
31	Insurance and bonding (includes purpose and need for bid bonds, performance bonds, other bonding and insurance)
32	Read & Interpret blueprints
33	Read and interpret specifications (includes code specs, design specs, manuf. specs)

Front-line Supervisor Comments

- Evaluate if too many men on crew to make a profit
- Task 28 – not sure what ‘administer’ mean... however, this understanding of contract/documents and scope is most important for productivity
- un superviseur doit gardé le controle sur le chantier, et assurer le bon fonctionnement (a supervisor must maintain control of the jobsite and make sure it works properly)

Middle Manager Comments

- Some of the above tasks W/B administrative duties of the office, but front-line staff need to be aware of them
- Task 20 can be costly if not looked after....all important for a successful job
- Task 27 should be rated a SIX... 1– periodic forecasts of costs / budget... 2 – budgeting / estimating... 3 – negotiating the ‘best way’ (win-win)

‘Other’ Comments

- Some of the above would be the project manager’s responsibility

Senior Manager Comments

- Assistance is available by project managers for the majority of the above questions

Trainer Comments

- A good portion of the above should be delegated
- Tasks 20 to 30 are most often a role for others

Worker Comments

- Tasks 27 to 31 do not apply to my position

Block E: Human Resources Management

Task	Description
34	Understand and refer employees to applicable employee assistance programs and resources
35	Conduct new worker orientation (includes site, company policies, EH&S rules, etc) (NEW TO SITE)
36	Administer modified work programs
37	Administer new worker training/apprenticeship programs (NEW TO INDUSTRY)
38	Conduct skills upgrade/competency training (EXPERIENCED WORKERS)
39	Enforce work rules and policies
40	Conduct worker performance evaluations and provide feedback
41	Administer progressive discipline policies
42	Understand legal responsibilities with respect to privacy laws
43	Apply employment laws and standards (includes employment equity, human rights, discrimination, overtime, etc)
44	Administer collective agreements in the workplace
45	Promote respect in the workplace for diverse cultural groups

Front-line Supervisor Comments

- le superviseur doit s’assurer de faire suivre les politiques et les mesures disciplinaires (the supervisor must ensure that disciplinary procedures and policies are followed)
- Task 45 - This happens for all people – should not have to be ‘promoted’... is normal human nature. Our industry has always been founded on ‘diverse cultural groups’. Every 25 to 40 years that group just changes. This is not new

Middle Manager Comments

- Task 36 should read ‘modified work programs’
- Task 45 should be rated a SIX... 1 – conflict resolution... 2 – employee career planning / feedback

Senior Manager Comments

- Full-time labour relations and a human resource representative on site

Trainer Comments

- Delegate and leave time for supervisory issues
- Task 35 – unless no one else does this. Task 40 – ongoing

Worker Comments

- Tasks 36, 37, 38 and 42 do not apply to my position

Block F: Leadership

Task	Description
46	Take steps to build high-performance teams
47	Resolve conflicts in the workplace
48	Motivate team members for high performance
49	Act with ethics and integrity
50	Effectively solve problems on the jobsite
51	Effectively communicate (includes verbal, non verbal, written, listening)
52	Effectively use interviewing techniques to gain understanding and gather information
53	Seek advice from others
54	Make effective decisions
55	Use a variety of leadership styles depending on circumstances
56	Hold effective crew meetings (includes tool box meetings, safety meetings, etc)
57	Act as a role model for subordinates
58	Coach and mentor workers
59	Set realistic goals

Front-Line Supervisor Comments

- Communicate with supervisors
- Le superviseur doit montrer l'exemple. Le respect et la communication sont très importants sur tous les chantiers (The supervisor must be an example. Respect and communications are very important on all job sites)
- Task 59 – Unfortunately sometimes the goals in our industry are not 'realistic'. We must set goals sometimes that we all know are not realistic but must maintain a positive manner/attitude to sometimes achieve the next-to-impossible and have the team buy in

Trainer Comments

- Discuss issues as required rather than seek advice
- This is the core of the supervisor's role

Block G: Personal Administration

Task	Description
60	Use computers and software (includes general administration, office tasks, research, e-mail etc)
61	Employ effective documentation and record keeping techniques (includes logs, incident reports, safety reports, etc)
62	Recognize and effectively deal with workplace stress
63	Employ effective time management techniques

Front-line Supervisor Comments

- Le superviseur doit savoir gérer en tous temps et doit deleguer aux autres des taches pour s'assurer toujours le bon fonctionnement (the supervisor must know how to manage his time, and has to delegate tasks to others in order to make sure that things work properly)
- Organize personal space, work areas and daily tasks
- Supervisors need these skills – however we are spending too much time on paper and not enough 'supervising'

Middle Manager Comments

- Again some of the above are office tasks
- Tasks 62 and 63 should be rated a SIX

Senior Manager Comments

- Seek continuing professional development

Trainer Comments

- May leave Task 61 to others

Worker Comments

- Task 60 does not apply

Final Comments

Front-line Supervisor Comments

- Almost every one of these things I think are essential requirements to meet for a supervisor. I don't understand how anyone could think some of these things don't matter. Please forgive my saying so but this is a rather long list of dumb questions. I also think this list of requirements is quite extensive and doesn't seem to miss anything. Sorry I could not add to it
- Le travail de superviseur n'est pas facile. Une personne qui peut bien gérer son temps, et qui communique bien et qui a les compétences sur le Block A doit bien réussir (A supervisor's work is not easy. Someone who can manage their time, communicate well, and who looks after the competencies in Block A should do well)
- Task 58 – I believe we need to be more focused in our industry – we need to 'apprentice' by mentoring our next generation of superintendents. Makes our jobs easier when we have more talent around us
- This questionnaire is almost an insult to answer. Of course the answers should all be placed high. All the questions are important and as a front-line supervisor I would be incompetent if I didn't value each and every one of them. This survey neither stimulates, nor challenges the mind. Maybe this survey should be asked of others, other than those who know, if mixed results is all you desire. How can one judge a 3 or 4 or 5? What is the difference and what do I relate these numbers to? It should be 'not important', 'important', and 'very important'. Too much thinking about the precise answer on very simple questions

Middle Manager Comments

- In my mind all are very important. From my experience if all the above is in order, you will always keep employees and maintain good margins
- Lots of things the supervisor must do but aren't covered, which I'm sure you're aware of. No item to elaborate. No offence meant, but you pick a strange time of year to conduct a survey. Our busiest time of year and you ask for our time to do paperwork. You would probably get better and more accurate information if you did this in January, not June
- This survey was answered with our site supervisor in mind. The ratings would be slightly different for our foreman and lead hands so I have answered a separate questionnaire for them

Senior Manager Comments

- Generally, in ICI there are larger, more complex projects... so there are several 'layers' of supervisors – junior superintendents, general superintendents, project administrators, construction managers, project managers... therefore 'supervisors' are more hands on than administrative
- Since KBR is a large general contractor in the industrial sector and normally have over 1000 employees we have professional assistance on each project to assist our foremen in every aspect of their work. This includes project managers, project engineers, superintendents, labour relations, and HSE to do the planning and scheduling of our projects. The activity that we basically have our foremen perform is to safely conduct the work assigned to them. They also have to comply with corporate procedures which are developed by senior management
- The lack of effective supervisory/management skills may be a greater problem in the construction industry than the projected skilled-worker shortage. Few companies are prepared for, or have plans for the replacement of the skill sets that will be lost when current front-line supervisors retire in the next few years
- This is proof that front-line supervisors are key people for project success and need to be multi-talented individuals.
 - You make absolutely no mention of the required skill level of a supervisor when supervising workers

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