

Bridging the Communication Gap Between the Office and the Field


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What drives the relationship forward between the Foreman and the Project Manager?



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What kills the relationship between the Foreman and Project Manager?



Some Basic Needs...Accountability

- **Commitment** to Mutual Goals
- **Confidence** in the Plan
- **Consistency** with Processes
- **Communication** Flow
- **Connection** Breeds Trust

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10 Things To Bridge The Gap



1. Roles and Responsibilities

In writing, declare who is responsible for what.

- Expectations
- Proactive Communication
 - Foreman's Manual
 - PM's Manual

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2. Transparency With Job Budget Info

Knowing how the job was taken off, and what went into the estimate is a valuable tool.

- Labor Hours
- Material
- Tools/Equipment
- Jobsite Overhead
- Company Overhead and Profit Percentage

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3. TIME to Plan for Success

- Foreman Involved at Pre-Con Phase
 - Identify Missed Items
 - Generate RFIs Early
- Discover Prefab Opportunities
 - Change Order Possibilities
 - Site Conditions/Site Logistics

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4. Weekly Meetings

- 3 Week Look Aheads
 - Safety Concerns
 - Constraints
 - Submittals
 - RFIs
 - Equipment
 - Change Orders
 - Subcontractors
 - Schedule

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5. Document Control

- Use One Centralized Location for Documentation
 - Foreman Daily Logs
 - RFI Status Updates
 - Constraints Logs
 - Shipping Log
 - Submittals

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6. Scheduled Site Visits

- Address Concerns
- Review Job Progress
- Provide Appropriate Support
- More Accurate Change Orders
 - Show Crew Appreciation

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7. Monthly Project Review

- Financials
- Schedule
- Labor Projections
- Percent Complete
 - Material
- Constraints

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8. Project Closeout

- Project Closeout Check List
 - Demobilization Process
 - Project Record Documents
- Customer Satisfaction Survey
 - Team Evaluation Survey
 - LESSONS LEARNED

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9. Trust and Respect

- Honesty
- Reliability
- Productive Communication
 - Timely Responses
- Know Your Stuff/Know Your Limits
- More Team Building... Less Bird Doggin'

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10. Conduct Regular Foreman Meetings

- Discuss Overall Health of the Company (Allow for Questions)
 - Highlight Completed, Current and Future Projects
 - Share Company Safety Report
 - Training and Education
 - Tool Demonstrations/Vendor Sponsored Lunch

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