



# CONSTRUCTION SUPERVISORY SKILLS TRAINING

## Avitan Construction Supervisory Skills Training

Avitan has extensive experience working with and supporting contracting companies like yours. With this program, your supervisors will receive training unlike any classroom, course or workshop they've taken before. Because our training is delivered from a management's perspective, your supervisors will develop a clear picture of what the management expects of them and gain the insight and confidence to oversee their teams more effectively.

Through attendance in the sessions and upon satisfactory completion of an exam, supervisors can earn an Avitan Certified Supervisor certificate to recognize their accomplishment. Our courses also qualify for Red and Gold Seal Certification.

Current trends show a shortage of supervisory-skilled workers developing. Great supervisors are a valuable resource to your company and investing in Avitan training for your personnel will be money well spent.

The Supervisory Skills course has been divided over 6 sessions and time has been dedicated to developing both the soft skills, such as management styles and effective communication, and the hard skills, including conflict resolution and delegation.

## Course Outline

### Session 1: P.L.O.C. – Plan, Lead, Organize and Control

This session introduces and explains the four main components of an on-site supervisor's role in building construction: Planning, Leading, Organizing and Controlling. It focuses on the development of planning strategies for each of these components with respect to the project stakeholders on the job site, explains the personnel organization of projects, and defines the leadership skills for reaching objectives.

#### Detailed Session Content, Topics and Sequence Covered:

1. Welcome to the Supervisory Skills Training, introduction
2. Supervisor "Rate Yourself Scale" exercise
3. Exercise – Group – build a structure out of A3 paper
4. Introduction to PLOC
5. Planning – Strategic planning, owners' responsibilities  
Tactical planning – the role of Project Managers  
Operational Planning – the roles of Supervisors
6. Leadership – What makes a good leader?
7. Organization – Creation of an Organizational chart for construction projects – the role of supervisors defined
8. Control – Managing the process of reaching project objectives in construction projects, application to different types of projects; definition of supervisors' responsibilities
9. Supervision simulation with a detailed exercise – "What to do about the tile setter?"
10. Review of key takeaways and job-site action plan

#### Learning Outcomes:

Upon successful completion, the supervisor should be able to:

1. Comprehend and demonstrate the qualities of a good supervisor
2. Perform a rating inventory of current skill levels on PLOC
3. Define the four main activities of a supervisor (Plan, Lead, Organize, Control), and be able to place all other tasks, responsibilities and activities within one of the PLOC components.
4. Analyze the different situational roles of a construction site supervisor, and demonstrate how they fit into the overall operation from management's perspective
5. Articulate the contribution to an organization that a supervisor is expected to make
6. Identify and apply the main qualities of a good leader – recognize own strengths and weaknesses in leadership development
7. Demonstrate an improved ability to control and coordinate management priorities
8. Perform a self-evaluation and review of knowledge attainment as a result of this course
9. Generate a set of takeaways to be applied in work roles

## **Session 2: Conflict Resolution and Time Management**

Conflict resolution is a necessary skill for every supervisor. This course will help supervisors to anticipate potential conflict, demonstrate how to avoid it if possible, and how to minimize its impact when conflict happens. The related skill set of effective time-management is also covered; it is essential to avoiding and managing conflicts. Proper time-management enables supervisors and their teams to get more accomplished in less time, with less stress.

### **Detailed Session Content, Topics and Sequence Covered:**

1. Conflict – Types of conflict encountered on worksites
2. Weak leaders avoid dealing with conflict
3. Conflict is a normal part of operations
4. Conflict happens when someone feels threatened
5. What other “threats” may be perceived by personnel?
6. Imposing your will as a supervisor
7. Supervisors in conflict situations
8. Mediating and de-escalating conflict situations
9. Techniques for resolving conflicts on construction worksites
10. Building bridges among individuals: “Conflict Resolution 101”
11. Conflict resolution and PLOC
12. Time Management – Introduction to a set of tools skills and systems
13. Time management review of research on productivity and time waste
14. Time Rocks: Good Time Management requires planning
15. “Big Picture” Time management challenge and simulation
16. Ace of Spades time management exercise
17. How long is a minute? Exercise
18. Procrastination exercise
19. Take home activity – Daily Activity tracking log
20. Time Management and PLOC
21. Review of key takeaways

### **Learning Outcomes:**

Upon successful completion, the supervisor should be able to:

1. Identify the different types of conflict.
2. Apply various proactive techniques to resolving conflict
3. Understand how conflict is a normal part of operations
4. Comprehend what factors are at the root of all conflict
5. Demonstrate confidence in executing interventions to manage conflict
6. Understand methods to address conflict
7. Comprehend the effect of conflict on morale, productivity and profitability
8. Comprehend and apply a set of skill, tools and systems to effectively manage their time
9. Apply basic time management skills on the job site

10. Demonstrate an appreciation of the total value of time from management's perspective
11. Demonstrate choices that make a supervisor accountable for time and productivity
12. Analyze the mismanagement of time in construction site situations

### **Session 3: Delegation and Adding & Losing People**

Supervisors must constantly delegate work to team members in order to meet project objectives. Proper delegation can greatly improve productivity, not just for individuals, but for the entire crew. Delegation requires an appropriate degree of autonomy between the supervisor and crew members. Participants will work through a nine step process to delegate effectively, learn how to deal with changing human interactions when a team member leaves or joins the team during operations, and how to ensure stability with crew turnover.

#### **Detailed Session Content, Topics and Sequence Covered:**

1. Effective delegation
2. Delegation processes
3. 9 Required Steps of effective delegation
4. The 7 levels of effective delegation
5. Delegation self-evaluation rating and check
6. PLOC and the principles of effective delegation
7. Delegation activity for use on the job
8. Onboarding
9. Starting the onboarding process on Day 1 of a project
10. Top 10 Things not to do with a newbie
11. Crew turnover – team members quitting and getting fired
12. Review of key takeaways

#### **Learning Outcomes:**

Upon successful completion, the supervisor should be able to:

1. Demonstrate pathways to improve productivity individually and as a team through delegation
2. Describe the nine-step process of delegation that, when applied, results in more engaged and productive workers
3. Demonstrate the ability to assign different tasks, prioritize tasks, and monitor progress systematically
4. Apply methods to bring a new worker up to speed more quickly in various situations
5. Understand how to handle the change in chemistry of workers when a crew member leaves or gets fired
6. Analyze the impact of a supervisor's decisions and actions on employee retention, and contribute positively to the retention of valuable employees

## **Session 4: Change Orders and Quality Control**

Supervisors will learn about the change order process and its execution in construction projects. Implementation of change orders is also an important part of overall quality control. Supervisors will learn how to ensure the quality and consistency that drive repeat business, and how to avoid a loss of productivity during execution. During this session, Supervisors will use construction-industry software application to track and manage change orders on the job site.

### **Detailed Session Content, Topics and Sequence Covered:**

1. Types and uses of change orders in construction projects – introduction
2. Productivity loss factors related to change orders
3. Process in change orders
4. How PLOC relates to change orders
5. Avitan A-Cloud computerized change order tool training
6. Review of key takeaways
7. Quality control fundamentals – introduction
8. The Quality System Policy Statement
9. Achieving consistency in quality control
10. Achieving advantages in quality control
11. Worldwide standards of quality control in construction – comparison
12. Human resource issues and quality control
13. Quality issues defined
14. First contact from a prospective customer
15. Discussion of customer needs, delivery, explanation of services offered
16. Presentation of estimate bid/quote to prospective customers
17. Preparation of start of projects with quality in mind
18. Production phase and quality
19. How PLOC relates to quality control
20. Review of key takeaways

### **Learning Outcomes:**

Upon successful completion, the supervisor should be able to:

1. Demonstrate a basic understanding of the change order process as it relates to frontline supervision
2. Understand the responsibilities of supervisors to control loss and maintain profitability during the implementation of change orders
3. Analyze the pivotal role that a supervisor plays in profitably executing a change order.
4. Manage the execution of a change order to the satisfaction of the project manager and according to the client's stated expectations

5. Operate the Avitan A-Cloud computerized change order tool
6. Apply the PLOC management system to the change order process
7. Comprehend the principles and applications of quality control on a construction site
8. Apply project initiation planning that provides a platform for assuring quality throughout the production phase
9. Write a Quality System Policy Statement reflecting the expectations of management at different levels
10. Make decisions that achieve quality expectations without compromising efficiency
11. Apply the PLOC management system to the quality management process

### **Session 5: Decision Making, Attitude and Communication**

This course focuses on the verbal communication with team members, with attention to giving instructions, body language, tone, and the importance of active listening. These skills are related to concepts and applications of purposeful decision making, and to the development of personal leadership attitudes that help to guide decisions.

#### **Detailed Session Content, Topics and Sequence Covered:**

1. Introduction – How does communication happen? What are the important tools we have?
2. Reasons for communicating on the job
3. How do we spend our time communicating?
4. Components of communications
5. You-language and I-language
6. The link between communication and the bottom line
7. Rudeness is toxic on the job
8. Using leadership language
9. Exercise – perception is the reality
10. Listening skills - self-evaluation and quiz
11. Attitude on the job – attitude is a choice
12. Attitude as the most powerful tool that you possess.
13. Take time to choose
14. How thoughts and emotions determine your attitude
15. Inspire yourself
16. Taking time to really look at situations
17. Utilize your Freedom of Choice
18. Decide to De-stress
19. Enthusiasm is infectious
20. Taking 5
21. The power of words in shaping attitude
22. How to make good decisions as supervisors
23. Is unconscious bias getting in your way?
24. Optimizing vs. Satisficing
25. Decision-Making Exercise: What decisions need to be made on the job? Pick a decision and proceed through the steps.
26. How PLOC relates to decision-making
27. Review of key takeaways

### **Learning Outcomes:**

Upon successful completion, the supervisor should be able to:

1. Demonstrate a basic understanding of the decision making process
2. Analyze decision-making techniques people use in everyday life
3. Recognize the difference between Optimizing or Satisficing strategies and when to use each to their benefit on the job site
4. Choose appropriate skills in decision-making
5. Demonstrate a basic understanding of the power of attitude
6. Recognize how their attitude choices reflect on work, relationships and family
7. Apply self-management techniques to enable attitude choices
8. Identify the most important 5 minutes of any day for decision-making
9. Apply the components of Verbal and Non-Verbal communication– tone of voice, facial expression, body language, and speech
10. Recognize when to use “I-language” to get attention and cooperation
11. Promote appropriate (respectful) communication to increase productivity and morale
12. Apply typical communication and active listening techniques
13. Improve and enhance relationships with others

### **Session 6: Program Integration and Certificate Exam**

This course provides participants with an opportunity to integrate the various concepts, skills, and applications of the five previous sessions. Supervisors will apply learned methods in the PLOC framework, and review their takeaways from the previous courses. Upon successful completion of this course, participants will be eligible to receive the Supervisory Skills for Construction Certificate.

### **Detailed Session Content, Topics and Sequence Covered:**

1. PLOC framework review
2. Review of concepts and skills sets from previous sessions
3. Review their takeaways from the previous sessions
4. Questions
5. Final Exam

### **Learning Outcomes:**

Upon successful completion, the supervisor should be able to:

1. Synthesize learning from the previous sessions
2. Analyze their takeaways and on-the-job-action plans
3. Challenge the final exam and obtain a score of at least 75%.

### **What makes Avitan Training Different**

Our owners, our staff, our trainers all have construction experience and/or background. We aren't lawyers or accountants pretending to understand the trials and tribulations contractors face. We are real world construction business experts.

Our sessions are designed to engage you and your employees through our workbook, open discussions, interactive games and exercises, and homework. The examples used relate directly to daily operations, challenges and opportunities in the construction industry.

*"It was extremely beneficial for us to have had your help to assist with our growth, both economically and professionally. I would recommend Avitan Business Resources to any company who requires training in management skills, systems and a boost in confidence!"*

—General Contractor/Developer in Nanaimo, BC

*"Avitan's proven management tools developed from years of construction experience have dramatically improved our ability to more effectively manage operations, make better informed decisions and increased our profitability."*

—Home Builder in Edmonton, AB

*"We have had the experience of having Avitan visit our office for three years to implement systems and train our employees on the implementations. It was a very rewarding experience as we have now doubled our sales volumes, therefore lowering our % overhead. I strongly recommend partnering with Avitan to at least do the corporate analysis so you can see where your inefficiencies are. You will be amazed!"*

—Commercial Builder in Winnipeg, MB

### **Benefits to Your Company**

Your supervisors will have a clear idea of what the management expects of them. They will understand their roles in budgets, schedules and the impact of incomplete or non-existent change orders and multiple call backs.

Upon successful completion of the course, your supervisors will be awarded a "Supervisory Skills for Construction Certificate" and will also be eligible for Red or Gold Seal Certification.

Productivity and morale will increase.

Our courses qualify for Red and Gold Seal Certification.



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We speak construction.