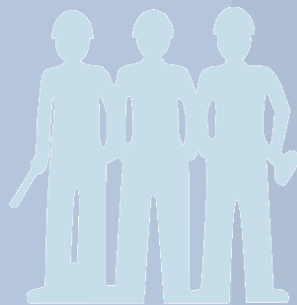


Leadman Career Path Manual

Your guide to moving up the career path with
Marek Family of Companies

This Manual Belongs To: _____



MAREK

WORKFORCE DEVELOPMENT



Leadman Career Path Manual

SUMMARY JOB DESCRIPTION:

THE LEADMAN IS A QUALIFIED JOURNEYMAN WHO WORKS CLOSELY WITH PROJECT SUPERVISION TO DIRECT THE WORK ACTIVITIES OF ONE OR MORE CRAFT WORKERS IN ONE OR MORE AREAS OF A JOB IN A SAFE AND PRODUCTIVE MANNER.

Career Path:

This structured career development plan is designed to provide the employee with a list of tasks, training, or knowledge required for the position of leadman. A qualified coach or supervisor has the same list as the employee and guides the employee in task performance until both feel the learner has obtained mastery.

This Manual belongs to:

Employee



MAREK WORKFORCE DEVELOPMENT

Career Path Program

Leadman

Intent

The intent of this program is to accelerate the proficiency of a leadmen, to provide coaching on tasks deemed critical to the trade, to provide direction and guidance to the employee in determining their career goals, and to provide a means to evaluate leadmen for the purpose of identifying potential future leaders.

Guidelines for Administering the Leadman Career Path Program

The Leadmen Career Path Program is designed to provide an effective means to prepare first line supervision with the skills and knowledge necessary to be successful. Program delivery includes: classroom training, job shadowing, and OJT (on-the-job) training.

Coaching and Administration:

- All coaches will be selected at the branch level and must complete the OJT Coaching Qualification Training Course. Coaches can be foreman, superintendents, or managers.
- Coaches will oversee the progress of the employee utilizing the Leadman Career Path Manual.
- Coaches will guide the employee through the manual ensuring that the employee is progressing through his required training and task list.
- The coach's position is intended to provide instruction, mentoring, and support to the employee, and as such; coaches will maintain a high level of integrity when verifying completion of training.
- Any proposed changes to the content of this program are to be reported to the director of workforce development for dissemination by the subject matter experts (SME) group for approval and revision of the manual. (The changes you will want to make will either be an improvement all branches should make, or not really an improvement at all.)
- Each branch will utilize the most current version of this manual.

- Each branch will be responsible for providing training. Training can be consist of a variety of delivery options, including jobsite, classroom, computer, or third party, but must maintain the competencies identified and the standards set by the program.

Guidelines for administering the program are as follows:

- Employees enrolled into the career development program shall be issued a manual to track their progress.
- Employees enrolled shall be assigned a coach to assist and support them throughout the program. A coach can be an experienced leadman, foreman, superintendent, or manager.
- Employees should be informed that the Leadman Career Path Program is a privilege and a fast track to moving up with Marek. Any employee not meeting attendance, productivity, or attitude expectations should be remove from the program.



Leadman Career Path

Description of Required Task/Knowledge/Training	Page #
Prerequisites	
Referral	7
Communication	7
MBS-CQ101 OJT Coaching Qualification	7
Coaching	8
SF-QG 101-105 Marek Safety Quick Guides Series	8
MBS-BP101 Introduction to Construction Drawings	9
NCCER Mechanic Certification	9
Classroom	
MBS-BP201 Advanced Construction Drawings	109
FLS-101 Frontline Supervisor: Role of the Supervisor	10
FLS-102 Frontline Supervisor: Coaching for Commitment	11
FLS-107 Frontline Supervisor: Managing Performance	11
OJT-On the Job Training	
LM-1-01 Safety Mentorship	12
LM-1-02 Tool Box Talks	12
LM-1-03 Tracking Labor/Production	13
LM-1-04 Timekeeping	13
LM-1-05 Managing Tools and Equipment	13
LM-1-06 Maintain Quality Control	13
LM-1-07 Meeting with the Customer	13
LM-1-08 Internal Pre-Construction Meeting	14



Leadman Prerequisites

Recommendation from a Supervisor

Employees who are enrolled in the WFD Career Path Programs should represent the best and brightest of our industry. To be accepted into the Leadman Career Path Program, an employee must be referred by a supervisor or foreman.

Intermediate Communication Skills

The responsibilities of a leadman may include:

- Communicating in English with co-workers, customers, vendors, and other subcontractors on the job.
- Performing foreman's tasks in his absence.
- Completing paperwork, tracking labor, and directing work activities.

All of these responsibilities require an ability to communicate verbally and in writing; for that reason leadman will be required to possess these skills. Leadmen not meeting these prerequisites should agree to enroll in ABE (Adult Basic Education) or ESL (English as a Second Language) courses. Contact your training coordinator for information on available classes.

Coaches Qualification Training - OJT-Q

Included in the Marek Family of Companies core values are:

- Teamwork is a way of life.
- Establishing a sense of belonging and a positive climate where people are appreciated.

The leadman position is the first step in supervision with Marek and leadmen are expected to promote these values each day. The Coaches Qualification Training program provides important tools in understanding how adults learn new tasks, how to communicate effectively, and how to become coach or mentor within the organization. Providing a learning culture where everyone is expected to be a coach fosters these values. Leadmen are expected to complete the Coaches Qualification Training prior to supervising Marek employees.

OJT-C Serve as an OJT Coach

The Marek OJT Helper program provides training and mentoring in the jobsite environment. The intent of the OJT Helper program is to accelerate the proficiency of helpers, to provide coaching on tasks deemed critical to the trade, to provide direction and guidance to helpers in determining their career goals, and to provide a means to evaluate helpers for the purpose of identifying potential future leaders. Serving as a coach for a new employee provides employees important practical experience necessary to become a leader within the Marek organization.

- Leadmen enrolled in the program are expected to serve as an OJT coach for a minimum of six months prior to supervising employees.

Safety Quick Guides

***Competency verified by Safety Professional**

The WFD Mechanic is expected to be both competent in safe work practices and also be an exemplary example for others to follow. The employee shall be checked off all Safety Quick Guides by a safety professional or other designated personal.

SF-QG-105 Marek Safety Programs (see quick guide)

- Project Safe
- Haz-Com
- Respiratory Protection
- War on Falls
- Emergency Action Plan
- Tools and Equipment

SF-QG-101 Body Mechanics (see quick guide)

- Common Posture
- Material Handling
- Work Overhead
- Lifting Techniques
- Stretch and Flex

SF-QG-104 Fall Protection (see quick guide)

- Types of Fall Protection
- Selection and Inspection
- Care and Maintenance

- SF-QG-103 Scaffold (see quick guide)
 - Scaffold Selection and Inspection
 - Care and Maintenance
 - The “Right “ Way to Use a Scaffold
 - The “Wrong “ Way to Use a Scaffold
- SF-QG-102 Ladder (see quick guide)
 - Ladder Selection and Inspection
 - Care and Maintenance
 - The “Right “ Way to Use a Ladder
 - The “Wrong “ Way to Use a Ladder

MBS-BP101 Introduction to Drywall Construction Drawings and Layout
Lab 6 Hours

The ability for a mechanic to evaluate a task and identify any issues before beginning his work will dramatically decrease rework. The mechanic who has a basic understanding of construction drawings and the layout process will make a more productive mechanic.

NCCER Mechanic Certification - Certified

Leadmen are expected to be our most proficient and experienced mechanics, therefore, all leadmen should have successfully completed the NCCER certification process.

When the employee has all items on a task checked off, please indicate completion of this item on the check off sheet in the back of this manual.

NOTES:



Classroom Training

MBS-BP201 Advanced Construction Drawings Classroom

Accurately read a set of construction drawings.

Required Prerequisites:

- BM101 Basic Construction Math
- BP101 Introduction to Construction Drawings and Layout

FLS-101 Frontline Supervisor Series: Role of the Supervisor

Role of the Supervisor is one of three modules in the Frontline Supervisor Program leadman must complete. This course include out of class assignments which are required for successful completion of this course. Role of the Supervisor includes: 4 Hours

- Identify characteristics of effective supervisors
- Explain the role of the supervisor and how it differs from the front-line worker
- Identify the core competencies of all front-line supervisors
- Rate self on supervisor competencies
- Develop skills for building credibility and effective work relationships with staff
- Learn the six core need of every employee
- Identify behaviors that de-motivate employees
- Learn a process for on-going communication with employees (One-on-One)

**FLS-102 Frontline Supervisor Series:
Coaching for Commitment**

Coaching for Commitment is three of three modules in the Frontline Supervisor Program leadman must complete. This course include out of class assignments which are required for successful completion of this course. Coaching for Commitment includes: 4 Hours

- Understand the role coaching plays in performance management
- Understand the four types of roles we play when coaching others
- Assess current coaching skills
- Indentify coaching opportunities with employees
- Prepare for a coaching conversation
- Practice a coaching conversation using the One-on-One process

**FLS-107 Frontline Supervisor Series:
Managing Performance**

Managing Performance is one of three modules in the Frontline Supervisor Program leadman must complete. This course include out of class assignments which are required for successful completion of this course.

Managing Performance includes: 4 Hours

Experience the impact of poor work direction

- Understand the causes of poor performance
- Learn the two core behaviors of supervisors
- Learn a process for creating a performance plan
- Understand the importance of setting clear standards
- Practice giving clear direction in a work-related activity

When employee has all evaluation items on a task checked off, please indicate completion of the task on the check off sheet in the back of this manual.



On the Job Training -OJT

It can take workers a long time to learn new tasks by trial and error. It is often possible to significantly reduce this time by providing structured On-the-Job Training. Structured jobsite training accelerates the learning curve. Not only does it accelerate learning, it often reduces risks and costly mistakes that can result in serious injury, production downtime, or increased levels of maintenance. Variability in the performance of critical tasks can compromise performance. Structured OJT, coupled with effective coaching, reduces the variability in workers' performance of critical tasks and moves them well beyond minimum levels of acceptable job performance.

LM-1-01 Mentorship with Safety Professional

Safety is Job One is another important core value for the Marek Family of Companies. Providing the highest standards of safety training for our employees is one goal of the Safety Department. Leadmen in the career development program shall spend two days shadowing a safety advisor or safety professional with the following specific goals:

- Gain perspective of a safe jobsite.
- Conduct two (2) safety audits to include written report defining work conditions, hazard identification and recommendations.
- Item will be considered complete when the safety professional has verified the employee's competency.

LM-1-02 Conduct Tool Box Talks

The leadman shall be required to conduct a series of tool box talks including coordinating meetings with an interpreter to ensure the message is delivered correctly to the entire crew. Item will be considered complete when the jobsite foreman determines he/she is trained and competent.

LM-1-03 Tracking Labor and Production – Updating Percent Sheets

The leadman shall be instructed in the correct procedure for updating percent sheets on the jobsite. Item will be considered completed when the jobsite foreman determines he/she is trained and competent in the task.

LM-1-04 Timekeeping

The leadman shall be instructed in the correct procedure for recording time for the jobsite. Item will be considered completed when the jobsite foreman determines he/she is trained and competent in the task.

LM-1-05 Managing Tools and Equipment

The leadman shall be instructed in the correct policies and procedures for tools and equipment control. This should include:

- Assessing tool and equipment needs
- Maintaining tools and equipment
- Tracking tools and equipment on the jobsite

The item will be considered completed when the jobsite foreman determines he/she is trained and competent in the task.

LM-1-06 Maintaining Quality Control - Pre-Punch/Punch List

The leadman shall be instructed in the correct procedure for completing a pre-punch list and a punch list. Item will be considered completed when the jobsite foreman determines he/she is trained and competent in the task.

LM-1-07 Attend General Contractor (GC) Meeting with Foreman

The leadman shall accompany the foreman to a General Contractors meeting to familiarize himself/herself with the process of communicating with our customer.

**Leadman Career Path
Monthly OJT Field Reporting Form**

To be submitted to Training Coordinator by the 10th of each month

Coaches/Supervisor Information

Report Date: _____ Coaches/Supervisor Name: _____

Employee Information

Employee Name: _____ Employee Number: _____

Guidelines

Training Completions are reported only when the employee has successfully completed the training and is determined to be competent in the task.

Task	Indicate what the employee has worked on this month and his progress (Circle One) (Rate Trainee's Progress 1 to 5 with 1 being the lowest Score)	Check Here Only if Task Has Been Completed This Month
LM-1-01 Safety Mentorship	1 2 3 4 5	<input type="checkbox"/>
LM-1-02 Tool Box Talks	1 2 3 4 5	<input type="checkbox"/>
LM-1-03 Tracking Labor/Production	1 2 3 4 5	<input type="checkbox"/>
LM-1-04 Timekeeping	1 2 3 4 5	<input type="checkbox"/>
LM-1-05 Managing Tools and Equipment	1 2 3 4 5	<input type="checkbox"/>
LM-1-06 Maintain Quality Control	1 2 3 4 5	<input type="checkbox"/>
LM-1-07 Meeting with the General Contractor	1 2 3 4 5	<input type="checkbox"/>
LM-1-08 Internal Pre-Construction Meeting	1 2 3 4 5	<input type="checkbox"/>

Comments: _____

Supervisor's Signature: _____

Employees Signature: _____

Rev. (1) 8 - 2011



Leadman Training Checklist

Employee: _____

Emp #: _____

Instructions: The employee must have all items checked before his/her training will be considered complete.

Task/Course #	Description of Task/Knowledge/Training	Date of Completion	Employee Signature	Coach/Supervisor Signature
	Referral			
	Communication			
MBS-CQ101	OJT Coaching Qualification			
Coach	Coaching			
SF-QG-101	Body Mechanics Quick Guide			
SF-QG-102	Ladder Quick Guide			
SF-QG-103	Scaffold Quick Guide			
SF-QG-104	Fall Protection Quick Guide			
SF-QG-105	Marek Safety Programs Quick Guide			
MBS-BP201	Advanced Construction Drawings			
Certified	NCCER Mechanic Certification			

Task/Course #	Description of Task/Knowledge/Training	Date of Completion	Employee Signature	Coach/Supervisor Signature
FLS-101	Frontline Supervisor Role of the Supervisor			
FLS-102	Frontline Supervisor Coaching for Commitment			
FLS-107	Frontline Supervisor Managing Performance			
LM-1-01	Safety Mentorship			
LM-1-02	Tool Box Talks			
LM-1-03	Tracking Labor/Production			
LM-1-04	Timekeeping			
LM-1-05	Managing Tools and Equipment			
LM-1-06	Maintain Quality Control			
LM-1-07	Meeting with the Customer			
LM-1-08	Internal Pre-Construction Meeting			