

## Superintendent Training Program Outline

A manual used in a construction superintendent training program might include the following sections and topics:

### Introduction

- Program introduction
- Resource list
- Checklist of all the superintendents' training requirements

### Company Organization

- Company history
- Mission statement
- Organization chart
- Production organization chart
- Map of the area where the superintendent is expected to work, used primarily by scattered-site builders
- Organization assignment normally involving a series of interviews, developed to familiarize the new superintendent with members of the organization

### Superintendent's Role

- Introductory paragraph about the position and where it fits in the construction company
- Job descriptions for all production personnel
- Review of vehicle use and maintenance policy and reimbursement policies for use of personal vehicles
- Tools and equipment list
- Dress code
- Cellular phone use policies, including suggestions for minimizing the high cost of cellular phones

### Sales

- Sales and marketing overview
- Overview of contracts/purchase agreements
- Review of company policy about "by owner" work, such as landscaping and painting
- Review of documentation included in the project file
- Practice exercise reading and interpreting plans and specifications
- Home owner package review (documents the home owner signs and an exercise to help the superintendent understand the purpose and procedures for each)
- Sales assignment (exercise to help the superintendent understand customers' viewpoint from the time they contact a builder or visit the sales center until home building begins)

### Site Meeting

- Explanation of site meeting
- Site meeting checklist review
- Site meeting assignment (observing a site meeting and, later, leading a site meeting under a trainer's supervision)

### Preconstruction Meeting

- Explanation of what it is
- Preconstruction meeting checklist review

### Estimating and Purchasing

- Estimating and purchasing training, including process and document review
- Estimate review checklist (items the superintendent reviews on the completed estimate to make sure nothing important was missed)
- Review of annotated list of suppliers and trade contractors currently working with the building company
- Setup procedure for new suppliers or trade contractors
- Review of quote sheets and price lists for suppliers and trade contractors

### Scheduling

- Introduction to the company's scheduling system and techniques
- Review of schedule updating procedures
- Scheduling training exercises to teach scheduling to the new superintendent

### Construction

- Review of construction processes and procedures the company uses
- Discussion of the need for effective, two-way communication between the superintendent and all parties in the construction process, including drafting personnel, estimating personnel, home owners, and others
- Assignments to help the superintendent learn to apply better communication styles
- Production manual overview
- Quiz to evaluate the superintendent's understanding of the items and information included in the production manual

### Quality Control

- Review of trade-specific lists developed as tools to assist superintendents in evaluating the quality of work performed by trade contractors
- Quality control assignments (a series of inspections to be performed at the various levels by the new superintendent)

### Managing Trade Contractors

- Trade contractor agreement review
- Workers' compensation certificates and requirements
- Discussion of trade contractor management principles

### Health and Safety

- OSHA safety and health training
- HazCom and MSDS training
- Quiz to evaluate the superintendent's understanding of OSHA and other safety and health requirements
- Safety inspection assignments (the new superintendent participates in, and then performs, jobsite safety inspections)

### Corporate

- Drafting training
- Accounting and job cost training
- Additional training

### Customer Service

- Limited warranty exercise (a review of the documentation with an exercise to help the superintendent understand the company's warranty)
- Customer service training
- Customer service exercises in which the superintendent works with customer service personnel on warranty calls to reinforce the importance of quality control and scope of the builder's liability