



BSV Better SuperVision Ltd.  
 #904, 10050-112 Street  
 Edmonton, AB T5K 2J1

Email: [bsv@clra.org](mailto:bsv@clra.org) | Phone: (780)702-5835 | Fax: (780)451-5447



# BSV Better SuperVision Ltd.

## “ON-THE-JOB” COACHING TOOL

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### PART ONE - INTRODUCTION

Welcome to the most important part of supervisory development – the “on-the-job” component of the BSV Better SuperVision Program. BSV Better SuperVision encourages ongoing communication and feedback between a Coach and a Foreman through “on-the-job” coaching that supports the practical implementation of core supervisory skills.

It is important that all Foremen working in industrial construction are able to apply the skills necessary for the Industrial Construction Crew Supervisor (ICCS) certification from Alberta Apprenticeship and Industry Training (AAIT). This coaching tool is designed so that the particular skills being developed are the same ones required for the ICCS certification. Completing this coaching process should make the achievement of the ICCS certification easier for a Foreman. Foremen who are working in commercial/institutional construction will also find the use of this coaching tool useful as well.

Underlying this coaching process is the principle that workplace coaching of supervisory skills is part of the learning to becoming an excellent construction foreman. As such this coaching/learning exercise should be a time for experimentation with and practice of supervisory skills in a manner that benefits both the Foreman and the Coach.

Two copies of this BSV Coaching Tool have been provided for the Coach and the Foreman to work with as working documents. Upon completing the coaching process the final form should be signed off by both the Coach and the Foreman and submitted for the third “field attested” seal on the Better SuperVision Certificate.

Let’s take a look at the key elements of this on-the-job coaching tool:

A. Completion of a Self-Assessment:

- You as a Foreman know yourself best, your strengths, and the skill areas you would like to focus on growing.
- We recommend you complete the self-assessment (pages 4-14) before moving forward with the other elements of this coaching tool.

B. Selection of a Coach:

- Your Coach may be more than one person depending on the timing of the completion of the Coaching Plan and/or the skill areas requiring practice. The relationship between the Foreman and Coach/Supervisor should be one that is grounded in mutual trust and respect.
- Your Coach ideally should have completed some training in workplace coaching. The Leaders Building Leaders program offered by Better SuperVision is one program that is designed to provide workplace coaching skills.
- Better SuperVision would recommend that you know your coach for at least one month before implementing this coaching tool.
- We recommend that the Coach also complete the Skill Assessment (Part Two, pages 4-14) before moving forward with the other elements of this coaching tool.

C. Timelines:

- How long this Coaching Tool should take to complete will often depend upon the number of skills being worked on. In order to qualify for the Industrial Construction Crew Supervisor certification the candidate must provide documentation of having worked 1000 hours as a Foreman on industrial construction or industrial plant maintenance. Thus this coaching process could occur over that 1000 hour period. At a minimum Better SuperVision recommends that this coaching period be at least 3 months in duration.
- Over the duration of the coaching process the Coach and Foreman should meet formally at least three times – once at the beginning of the program, 1-2 months after commencing the process for feedback, and then upon completion of the coaching program. Informal meetings can occur at any time as required.
- This coaching process is a serious investment in time for both the Coach and the Foreman. The payback for everyone is substantial.

D. Development of the Coaching Plan (pages 16-17):

- This in essence is the heart of this Coaching Program and is developed through discussion and mutual agreement of the skill areas to be worked on.
- Select up to 3 skill areas to be worked on at a time – any more may spread the effort out too thinly and may result in none being worked on. Also with fewer skills being worked on at a time then both participants will be able to feel progress is being made.

E. Practice of skills and feedback:

- As part of the development of the Coaching Plan both the Foreman and the Coach will need to determine how and when these supervisor skills will be practiced.
- Practice is absolutely essential in order for mastery of a skill to be obtained. A number of progressive practice opportunities should be incorporated into this Coaching Plan.
- Constructive and positive feedback should occur throughout the implementation of this Coaching Plan – both via formal and informal meetings.

F. Completion and sign-off (page 18):

- You, the Foreman, keep this Coaching Tool between meetings. This way, should you move to a new project before the coaching process is complete; you can take the Coaching Tool to the next project and begin working with a new Coach/Mentor.
- When the coaching process is complete, both you and your most recent Coach/Mentor should sign off in the space provided on the form. You, the Foreman, should send the completed, signed coaching record to:

BSV Better SuperVision Ltd.  
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If you have any questions please contact Better SuperVision at :

**Phone:** (780) 702-5835

**E-Mail:** [bsv@clra.org](mailto:bsv@clra.org)

## Part Two – Skill Assessment (Pages 4-14)

### Managing Compliance

The Foreman will have a high knowledge and understanding of the legal responsibilities of the employer and the employee in regard to safety, the use of materials hazardous to health or the environment, and site or employer specific rules and policies governing the crew and crew activities. Skilled performance is demonstrated when the Foreman:

- Ensures crew compliance with various government and industry regulations and legislation
- Is able to communicate emergency procedures, fire procedures, emergency site evacuation, access information to crew members
- Conducts injury prevention programs such as stretching exercises, monitoring repetitive activities, ensure that workers get periodic breaks from repetitive energies
- Is able to complete, assign and/or check, work permits, safety permits
- Resolves safety concerns raised by the crew
- Develops safe work plans for the crew
- Inspects for hazards and corrects unsafe acts/conditions
- Reinforces safe work practices and corrects unsafe acts and conditions
- Ensures tools and equipment are maintained and repaired
- Identifies needs for crew safety training

| Foreman Self-Assessment                      | Coach Assessment                             |
|--|--|
| _____ Do it well                             | _____ Does it well                           |
| _____ More training and/or coaching required | _____ More training and/or coaching required |

**Comments (provide examples of what was done or needs to be done effectively):**

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## Verbal Communication

The Foreman is an effective communicator with crew members, supervisors, clients, other trades/crews etc. Skilled performance is demonstrated when the Foreman:

- Listens attentively to others and demonstrates understanding of message
- Uses feedback or interviewing techniques for gathering information and communication
- Gives clear direction to crew in the assignment of work
- Provides constructive feedback to crew members
- Acknowledges good work performance of crew members
- Communicates work performance standards to crew.
- Identifies sources of conflict amongst crew members, between work crews
- Resolves conflict amongst crew members
- Conducts effective meetings
- Seeks advice from others when needed

| Foreman Self-Assessment                      | Coach Assessment                             |
|--|--|
| _____ Do it well                             | _____ Does it well                           |
| _____ More training and/or coaching required | _____ More training and/or coaching required |

**Comments (provide examples of what was done or needs to be done effectively):**

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## Formal Communication

The Foreman is able to evaluate and select the appropriate form of communication for dealing with crew members, supervisors, suppliers, customers, and other personnel associated with a work site. Skilled performance is demonstrated when the Foreman:

- Provides clear instructions, directions to crew members
- Utilizes formats for internal and external business communication as per company requirements
- Comprehends business correspondence, internal communications, documentation, procedure manuals
- Prepares written documentation and communication as per company requirements

| Foreman Self-Assessment                      | Coach Assessment                             |
|--|--|
| _____ Do it well                             | _____ Does it well                           |
| _____ More training and/or coaching required | _____ More training and/or coaching required |

**Comments (provide examples of what was done or needs to be done effectively):**

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## Leadership Skills

The Foreman is able to create and lead an effective, cohesive team of skilled workers. Skilled performance is demonstrated when the Foreman:

- Acts as role model for appropriate behaviour for crew members
- Acts with ethics and integrity
- Adjusts leadership style to meet individual crew member needs
- Promotes a teamwork atmosphere
- Coaches and/or mentors crew members in specific trade/work activities
- Evaluates crew member need, and or readiness for training
- Understands the roles and relationship of crew supervisor and crew

| Foreman Self-Assessment                      | Coach Assessment                             |
|--|--|
| _____ Do it well                             | _____ Does it well                           |
| _____ More training and/or coaching required | _____ More training and/or coaching required |

**Comments (provide examples of what was done or needs to be done effectively):**

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## Manage Performance

The Foreman motivates crew members to work efficiently without waste. Skilled performance is demonstrated when the Foreman:

- Seeks input from crew members and others on work issues
- Establishes standards of behaviour for, and with, the crew
- Creates a motivating work environment for crew members
- Acts as a role model
- Conducts individual worker performance and provides feedback
- Encourages learning and feedback

| Foreman Self-Assessment   | Coach Assessment  |
|---|---|
| <input type="checkbox"/> Do it well                             | <input type="checkbox"/> Does it well                           |
| <input type="checkbox"/> More training and/or coaching required | <input type="checkbox"/> More training and/or coaching required |

**Comments (provide examples of what was done or needs to be done effectively):**

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## Supervision

The Foreman communicates all applicable rules, regulations, policies to crew members as required, and ensure that crew members are properly trained to perform the tasks they are assigned. Skilled performance is demonstrated when the Foreman:

- Assesses the competency of crew members
- Arranges for training opportunities for skill development as needed
- Arranges, schedules, requests crew member training as required
- Demonstrates knowledge of and applies the terms of the collective agreement
- Enforces employer and project policies in a consistent manner
- Implements the company's corrective action policy when necessary
- Takes action on workplace alcohol and drug issues when necessary
- Conducts thorough investigation of workplace performance issues
- Documents performance problems
- Ensures crew follows respectful workplace practices
- Supports modified work requirements for crew members when required

| Foreman Self-Assessment                      | Coach Assessment                             |
|--|--|
| _____ Do it well                             | _____ Does it well                           |
| _____ More training and/or coaching required | _____ More training and/or coaching required |

**Comments (provide examples of what was done or needs to be done effectively):**

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## Managing Materials and Resources

The Foreman ensures that the resources required for keeping the job on track and the crew working efficiently are available with minimal waste. Skilled performance is demonstrated when the Foreman:

- Is able to plan jobs and activities that optimize productivity and crew capacity
- Ensures that tasks assigned to workers match their abilities
- Prepares weekly and look-ahead schedules
- Communicates work schedules and plans to crew.
- Captures constructive input from crew on plans and schedules
- Ensures availability of tools and materials for the crew
- Identifies needs and deficiencies in the plan/schedule and communicates these to the appropriate person(s).
- Coordinates work activities and reports scheduling conflicts with other work crews
- Uses time effectively
- Sets priorities and meets productivity goals
- Tracks material and labour units and reports accurately
- Communicates the value of meeting productivity goals to crew members
- Measures productivity and crew performance
- Devises strategies to improve productivity, quality and performance

| Foreman Self-Assessment                      | Coach Assessment                             |
|--|--|
| _____ Do it well                             | _____ Does it well                           |
| _____ More training and/or coaching required | _____ More training and/or coaching required |

**Comments (provide examples of what was done or needs to be done effectively):**

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## Documentation and Record Keeping

The Foreman is able to read, interpret and create reports and records related to crew supervision and construction project management. Skilled performance is demonstrated when the Foreman:

- Ensures that any action required as a result of inspection are made
- Maintains a daily log book
- Documents incidents with crew members accurately and thoroughly
- Is able to write incident reports, safety reports, meeting agendas, minutes, progress reports etc.

| Foreman Self-Assessment                      | Coach Assessment                             |
|--|--|
| _____ Do it well                             | _____ Does it well                           |
| _____ More training and/or coaching required | _____ More training and/or coaching required |

**Comments (provide examples of what was done or needs to be done effectively):**

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## Managing Job Quality

The Foreman ensures that jobs are done to all the standards that apply. Skilled performance is demonstrated when the Foreman:

- Communicates the value of meeting quality standards to crew members
- Follows industry and trade codes/regulations
- Reads specifications, drawings, and plans for quality requirements
- Inspects and corrects work in progress
- Conducts quality measurements and tests
- Checks materials against specifications
- Ensure compliance with all applicable codes, specifications, work orders, quality procedures
- Verifies that the material and processes used comply with job specifications
- Is able to 'take off' required materials and tools to complete work on site from prints and specifications
- Applies quality principles to work practices
- Demonstrates awareness of the cost of rework and incomplete work
- Ensure that required notifications of results of inspection are made

| Foreman Self-Assessment                      | Coach Assessment                             |
|--|--|
| _____ Do it well                             | _____ Does it well                           |
| _____ More training and/or coaching required | _____ More training and/or coaching required |

**Comments (provide examples of what was done or needs to be done effectively):**

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## Problem Solving

The Foreman identifies and analyzes problems; weighs the relevance and accuracy of the information; generates and evaluates alternative solutions; and makes recommendations. Skilled performance is demonstrated when the Foreman:

- Identifies and evaluates problems and possible causes to determine root causes and impacts
- Identifies options for problem solving and evaluates the relative strengths and weaknesses of each option
- Builds consensus in resolving problems
- Uses a logical method for organizing and analyzing information
- Researches issues thoroughly
- Solves work process problems when appropriate

| Foreman Self-Assessment                      | Coach Assessment                             |
|--|--|
| _____ Do it well                             | _____ Does it well                           |
| _____ More training and/or coaching required | _____ More training and/or coaching required |

**Comments (provide examples of what was done or needs to be done effectively):**

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## Customer Focus

The Foreman demonstrates a concern for the needs and expectations of customers and makes them a high priority. They maintain contact with their customers, both internal and external to the organization, and use their understanding of customer needs as the basis for decision making and organizational action. Skilled performance is demonstrated when the Foreman:

- Promotes a customer focus attitude in crew members and workmanship
- Demonstrates awareness of customer requirements and conveys same to crew
- Responds to a customer's inquiry or problem in a timely and effective manner.
- Conveys realistic expectations to internal and external customers
- Uses information about customers' needs as the basis of problem-solving, decision-making, and organizational action
- Establishes mutual gain relationship with others (crew, peers, supervisors, clients, suppliers, etc.)

| Foreman Self-Assessment                      | Coach Assessment                             |
|--|--|
| _____ Do it well                             | _____ Does it well                           |
| _____ More training and/or coaching required | _____ More training and/or coaching required |

**Comments (provide examples of what was done or needs to be done effectively):**

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### **Part 3 - Guidelines for the Coach:**

Coaching a Foreman in acquiring the skills for success is both an opportunity and an important responsibility. Please take the time to work out a meaningful coaching plan and work with the Foreman as he/she seeks to develop each specific skill area. Training in workplace coaching and the use of this Coaching Tool is available through the Leaders Building Leaders program offered by Better SuperVision. Your company may also offer some training in workplace coaching skills. Best practice information on workplace coaching is available on the [fuelyourcareer.ca](http://fuelyourcareer.ca) web site.

Better SuperVision recommends the Coach sets with the Foreman anywhere from 1 to 3 skill areas to be developed with your Foreman at a time. Describe any methods or actions you would like to take to meet the development needs of your Foreman and any support needed. Think about how you will manage any obstacles or issues that might create a barrier to achieving success set in the coaching plan.

Use the attached coaching plan form as to help lay-out the key skills to be developed.

**Part 4**  
**BSV BETTER SUPERVISION – FOREMAN COACHING PLAN**

| Skill To Be Developed | Action Plan (how) | Milestones (when) | Resources Needed | <u>Completed</u><br>Sign-Off by<br>Coach |
|-----------------------|-------------------|-------------------|------------------|--|
| 1.                    |                   |                   |                  |  |
| 2.                    |                   |                   |                  |  |
| 3.                    |                   |                   |                  |  |

\_\_\_\_\_  
Name of Foreman

\_\_\_\_\_  
Name of Coach

\_\_\_\_\_  
Date Commenced



**Part 4**  
**BSV BETTER SUPERVISION – FOREMAN COACHING PLAN**

| Skill To Be Developed | Action Plan (how) | Milestones (when) | Resources Needed | Completed Sign-Off by Coach |
|-----------------------|-------------------|-------------------|------------------|-----------------------------|
| 1.                    |                   |                   |                  |                             |
| 2.                    |                   |                   |                  |                             |
| 3.                    |                   |                   |                  |                             |

\_\_\_\_\_

Name of Foreman

\_\_\_\_\_

Name of Coach

\_\_\_\_\_

Date Commenced

**Part 5 - Coaching Process Completed:**

\_\_\_\_\_  
*Name of Foreman*

\_\_\_\_\_  
*Name of Coach*

\_\_\_\_\_  
*Employer*

\_\_\_\_\_  
*Position Of Coach*

\_\_\_\_\_  
*Date of Initial Coaching Meeting*

\_\_\_\_\_  
*Date of Formal Follow-up Meeting*

\_\_\_\_\_  
*Foreman Signature*      *Date*

\_\_\_\_\_  
*Coach*      *Date*

**KEY RESOURCES FOR THE COACH AND FOREMAN:**

**Web Sites:**

[www.fuelyourcareer.ca](http://www.fuelyourcareer.ca) (especially the “on-the-job” coaching section – this website is made available through the Best Practices from the Construction Owners Association of Alberta).

[www.tradesecrets.gov.ab.ca](http://www.tradesecrets.gov.ab.ca) (look up information under occupations on the Industrial Construction Crew Supervisor designated occupation available through Alberta Apprenticeship).

[www.bettersupervision.org](http://www.bettersupervision.org) (registration and program information for Better SuperVision and Leaders Building Leaders programs).

[www.csc-ca.org](http://www.csc-ca.org) (excellent resource for training issues and program in the construction industry made available by the Construction Sector Council).