



**Foremen** direct, coordinate, and supervise the activities of tradespeople or other skilled workers or craftspeople to complete designated projects. They are responsible for ensuring that work is performed according to specifications, safely, at desired levels of quality, on time, and on budget. Foremen may work in any environment where construction, installation, maintenance, or repair projects occur.

#### Example Positions

*Foreman, Construction Manager, Construction Foreman, Construction Superintendent, Job Supervisor, General Contractor, Electrical Foreman, Facilities Manager, Field Supervisor, Maintenance Supervisor*

## Competencies

**Directing** – Foremen manage the contribution and performance of individuals and teams to ensure company objectives are achieved and standards are met. This involves communicating with others to make clear what is expected of them and conveying expectations about timeliness and quality.

**Quality Focus** – They ensure that all work in their own area of the business, throughout the organization, by vendors, suppliers, etc. is performed with excellence and to high standards for quality and integrity.

**Time Management** – They focus on completing all work tasks in a timely manner, while remaining responsive enough to react to competing demands and shifting priorities. They manage multiple responsibilities while staying organized and keeping on top of the important time-sensitive tasks, and performing all work accurately.

**Safety Focus** – They take the practical actions necessary to ensure that the incidence and probability of workplace accidents, injuries, and illnesses are minimized. This involves keeping up to date with current workplace safety laws, research, and best practices; ensuring awareness of safety-related issues; remaining vigilant for potential hazards; and taking all precautions to ensure the wellbeing of all employees.

**Communicating** – They provide the information required by others in a concise, direct, and unambiguous way. They perceive how the message affects the receiver and strive to ensure that the receiver clearly understands the specifics and function of the message.

**Composure and Resiliency** – They are able to deal effectively with pressure, maintain focus and intensity, and remain optimistic and persistent, even under adversity. This includes the ability and propensity to recover quickly from setbacks, rejections, and conflicts and to maintain self-control in the face of hostility or provocation.

## Representative Behaviors

- Conveys expectations about quality and timeliness in a direct manner
- Utilizes best practices to ensure that work outcomes reflect high standards for quality
- Manages time in a way that allows for responsiveness to shifting demands
- Implements defined safety- and health-related practices and processes
- Maintains a constructive, open dialogue with others
- Responds constructively to unexpected complications



## Foreman Job Model

Leading	Active Communication	Interpersonal Dynamics	Making Decisions	Solving Problems	Managing Processes	Self-Management
Leadership Maturity	Influence and Persuasion	Interpersonal Sensitivity	Deliberative Decision Making	Creativity and Innovation	Quality Focus	Composure and Resiliency
Leadership Communication	Conflict Management	Helpfulness	Decisiveness	Analytical Thinking	Compliance	Generating and Expressing Enthusiasm
Driving Results	Negotiating	Service Focus	Strategic Thinking	Learning Agility	Response Orientation	Strength of Conviction
Leading Change	Active Listening	Relationship Building	Organizational Citizenship	Scientific Acumen	Safety Focus	Achievement Motivation and Perseverance
Managing Innovation	<b>Communicating</b>	Collaboration and Teamwork	Information Seeking	Business Acumen	Process Management	Self-Awareness
Managing Quality	Instructing	Organizational Savvy			Time Management	Adaptability
Team Building		Global Mindset			Planning and Priority Setting	Initiating Action
Coaching and Developing Others					Organizing and Documenting Information	Accountability
Delegating					Applying Standard Practices	Professionalism
Fact-Based Management						Continuous Learning
Strategic Talent Management						Extended Task Focus
<b>Directing</b>						Comfort with Ambiguity