

## **CONTENT OUTLINE**

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### **MANAGEMENT OF HUMAN RESOURCES IN THE CONSTRUCTION INDUSTRY**

# MANAGEMENT OF HUMAN RESOURCES IN THE CONSTRUCTION INDUSTRY

Suggested Duration: 60 hours

## OVERVIEW

This course is designed to provide an overview of management skills. Special attention is given to developing interpersonal skills and identifying problem-solving techniques.

## PREREQUISITE

Although there is no formal educational prerequisite for this course, the participants' chances of success will be enhanced if their reading and comprehension skills are at a high school or equivalent level.

## LEARNING OBJECTIVES

Upon successful completion of this course, participants will be able to:

- identify the functions of management
- demonstrate human relations skills
- demonstrate a problem solving technique
- demonstrate time management skills
- identify staffing issues

## CONTENT

### 1. Identify the functions of management.

- planning
- leading
- organizing
- controlling
- company representative
- evaluation

### 2. Demonstrate human relations skills.

- attributes of a successful team
- ways to increase the motivation of employees
- job instructional techniques

- coaching, mentoring and counselling skills
- conflict resolution techniques
- collective agreements
- leadership techniques
- effective interpersonal skills
- impact of appropriate attitude
- open/closed shop environment issues
- diversity issues in the workplace
- leadership versus management skills

### **3. Demonstrate problem-solving skills.**

- guidelines to problem solving
- methods of problem solving
- steps in the problem solving model
  - o defining the problem
  - o stating nature and limitations
  - o generating alternative solutions
  - o evaluating alternative solutions
  - o selecting the best alternative
  - o implementing the solution
  - o follow up
- partnering approaches

### **4. Demonstrate time management skills.**

- benefits of time logs
- prioritization of projects and tasks
- recognizing time wasting situations
- tools used to save time

### **5. Identify staffing issues.**

- recruiting and retaining employees
- purpose of a performance management system
- benefits of a performance management system
- conducting a performance review
- terminating / dismissing employees

## METHODOLOGY

This course lends itself to the use of role plays and case studies. Instructors may involve the participants in the following specific techniques and activities:

- icebreaker type activity to get students engaged as soon as possible;
- reviewing job descriptions of foreman, superintendent, etc.;
- analysing case studies that deal with dismissals;
- reviewing collective agreements;
- simulating a performance review.

## ASSESSMENT

In order to successfully complete this course, participants will be expected to demonstrate that they have achieved the learning objectives. They will be evaluated through various assignments, projects, and/or tests based on each of these objectives. Final assessment for the course will be determined by the following weighting:

| Learning Objective                           | Weighting (%) |
|--|---------------|
| 1. Identify the functions of management..... | 20            |
| 2. Demonstrate human relations skills.....   | 20            |
| 3. Demonstrate problem solving skills.....   | 20            |
| 4. Demonstrate time management skills.....   | 20            |
| 5. Identify staffing issues.....             | 20            |
|  | 100           |

## **RESOURCES**

### **Reports, Manuals, Textbooks, and Documents**

A Guide to the Project Management Body of Knowledge (PMBOK), PMI Standards Committee, Project Management Institute, 1996 [ISBN: 1-880410-12-5 (pbk. : alk. paper) / ISBN: 1-880410-13-3 (hdbk)]

BC Manual on Management of Building Projects <http://www.bcprojectsmanual.com/toc.htm>

First Things First by Steven Covey, 2001 (ISBN: 1883219078)

How to Get Control of Your Time and Your Life by Alan Lakein, 1996 (ISBN: 0451167724)

Means Forms for Contractors, R.S. Means Company, Inc., 1990 (ISBN: 0-87629-214-7)

PMP Exam: Practice Test and Study Guide, ESI International, 1998 (ISBN: 1-890367-11-7)

PMP ©: Project Management Professional Study Guide, SYBEX Inc., 2002  
(ISBN: 0-7821-4106-4)

Quality Circles, a Guide to Participation and Productivity by Croker et al., 1985  
(ISBN: 0816011613)

The Team Handbook by Peter Scholtes et al., 1996 (ISBN: 1884731112)

The Time Trap, 3<sup>rd</sup> Edition: The Classic Book on Time Management by Alec Mackenzie, 1997 (ISBN: 0-8144-7926-X)

Time is Money: Save IT by Lothar J. Seiwert et al., 1989 (ISBN: 1556231857)

Tools for Success, Soft Skills for the Construction Industry by Steve Rigolosi, Prentice Hall, Upper Saddle River, New Jersey (ISBN: 0-13-025927-6)

What Every Supervisor Should Know by Lester Bittle and John Newstrom, 1992  
(ISBN: 0070055890)

### **Government / Association Websites**

Canada Industrial Relations Board (<http://www.cirb-ccri.gc.ca>)

### **Other Resources**

Construction management textbooks

Job descriptions of construction participants (foremen, superintendents, etc.)

Sample Employee performance / review / evaluation forms

Case study on dismissal for substance abuse

Local collective agreement and Local Labour Standards Regulations