

NECA ROCKY MOUNTAIN COURSE DESCRIPTIONS

Session 1 – Building Blocks of a Successful Contractor

During this session, we will discuss the foundational pieces of successful contractors that, when deployed in this logical order, will allow you to create opportunity while deploying the proper tools to minimize the risk associated with growth. Attendees will learn the basics of strategy development, business development, leadership development, business process re-engineering, project execution, prefabrication, and technology strategy providing a holistic view of the elements of a successful contractor. The “Building Blocks” model will be reviewed in detail and will be built upon throughout the entire program.

Session 2 – Estimating Basics

Estimating is the first line of defense in the worry of landing a losing project. During this session, we will focus on the basics of estimating; such as plan reading, review of specifications, quantity takeoffs, labor production units, material pricing, and quantifying of overhead. This is an entry level course to give you the organizational skills and tools necessary to ensure that your bid is comprehensive in order to minimize the risk of landing that “one bad job.”

Session 3 – Estimating Basics Continued

This session will focus on the requirements of preparing a comprehensive Request for Proposal document including typical requirements such as non-collusion affidavits, bonds, subcontractor listings, and bid breakdowns. We will also discuss best practices in submitting private work proposals and the presentation skills needed to increase your opportunity of landing the project.

Session 4 – Project Planning: From Preconstruction to Closeout

This session will examine the value and positive impact of a well-planned project and explore the different types of plans that could be developed. This course will discuss the methods used to set the entire operational team up to succeed. Planning does not end when the project starts and we will discuss how to lead planning from the beginning of the project all the way until the customer accepts the finished project.

Session 5 – Project Management Basics: Crossing the T’s and Dotting the I’s

Document control and contract administration may well be the most important aspects of a project manager’s role when it comes to mitigating risk and protecting the company. We will review the pitfalls and lessons that every PM must know regarding RFIs, change orders, submittals, and correspondence management. The lessons will be emphasized using real life examples in order to illustrate the importance of this topic.

Session 6 - Improve Prefabrication and Field Productivity with Design Standardization

Design standardization is the ability to systematize the deliverables from the design group in order to increase design throughput, increase field productivity, and escalate the volume of prefabrication utilized. This session will outline the steps necessary to properly assess your current operations, define the products of the design group, identify issues that inhibit the design process, and craft solutions that will overcome the challenges identified. Case studies will be used to illustrate how some merit shop companies are approaching 75% of labor being performed in a manufacturing environment.

Session 7 – Equipment Management

Equipment management is a complex and difficult task that affects almost every aspect of a company's operation. The proper capture of the equipment ownership and operating costs is vital to a healthy equipment fleet. The process of establishing rental rates and the associated profit and loss by piece of equipment will be discussed. Preventative maintenance practices will also be discussed. Telematics options will be explored to understand how and why they can play a critical role with equipment. This session will prepare you to develop accurate equipment costs and set rates that enable each category of equipment to recover its actual costs. Further, it will provide insights into the process, inputs, and workflows to establish an accurate and effective equipment management process.

Session 8 – Scheduling Basics

Scheduling begins with a fundamental understanding of a proper work breakdown structure. Attendees will discuss the importance of scheduling and utilizing the schedule to communicate needs to our internal and external customers. We will review the basics of forward and backward passes as well as logic ties, resource loading, progress over rides, and line of balance scheduling. Most importantly, the establishment of a standard work breakdown structure will be explored and how that impacts organizational performance.

Session 9 – Managing the Lifeblood of Contracting ~ Cash Flow

Cash flow is one of the most important issues facing contractors today. Having survived the downturn, companies are faced with starting new projects, hiring staff, and investing in assets to support the business. More companies go bankrupt due to cash flow issues than due to profitability. Many things can and should be done to improve cash management practices. We will explore a range of tools and techniques, from simple to complex, that allow firms to manage and control cash flow. Examples include contractual negotiation strategies, pricing and bidding practices, development of cost and resource-loaded schedules that tie to billing activities in the schedule of values, use of 12-week cash flow forecasts, project closeout procedures, and managing the billings and collection cycle. An interactive cash flow simulation provides hands-on experience that enhances the

learning outcomes. Participants will also get exposure to how job cost reports roll up to the company financial statements.

Session 10 – Job Cost Management: Understanding Basic Job Cost Management Principles

Project managers control the success or failure of the vast majority of the revenue inside of an organization. Project managers need to understand basic financial information and should be able to connect the financial performance of their project to the performance of the business overall. In this session, we will explain the basics of Earned Value Management, job cost accounting and explain key concepts such as accurate forecasting and profit. The project manager will gain deeper appreciation for the importance of actions that impact profitability, reporting and cash flow.

Session 11 – Supply Chain Management

Supply chain management is all about improving material flow and all things associated with the process. Supply chain is about the “ing’s” of procurement including finding, sourcing, ordering, delivering, invoicing, etc. By identifying unnecessary steps, eliminating rework and improving the process companies are reducing material inventory costs, reducing material handling costs and improving productivity.

Session 12 – Strategic Planning for Contractors

Business strategy helps firms create a competitive position by defining which markets they will service, which customers they want to work for and what competitive differentiators they will leverage to maximize market share. Strategy helps firms clearly define how they create value for the customer, thereby reducing competition. We will discuss the work steps to building a comprehensive and effective strategic plan including the supporting organizational development initiatives and how the plan links up with the business development efforts of your firm. Sample case studies of electrical contractors will also be explored to illustrate the actual use and impact of the tools discussed.

Session 13 - Effective Communication: Learn and Avoid the Roadblocks to Great Communication

One survey reports that Project Managers spend 90% of their time communicating. We will explore the mediums of communication and discuss how to be more successful communicators by knowing ourselves better, avoiding roadblocks to communication and listening better. In this module, participants will explore the four basic personality types, how individuals of each type communicate, and how to utilize the understanding of these personality types to communicate more effectively with others. As a result, participants will strengthen their ability to communicate internally with other employees, as well as with customers, vendors, suppliers, and other contractors.

Session 13 - Project Leadership: How Leadership Differs from Management

Proper leadership can mean the difference between average performance and outstanding performance, not only for yourself, but for all of those around you. Project managers are leaders of their project operational team. We will explore both management and leadership behaviors, how they are different, and the balance of both needed to be successful. We will explore an effective model of leadership and how to leverage these skills to accelerate project results.

Session 14 – Pulling it all Together

In this capstone course participants will review the critical learning points of the program and will discuss how to develop and implement a plan to leverage what they have learned. Participants will be asked to reflect on what they have learned and establish a plan for how they can help their companies using their newly learned skills.