NECA ROCKY MOUNTAIN LEVEL 200 COURSE DESCRIPTIONS

Session 1 – Project Management (Killer Contract Clauses, Claims, Change Control, Lawsuits)

In this session, the group will discuss contract risk management and preservation of rights in order to increase the chances of financial recovery during project execution. Since the most valued information for contract conflict resolution come from those closest to the work, the basics of preparing that documentation and effectively translating the information will be discussed. The group will gain understanding and review examples of risky contract clauses, the process of claims management, the legalities of change order control, and preparation for lawsuits.

Session 2 – Project Management (Negotiations, Problem Solving, Conflict Resolution)

In order for project leaders to succeed, having a strong foundation in negotiations is critical. In this session, the group will discuss how to prepare for the negotiation, what information to review, and how to present the argument. The group will also build on the foundation of negotiations by reviewing critical problem-solving skills. Finally, the group will receive a primer on conflict resolution and how to transform the discussion from compromise to collaboration, creating a win-win scenario.

Session 3 – Project Management (Management vs Leadership, Fast Paced Business Communication, Employee Engagement)

During this session, the group will learn the difference between management and leadership and how to best evaluate when to use each. The group will also discuss the speed at which business communication occurs in today's projects and how to be best prepared to create effective, concise responses. Finally, the group will learn best practices to engage their team, create synergy, and generate momentum for greater project performance.

Session 4 – Finance (Introduction to Balance Sheet, Income Statement, Statement of Cash Flows)

This session will be an introduction to financial statements for non-financial managers. We will discuss what a balance sheet is, its composition and purpose and what to look for both good and bad. We will also review income statements as a way of keeping score, a typical breakdown of cost of good sold, allocation of overhead, and what is considered "good" performance. Lastly the group will review a statement of cash flows and understand how it provides a picture into the sources and uses of cash.

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Session 5 – Finance (Ratio Analysis, Sample Financials, WIP, Fraud)

This session will build on the introduction of the key financial statement and introduce ratio analysis as a way of evaluating performance. We will also review how ratios are used in banking and bonding to monitor a contractors' health. Sample contractor financials will be used for hands on exercises to apply the tools and techniques discussed. The group will also review how the WIP process leads to the trial balance, the financial statements and reports to the bank and bonding company. The session will round out with a conversation around fraud and fraud prevention.

Session 6 – Finance (Banking, Bonding, Insurance, Economic Forecasts)

This session will focus on banking and bonding with an introduction to key ratios evaluated by the bank and bonding company such as Current Ratio, Debt to Equity, Borrowing Base, etc. The group will gain a better understanding of how these key stakeholders evaluate a contractor for credit worthiness. The group will also have a discussion surrounding various options for insurance including traditional insurance, high deductible, and captive insurance programs. Lastly the group will be introduced to key economic forecasting resources to help plan for sound financial performance.

Session 7 – Manufacturing (Value Stream Mapping, Issues/Affinity Diagrams, Radar Charts)

This session will be an introduction to some fundamental tools for creating Current and Future State process flows I.e. Value Stream Mapping. The group will also have a discussion regarding other useful tools for assimilating large amounts of data (i.e. Process Issues) into meaningful and actionable categories. Lastly the group will be introduced to the concept of Radar Charts including scaling/ranking/voting approaches and the built in functionality of Radar Charts in Excel.

Session 8 – Manufacturing (Roles and Responsibilities, Inputs/Outputs, Swim Lane process mapping)

This session will build on the introduction to Value Stream Mapping by documenting Roles and Responsibilities. An Macro enabled Excel Template is demonstrated to gather information about the role(s) that Execute, Participate and Accountable for the Activity/Task. Vertical and horizontal analysis will be discussed to gain insights into whether the right mix of roles are involved in the process. The group will also have a discussion about Inputs and Outputs which are key to understanding the workflow and the first step to Standard Work. Lastly the group will be introduced to Swim-Lane process mapping which is the next step to create a Future State process map.

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Session 9 – Manufacturing (Workplace Organization, Material Requirements Planning, Demand Planning)

This session will focus on the re-organization and visual management of the equipment, materials, parts, information and people to allow anyone entering the work area to determine its status at a glance. Workplace organization is not limited to manufacturing. Transactional processes such as Engineering and Estimating can benefit from Workplace Organization. Information learned from the Future State Process Map provides insight on what Roles should be co-located to improve workflow. Material Requirements Planning and Demand Planning are closely related. Basics such as: Delivery Schedules, Lead Times, Labor Planning, and Bills of Materials will be covered. A demo will be given showing a basic manufacturing operation supporting the field with pre-kitted and offsite manufactured components.

Session 10 – ERP (Technology Strategy, Mobile, Cloud, Integration of Systems)

In this session, the group will discuss the challenges of implementing integrated technology solutions and best practices for utilizing available platforms to gain greater, and faster, communication. Cloud based solutions, mobile applications, and technology integration will also be discussed as it relates to elimination of rework, reduction in entry error risk, and speed of information transfer. Finally, the class will discuss the implementation path for technology solutions to ensure a more comprehensive, standard utilization of the systems.

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