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## ENTRY LEVEL

### Distinguishing Characteristics:

- No residential homebuilding supervision experience
- Will deny problems exist at times

### Personal Training Required:

- Complete company systems and process training (all internal departments, including sales)
- Complete house construction supervision training
- Effective use of time training

### Considerations at entry level

- Training becomes critical to long term success of employment
- Employee becomes overwhelmed
- Opportunity to train the way things should be done rather than how they are done
- Employee becomes disenchanted because we are not doing what we proclaim
- Employee should realize that the knowledge/experience mix is key to their contributions
- Some will leave!!
- Sponge concept

### Satisfiers

- Training
- Support- encouragement, appreciation
- Allowed to make decisions
- Feeling connected to the company
- Meeting the managers, owners, president, etc.
- Recognition
- Sees the path for growth

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## FIRST TIER SUPERINTENDENT

### Distinguishing characteristics:

- Has been through a minimum of five building cycles
- Good knowledge of most systems and processes in the company
- Recognizes problems and looks for direction on solving
- Good job schedule logic understanding
- Uses basic organizational tools
- Has technical understanding of problems but occasionally blames others

### Personal training required:

- Ongoing system and process training
- Scheduled job walk-throughs with specific intent
  - a. Frame walk
  - b. Customer orientation
  - c. Pre-construction
- Random review of proactive planning systems
- Management of multiple priorities
- Contractor/Vendor relations- tendency to go to extremes (too many buddies or destroying relationships)

### Considerations:

- If this person has long term growth potential, be sure to stay close to him/her and take good care
- Developing habits that will stick. Are they the right habits?
- Make sure you have a commitment to continuous improvement working with the systems and processes
- Tough decisions at this stage. They know how to build but you're not certain on true commitment
- Wants new challenges
- Some will leave. They feel they are ready for more responsibility than what you are comfortable delegating

### Satisfiers:

- Objective walk along side suggestions (show respect)
- They get their own (new) community

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- Involvement in problem solving groups
  - Reinforcement they are doing the right things
  - Show sincere appreciation for specific area of improvement
  - Being told they are on the right path for continual growth

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## SECOND TIER SUPERINTENDENT

### Distinguishing characteristics:

- Several years residential homebuilding experience
- Assumes responsibility
- Good knowledge of all systems and processes (company specific)
- Thorough scheduling knowledge with ability to streamline schedule issues
- Effective use of organizational tool
- Front line manager that understands the importance of the five fundamentals
- Focused

### Personal training required:

- Third person training (new people, systems, procedures, meeting assignments)
- Interpersonal relation skills (human relations)
- Random - Unscheduled meeting, job walks, orientations
- Train and involve in areas outside standard scopes

### Considerations

- They are good so we give them more. Be careful on the volume you give them.
- High energy people who will sometimes “pop” when we least expect and can ill expect to loose
- Is this the guy that could do your job?
- They are constantly being recruited by others!
- Some will leave and those really hurt.
- Stay close to this level- they are the heart of your operation
- These people can sometimes become arrogant and disruptive. They will challenge your authority and undermine your decision making.

**Satisfiers**

- Repeat recognition of their accomplishments in front of their peers
- Appreciation for a “job well done”.
- Asked to participate in production meetings or other training
- Experience the growth/promotion within company. Being told they have moved up a notch and receive merit increase
- Bonus program
- Being entrusted with different level of decision making

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## SENIOR LEVEL SUPERINTENDENT

### Distinguishing characteristics:

- Demonstrates ability to remain intensely focused in management fundamentals and applies regularly
- Respected by all peers
- Contractors say they're tough but fair
- Regularly inspects production
- Assumes responsibility and takes corrective action

### Personal training needs:

- Verbal communication skills (Good with people but now a new level)
- Effective use of time. Because of the respect that this person commands things got easier over time. During that time the individual got lazy on organizational habits.
- First tier superintendent is given scheduled training sessions on his job. Personal pride factor . He does not want to look bad
- Interdependence between purchasing, estimating, production
- Customer service
- Variance analysis and correction
- Cost controls/awareness/ownership

### Considerations:

- They see the end of their growth potential. Some will "settle in" and be satisfied, others will seek another opportunity.
- expect to be included in long range planning sessions
- Someone else is offering them more opportunity
- They are well rounded and don't need critical management- Be supportive and let them solve their problems
- If problems come up in their community, ask them to solve. Help only if they ask.

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**Satisfiers:**

- Being included in long range planning sessions
- Let them manage
- Given opportunity to take lead on specific tasks which are on going. (Customer service focus group, specific ongoing production training, reports to sales group, estimating link, contractor training session)
- Special notes from owner, president, manager
- Appreciation for making everyone else's job easier
- Special treatment (certificate for overnight stay, golf outing, gift certificates, etc.)

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## MENTOR LEVEL SUPERINTENDENT

### Distinguishing characteristics:

- A special aura of self-confidence separates the mentor from the senior
- Respected from all levels of the organization
- Broad network of contractors/vendors (developed special contacts with management)
- Polished
- Contractors know expectations and perform regularly
- Better grasp of day to day realities than manager and key resource for manager
- Some mentors are happy being mentors forever

### Personal training needed:

- Expand training/exposure to cost centers
- Establishment of indirect budgets
- Significance of financial statement
- Effective use of time
- Human behavior differences with different personality profiles
- Ask them what they want?

### Considerations:

- Will resist change at times (especially if not communicated about the change, individually, beforehand)
- Have a tendency to let things build and expects management to understand feelings, frustrations and concerns
- In order for you to grow, you want someone who wants your job!
- Developed some very close contractor relationships. Are they so close that if the contractor gets frustrated it will cloud judgement?



**Satisfiers:**

- Sense of accomplishment on bigger implementation projects
- Provide training they ask for!
- Thank you letters
- Appreciate no purpose casual visits (makes them feel you have complete confidence without telling them)
- Group, company trips, they enjoy camaraderie
- Need someone to vent to. This gives them the chance to get it off their chest and then think clearly on the future. They feel you sincerely care since you took the time out of your busy day
- Leave them alone