

# Essential Skills for Crew Leaders

*Let NUCA Bring the Training to You*



NUCA's Institute for Leadership Development offers up-to-date crew leader training tailored to utility construction and excavation contractors.

*"A fantastic program that reinforces the basics of crew leadership. We send our crew leaders at every opportunity and have even brought the program out to our headquarters."*

—Dan Buckley, Senior Vice President  
Anchor Construction Corp.  
Washington, DC

**NUCA**  
*We Dig America*



## Brought to you by NUCA University and the NUCA Institute for Leadership Development



Utility and excavation projects get done most efficiently if workers are divided into crews with a common purpose.

When a crew is formed to tackle a particular job, one person is appointed as the leader. This person is usually an experienced professional with demonstrated and exceptional leadership qualities. But an effective crew leader must have specific job skills to run a crew.

NUCA's Essential Skills for Crew Leaders Training is a two-day, intensive course that trains workers to be effective leaders and communicators so they can provide clear direction to your crew, and plan and schedule the crew's work to maximize safety, production, and profit.

### Class Size And Cost

#### **Class Size and Cost (Member Rates)**

Minimum class size is 12.

Maximum class size is 25.

#### **Course Fees**

Class Size 12-15: \$750.00/student

Class Size 16-25: \$675.00/student (rebate)

#### **Additional Information**

Class price includes continental breakfast (donuts & coffee), lunch, course materials, NCCER "Fundamentals of Crew Leadership" Manual, supporting course manual, and Certificate of Completion.

Courses can be smaller than 12 students, but minimum charge will be for 12 students.

If you have any questions regarding NUCA's Essential Skills for Crew Leaders Training Program, or if you would like to schedule crew leader training, please contact Jim Stepahin, NUCA Director of Education and Training via email at [jim@nuca.com](mailto:jim@nuca.com) or by phone at **540-842-0032**.

# Course Curriculum

## SECTION ONE: THE BASICS

### Industry Today

The Need for Training  
Motivation  
Understanding Workers  
Craft Training  
Supervisory Training  
Impact of Technology

### Business Organization

Divisions of Responsibility  
Authority, Responsibility, and  
Accountability  
Job Descriptions  
Policy and Procedures

### Gender and Cultural Issues

Communication Styles of Men and  
Women  
Language Barriers  
Cultural Differences  
Sexual Harassment  
Gender/Minority Discrimination

## SECTION TWO: LEADERSHIP SKILLS

### The Shift in Work Activities

### Becoming a Leader

Characteristics of Leaders  
Leadership Traits  
Expected Leadership Behavior  
Functions of a Leader  
Leadership Styles  
Ethics in Leadership

### Communication

Verbal Communication  
The Sender  
The Message  
The Receiver

### Feedback

Nonverbal Communication  
Written or Visual Communication  
Communication Issues

### Motivation

Employee Motivators  
Recognition and Praise  
Accomplishments  
Opportunity for Advancement  
Job Importance  
Change  
Personal Growth  
Rewards  
Motivating Employees

### Team Building

Successful Teams  
Building Successful Teams

### Getting the Job Done

Delegating  
Implementing Policies and  
Procedures

### Problem Solving vs. Decision Making

Types of Decisions  
Problem Solving  
Special Leadership Problems  
Inability to Work with Others  
Absenteeism and Turnover  
Failure to Comply with Company  
Policies & Procedures

## SECTION THREE: SAFETY

### Safety Overview

Accident Statistics

### Costs of Accidents

Insured Costs  
Uninsured Costs

### Safety Regulations

Workplace Inspections  
Penalties for Violators

### Safety Responsibilities

Safety Program  
Safety Policies and Procedures  
Hazard ID and Assessment  
Safety Information and Training  
Safety Record Systems  
Accident Investigation

### Promoting Safety

Safety Training Sessions  
Safety Contests  
Incentives and Awards  
Publicity

### Crew Leader Involvement in Safety

Safety Training Sessions  
Inspections  
First Aid  
Fire Protection and Prevention  
Substance Abuse  
Job-Related Accident Investigations

## SECTION FOUR: PROJECT CONTROL

### Project Control Overview

Development Phase  
Planning Phase  
Construction Phase  
As-Built Drawings

### Project Delivery Systems

General Contracting  
Design-Build  
Construction Management

### Cost Estimating and Budgeting

The Estimating Process  
Estimating Material Quantities

### Planning

Why Plan?  
Stages of Planning  
Pre-Construction Planning  
Construction Planning

### The Planning Process

Establishing a Goal  
Identifying Tasks to be Performed  
Communicating Responsibilities  
Follow-Up Activities

### Planning Resources

Safety Planning  
Materials Planning  
Site Planning  
Equipment Planning  
Tool Planning  
Labor Planning

### Scheduling

The Scheduling Process  
Bar Chart Schedule  
Network Schedule  
Short Term Scheduling  
Updating a Schedule

### Cost Controls

Assessing Cost Performance  
Field Reporting System  
Crew Leader's Role in  
Cost Control

### Resource Control

Materials Control  
Ensuring On-Time Delivery  
Preventing Waste  
Verifying Material Delivery  
Controlling Delivery and Storage  
Preventing Theft and Vandalism  
Equipment Control  
Tool Control  
Labor Control

### Production and Productivity

## About Our Instructors



### **Gregory T. Strudwick**

*Greg Strudwick & Associates, Dallas, Texas*


Greg Strudwick is an OSHA Compliance Specialist and a certified NUCA Master Instructor with 48 years of field experience. Greg started his construction career as a laborer and moved up the ranks to a pipe layer, to estimator, to heavy-equipment operator, and ultimately owner. Greg has a clear understanding of the skills, knowledge, and responsibilities required to lead a construction crew. He currently owns and operates his own consulting business, Greg Strudwick & Associates in Dallas, Texas.





### **Jacob Ponce**

*Jacob Ponce & Associates, Dallas, Texas*

Jacob Ponce has 10 years of field experience and has been certified as a NUCA Master Instructor. Jacob teaches many bilingual classes to help non-English-speaking workers better understand their job responsibilities. He currently owns and operates his own safety consulting business, Jacob Ponce & Associates in Dallas, Texas.

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