



Foremen Policies

ALL DIVISIONS

2022 Season
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Section 1: Job Procedures

FOREMEN AND SUPERINTENDENT RESPONSIBILITIES

PK Contracting has achieved the status of being the leading pavement marking contractor in Michigan in a large part because of the experience, knowledge and thoroughness of our supervisory personnel. However, all foremen and superintendents must realize that we work for the prime contractor and under the direction of the project engineer and his/her inspectors. When dealing with primes and engineering agency representatives, foremen and superintendents must always respect that relationship. It is imperative that we not act as if we are the people in charge and go about our work without consulting with, and receiving the permission to do our work as we think we should without receiving the OK from both the prime and engineering staff.

The expectations and responsibilities of foreman are considerable and extend beyond just submitting the foreman's report at the end of the day. Additional compensation and perks are provided to foremen to compensate for their position of responsibility. Failure to meet the expectations and responsibilities of being a foreman, including the monitoring of people under your direction, will result in a reduction of additional compensation, including year-end bonus and possible loss of foreman status.

Throughout the season and particularly as it relates to the amount of any year-end bonus, foreman will be evaluated on a number of criteria. The criteria include, but are not limited to: productivity, safety, thoroughness and timely turning in of reports, punctuality, care for equipment, training of personnel, group harmony, cooperation with primes, cooperation with engineers / inspectors, other employees and PK management.

The foreman is responsible for the actions and output of **ALL** members of his / her crew and the strict adherence to **ALL** company policies of every member of that crew from the time each crew member punches in until the time that they punch out. In addition, it is incumbent upon the foreman to ensure that all equipment is used and maintained as required including the end of shift procedures that must be followed for all trucks and equipment. It is expected that all crew members will follow the directives of the foreman and that the foreman will report any personnel issues or problems immediately to the division manager.

In most cases, the foreman will be scheduled at least a half hour before the other members of his or her crew and will be expected to show up as scheduled and to use that time to familiarize themselves with the plan for the day and to make all necessary contacts with PK's scheduling department and the contractors and / or engineers that his / her crew will be working with that day. In doing so, the foreman can then be prepared to start directing his / her crew members as they arrive and to make sure that the crew leaves the yard in an efficient and prepared fashion. If additional time is needed to prepare for the day, foremen need to come in earlier if they know it is necessary. It is a must that crews pull out fully prepared and **ON TIME**.

In other cases, the foreman may leave for the job in advance of his/her crew showing up at the shop to meet with the prime contractor's superintendent or a representative of the inspecting agency. In these cases the foreman must be in contact via truck radios or cell phones with his/her crew to verify that the crew is set and heading to the job in a timely manner. It is expected that the foreman would have a "right hand person" who would help coordinate the crew at the shop and en-route to the job.

At the end of the shift it is imperative that the foreman fill out all paper work and submit the foreman's report and any supporting documentation immediately and thoroughly and turn it in promptly. The report is to be neatly filled out and not to be wrinkled or otherwise damaged. If the foreman is out of town or not returning to the shop, the paper work must be either faxed or e-mailed right away, not the next day. **UNDER NO CIRCUMSTANCE IS TURNING A REPORT THE FOLLOWING MORNING ACCEPTABLE.** There is considerable amount of detail expected in the reports, not just measurements and time and it is a must that all information is included as expected.

IMPORTANCE OF FOREMEN ENFORCING COMPANY POLICY

Foremen are expected to take the lead in implementing Company policy with respect to the members of their crew. Crew members are to respect foremen's authority as if directives are coming from Chris, Jim, or Aden.

JOB ASSIGNMENTS

Be specific about job assignments with your crew. Give crew members an assignment rather than let them stand around wondering what to do. Before starting work on a given job, give your crew a short description as to what that job entails. As a general rule, upon arriving at a job, give crew members assignments and then meet with the inspector or engineer.

FOREMAN CONTACT PROCEDURES FOR THE DAY

1. First thing in the morning, each foreman is to check with the division manager, assistant division manager or scheduler to see if any changes have occurred.
2. Then check the schedule at the sign in area to note any truck or crew changes.
 - **7:00am or later:** The foreman is to contact **ALL** jobs (both prime contractor and inspection agency) scheduled for that day and confirm that the schedule is still intact.
 - **Prior to 7:00am:** The foreman is to contact the first job but still contact all remaining jobs after 7:00am.
3. Upon arrival on a job, the foreman needs to meet with the prime contractor's superintendent and/or project engineer's representative, size up the job, and report to the office regarding expected completion time.
4. **When the job is complete, the foreman is to call the office.** If there are no changes in plans, the foreman will then call the next contact and proceed to the next job.
5. This process will be repeated throughout the day as each job is completed.

If, during a job, it is determined that the completion time will vary from what was reported to the office, contact division manager, assistant division manager or scheduler with the revised information.

CREW ADJUSTMENTS DURING THE WORKDAY

If an employee is sent in from the job early, the foreman is to contact the division manager, assistant division manager or scheduler with this information. There may be another job to send that person to.

ADDITIONAL MATERIAL & MATERIAL TRANSFERS

If additional materials are needed in the morning, the foreman is to get the materials from the yard person on duty. The foreman or yard superintendent must initial the change on the Truck Inventory and Supply List. Yard personnel will use this list to report to the person in charge of keeping track of materials the amount and type of additional material given out, whether in the AM or during the day. Material transferred from any truck to go to a PK location different than where it was loaded must be noted on the Work Report.

TRUCK CARE

Be sure that all drivers and passengers follow through with truck cleanup at the end of their shifts. When possible, have the same people responsible for the same truck throughout the entire day.

DEPARTING YARD

When departing the yard, let the division manager, assistant division manager or scheduler know your crew is pulling out and require your crew to do a proper radio check.

Section 2: Foremen Meetings

Foremen meetings will be conducted periodically throughout the season. Since schedules make group meetings difficult to arrange, some foremen meetings will be held individually to discuss current supervisory issues. At any time foremen are encouraged to bring problems or suggestions to the division manager, assistant division manager Aden, Chris or Jim.

Daily Safety Minute-Foreman meets with their crew to make sure that they have all PPE, discuss daily tasks and identify potential safety hazards.

Periodically foremen are to take the first ten minutes and hold a safety discussion with their crews using Safety Tool Talks prepared by the Safety Officer. The safety tool talk report is to be submitted in the morning before the crew pulls out. Don't wait until the end of the day. Any concerns which arise from these tool talks will be brought to the attention of the Company Safety Officer and President. Additionally, safety issues will be discussed at periodic Foreman Tool Talk Safety Meetings.

REMOVING TEMPORARY TAPE

Before leaving a job, be sure all temporary tape from the prior stage is peeled up, not just the tape that was in conflict with the new stage that was being worked on that day.

REMOVAL

Do removal for the following stage wherever possible, and remove temporary tape as soon as possible.

QUESTIONS THAT MAY ARISE ON JOBS

1. For any questions that arise during the day, and always at the end of the day, first contact scheduling.
2. Never make any negotiations or cut any deals on jobs without consulting the division manager.
3. For Troy/Oxford based jobs, Contact Mike Cagle or Matt Shea. If either of them are unavailable, contact Doug Myer.
4. For Kalamazoo based jobs, contact Kyle Van Dusen or Paul Keene.
5. For St. John's, contact Dave Lehner or Kyle Wilhelm.
6. For Lake City or Marquette, contact Jason Wilde or Todd Baker.

CHANGE OF FOREMEN FROM ONE DAY TO THE NEXT

Sometimes we have to change the foreman on a job we are going to on consecutive days. If this happens, the foreman from the previous day will be responsible to make sure that a new foreman for the next day receives all pertinent information pertaining to a given job. This is done by the checking the new day's schedule and noting a foreman change and THEN CONVEYING THAT INFORMATION TO THE CURRENT FOREMAN. THIS PROCEDURE WILL PREVENT MORE THAN ONE CONTACT PERSON FOR A GIVEN DAY.

Record specific notes and needs for the next trip out to a job in the "Notes/Needs" section of the work report.

JOB QUALITY

As job foremen, quality is your responsibility. In addition, since most jobs are pay item jobs, WE MUST MAXIMIZE THE QUANTITY OF WORK PERFORMED WHILE MAINTAINING THE HIGHEST QUALITY POSSIBLE.

Section 3: Foremen Reports

Foreman's reports generate the information with which PK is paid. The net effect of inaccurate reports is that we will not get paid for the work we do. Accurate and timely reports are a must. All required information is to be included not just quantities and hours. Any person unable or unwilling to fill out accurate and timely foreman reports will not be able to continue in a foreman capacity.

Forman's reports and Plans will be in the foreman's office before the start of the shift unless weather or nighttime activities drastically affect the schedule. Foreman's report forms for jobs added on during the day will be in the foreman's office upon return to the yard. At the end of the **SAME** day, foreman's reports are to be **COMPLETED IMMEDIATELY** upon returning to the shop and put in the foreman's report bin next to the time clock. If the crew is out of town or the foreman does not return to Troy, the foreman's report is to be faxed to Troy immediately at the end of the shift. **SUBMITTING FORMAN'S REPORTS THE FOLLOWING MORNING IS NOT ADEQUATE.**

Reports are used by several departments within the office and one missing report delays the processing of an entire days' worth of work, thus setting the office operation back a day which is unacceptable. **HAVING DAILY MEASUREMENTS AND UP TO DATE PAYROLL IS AN ABSOLUTE MUST.**

Foremen are expected to fill out all aspects of their reports. The reports generate information for bidding, employee records, payroll, material costing, equipment costing, and multiple other areas that provide us data that is important. On jobs with multiple phases, foremen must take the time to fill out multiple reports and not lump all of the work performed onto one single report. However, you do not have to split up employees and put them onto multiple reports, place a single employee on the reports on which the bulk of their activity was performed.

WORK SUMMARY REPORT:

1. Report all quantities as actually applied. All conversions / negotiations will be done through the office.
2. Any paint must be noted as follows, even if it is being paid as the same pay item.
 - Final
 - Type NR
 - Type R
3. When doing final paintings on multiple roadways or city / county striping, we need individual road by road quantities, not just final quantities
4. Note any over-painting (extra quantities / non-pay items)
5. Any Lines removed must be indicated as removal of existing markings or removal of temporary markings. Removal of longitudinal markings consists of 4" centerline or edgeline, 6" edgeline, and 8 and 12" gores. All other types of removal (symbols, legends, stop bars, crosswalks, crosshatching, etc.) are to be indicated as removal of special markings. Legends and symbols are to be documented as "each" and all other special markings by "LFT".
6. On large multi-phase durable jobs foreman must turn in a report for the type of work in which they are in charge. For example, it is expected that on a recessed poly and tape job, that a tape, a poly, and a grooving report will be handed in by each foreman with their corresponding numbers.
7. Grooving reports shall include grooving numbers. Adjustments to the final quantities will be calculated by the office, but the numbers from your trucks are used in other calculations that must be done in the morning after your grooving shift.
8. Include quantities of peeled blips on Work Summary Report. The peeling of blips is often charged back to the prime contractor. We cannot bill them if the quantities are not indicated.
9. List the specific location at which work was performed since many projects have multiple roadways or bridges.
10. Indicate which stage and directions are being set up on traffic switches.
11. Indicate beginning and ending points of work performed.

12. Indicate which ramps and / or intersections have been affected – including specific quadrant or leg of ramp or intersection.
13. Draw a rough picture of any work performed where you may disagree with what was required by the engineer or inspector or work you may feel is out of the ordinary. Scale is not important.
14. First and last names and contact information for the contractor's superintendent and the project inspector or engineer are pre-printed on the foreman's reports and the daily schedule. It is necessary to verify the accuracy of names and numbers and note any changes. Also, include the names and numbers of any other prime contractor foreman, or inspectors dealt with on the job.
15. Write in the name of the manufacturer (Paint Supplier, Tape Supplier, Spray Thermo Supplier, Thermo Supplier, Polyurea Supplier, Temporary Tape Supplier, etc.) of any tape, paint, thermoplastic, etc. and the type of material that was used.
16. List any and all notes and needs for the next trip. **(It is extremely important to note whether a SCB or water blaster are needed for the next trip.)**
17. Write in whether or not inspector has numbers. (Inspectors are to be contacted upon completion of every job and given numbers) along with the inspector's name, agency, and phone number. If the inspector leaves before the work is completed, call him or her with your final numbers. If there is no answer, leave a phone message or send a text.

EMPLOYEE SUMMARY REPORT:

1. When filling in employees time, list the employee # and the vehicle number used on the job.
2. Travel time to the job is to be recorded separately from time spent on the job.
3. Indicate by circling all tasks performed on the job by each employee.
 - **Pavement Marker – Group 1 (Driver / Operator): (DR/OP)**
Drives or operates a truck mounted striper, grinder, water blaster, groover, or thermoplastic melter semi-truck for the placement or removal of temporary or permanent pavement markings or markers.
 - **Pavement Marker – Group 2: (Laborer) (LB)**
Performs all functions involved with the placement or removal of temporary or permanent pavement markings or markers not covered by the classification of Pavement Marker – Group 1 or Pavement Marker – Group 3 (Line Protector).
 - **Pavement Marker – Group 3 (Line Protector): (LP)**
Performs all operations for the protection of the placement or removal of temporary or permanent pavement markings or markers in a moving convoy operation not performed by the classification of Pavement Marker – Group 1. A moving convoy operation is comprised of only Pavement Markers Group 1 and Pavement Markers Group 3.
4. If a member of your crew is sent to a different foreman or job, note where or to whom they went. Also if a member of your crew does not return to the shop, note where they went (example: home or hotel).
5. List any crew member notes good or bad. (late, sick, argumentative, exceeded expectations, worked hard, etc.) Ask each employee if he or she has sustained any injuries on your shift and note the employee name and description of the injury.
6. Note any specific equipment issues.

Section 4: Day's Off Request Policy

P.K. believes that it is important for all employees to have a minimum of one day off per week to relax, decompress, or just have personal or family time. In order to make sure we can maintain the same level of customer satisfaction that we are known for, all four day off requests are to be submitted by the 15th of the prior month.

Tier 1 field employees with 10 years of service or more at P.K. Contracting may choose one day per week (maximum 4 days per month) to be left off the schedule during the construction season. Days off may be requested as follows:

1. One day over two weekends (Friday-Sunday) and two weekdays (Monday-Thursday) –or-
2. Two days over one weekend (Friday-Sunday) and two weekdays (Monday-Thursday) –or-
3. Four weekdays (Monday-Thursday)

For the foreman eligible for 1 week off during the construction season, the time-off slip MUST be turned into the division manager by May 15th.

No two foreman can be off the same week. Time off will be approved on a first-come, first-serve basis and is not based on seniority.

All unused days off are lost and may not be banked or applied forward.

Section 5: Foremen Bonus Policy

YEAR END BONUS

Expectations of PK foreman are clearly defined in this handbook. Year-end bonuses are determined upon the overall performance of the company, the role and position held by a foreman and other factors. Going forward bonuses for foreman will directly reflect an individuals' successes during the season with an emphasis on the areas listed below:

- Be a foreman 75% of the time
- Promote company policy and image
- Have zero confrontations with other contractors, inspectors or other PK employees
- Train and develop new personnel
- Turn in no more than 5 incomplete inaccurate reports in a season (all fields to be filled out and detailed information to be provided)
- Be accountable for the equipment care and maintenance of each member of your crew on a daily basis (including beginning and ending protocols and procedures)
- Maximize quantities and efficiencies while minimizing costs
- Keep the safety of your crew as your main priority (including doing a daily safety minute)

Failure in any of the above areas will result in negative deducts to an individuals' year-end bonus

NO LOST TIME INJURIES

Our primary focus is the safety of our employees. Each employee's primary focus should be the safety of themselves and their fellow workers. With both the company and our employees having one united and clear goal, incentives will be provided for employees who truly make their goal to work in and encourage a safe environment.

Every employee who works at least 120 days without any lost time due to injury will receive a \$500 incentive check. Incentive bonuses will be paid the first pay week of June the following year after being called back to work. Foreman who run their crews in a safety based manner and have zero injuries under their watch will receive an additional \$500 incentive check.

Foreman must act as a crew leader atleast 75% of the time

Foreman incentive bonuses will also be paid in the first pay week of June the following year after being called back to work.

If everyone works together with a focus on safety and the company as a whole experiences zero lost time due to injuries, all incentives will be doubled.

PK Contracting
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Safety Officer: Kurt Shea