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FOR CONSTRUCTION

John Koontz



Mechanical Contractors Association of America, Inc.

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OS 100: 4 hours

Creating Highly Effective Foremen/Project Manager Partnerships

Target Audience: This class is directed to both project managers and foremen/field leaders. Ideally, each class is equally attended by project managers and foremen.

It's never been more difficult to make a profit on construction projects than in today's market. Fewer projects means more bidders and lower profit margins; budgets are much tighter but customer expectations remain just as high. Therefore, project managers and foremen have no margin for error and must be on the same page from project beginning to end, and operate as one. To do this successfully, a highly effective and inseparable partnership must be forged between the project manager and the foreman before the project begins and continue to strengthen as the project progresses.

This seminar will identify and explain the top 10 components that define a great partnership and demonstrate how these components specifically apply to critical project management topics such as planning, scheduling, cost control, productivity, fabrication, contract management, documentation, change order management, customer management, and servant leadership. Students will learn why all wildly successful projects have two highly effective servant leaders, a foreman and a project manager, who understand the importance of working hard to develop a strong project partnership. This seminar will place a special emphasis on why the following critical project activities must be jointly created and developed by the project manager and foreman:

- Mechanical project schedule
- Labor budget/labor cost control system
- Fabrication/coordination/CAD plan
- Safety/risk management/control plan

OS 101: 4 hours in-person

Inside the Great Mechanical Contractors: How do the "Great" Differ from the "Good"?

Target Audience: This class is primarily directed to business owners, principals, upper management, senior leadership, senior personnel, etc. This seminar is not directed to project managers, foremen, or other project personnel.

John Koontz has been providing operational guidance, advice, training, and consulting services to "great" (and "good") mechanical contractors since the mid-1990s. Over the years he has identified numerous operational, organizational, and leadership practices which clearly differentiate great mechanical contractors from other contractors. "Great" mechanical

contractors appear, to outsiders, to be so consistently successful regardless of the economy simply because they are "blessed," "luckier," "better connected," etc. Their long-term success is not so easily explained. The truth is that they are built very differently, led very differently, and have created very different corporate cultures than their "good" counterparts who seem to be less blessed, less lucky, and less connected. This seminar will explain and discuss the primary and critical differences between "great" contractors and "good" contractors. Furthermore, this seminar will convince you that moving your company from "good" to "great" is primarily a matter of changing your company's culture through your commitment to changing its leadership and structure. "Good" is easy, comfortable, and static. "Great" is difficult, exciting, and dynamic. Students will discuss many of the following operational best practices of great mechanical contractors:

- Operational discipline
- Teamwork and cooperation
- Project planning
- Efficiency
- Knowledge and control

OS 102: 8 hours in-person

Change Orders, Productivity, Overtime: Understanding and Using the MCAA Management Methods Committee Developed Manual

Target Audience: This class will focus on the complex and intertwined issues encountered on difficult projects and is directed towards individuals with at least 5-10 years of experience in managing mechanical construction projects. Company leadership and experienced project management personnel will find great value in the class. This seminar is not directed to individuals who are new to the industry and have little or no experience in managing complex mechanical construction projects.

The MCAA Management Methods Committee-created manual was developed to assist construction contractors, their customers, and others involved, in determining the costs associated with unplanned events, circumstances, and factors that may impact the outcome, productivity, and schedule of those projects. This primer is intended to be a planning tool and not a source for absolute percentages or costs. The manual is a thorough primer that provides invaluable information of the intertwined and incredibly complex issues related to change orders, claims, scheduling, labor productivity, overtime, shift work, and impact analysis.

The primary purpose of this seminar is to provide the attendee with a rudimentary understanding, awareness, and appreciation

of the complex contents and usage of this invaluable manual.

The class will walk you through, explain, simplify, and discuss the following sections of the manual: Mechanical project schedule:

- How to Identify and Manage Change Orders
- How to Organize and Submit a Claim
- Integrated, Cooperative, and Collaborative CPM
- Scheduling...A Roadmap to Success
- Time Impact Analysis—Measuring Project Delay
- Maintaining Control of Labor Productivity
- Factors Affecting Labor Productivity
- Connecting the “Cause” and “Effect” in Loss of Productivity
- Claims
- How to Use the MCAA Labor Factors
- How to Apply the Measured Mile Method of Productivity
- Analysis
- How to Estimate the Impacts of Overtime on Labor
- Productivity
- Shiftwork and its Effects on Productivity
- Concurrent Delay
- How to Estimate the Effects of Cumulative Impacts

**About the Instructor:**

John R. Koontz, MCAA's Director for Project Management Education, brings a balance of academic and practical experience to his courses. A former tenured associate professor in Purdue University's Department of Building Construction Management, he served as Purdue's mechanical construction management coordinator. He has been teaching since 1992.

Prior to this, he spent 15 years in the employment of MCAA contractors in a variety of positions including senior project manager, project manager, project engineer, and estimator. Professor Koontz is the director of the MCAA Institute for Project Management and Advanced Institute for Project Management at the University of Texas in Austin. He also served as Academic Representative on the Board of Trustees of the Mechanical Contracting Education & Research Foundation. In addition to traveling the country to support MCAA's National Education Initiative, Koontz remains active in continuing education, research, and writing in the area of mechanical contracting and MCAA Student Chapter development.

Contact Information:

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MCAA will bring lifelong learning directly to you! The National Education Initiative Seminars are our best MCAA/MSCA programs—brought to your local association or even your company. Our goal is to provide ongoing and advanced education and training in support of individual and association growth across the mechanical contracting industry. We offer standard and custom-designed classes exclusively for your association or company's unique needs and challenges. If you need training quickly or have a large group, we are here to help!