



## **Staffing Plan**

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- The staffing plan for Hensel Phelps is fairly standard following the set up they typically use on a project
- The main division is between the field staff and the office staff
- The Project Manager heads the office team
  - The Project Manager is in charge of all of the project documentation and overseeing of the contractual relationships on the job
- The Project Engineer is directly under the project manager
  - The Project Engineer performs the accounting and key documentation for the project
  - The Project Engineer also serves as the main conduit of information flow between the owner, architect, Construction Manager, and the Office Engineers
- The Office Engineers function under the Project Engineer and are divided up among specification sections and their respective subcontractors
  - The Office Engineers are responsible for the submittals, RFI's and necessary procedures related to their spec sections and the respective documentation
  - There is also an Office Engineer assigned to tracking the change orders and potential change orders due to the vast number of changes on a project of this size
- The Project Superintendent is the respective head of the team that runs and performs the actual construction of the building
  - The Project Super focuses on getting the project built and maintaining the quality, schedule, and safety aspects of the job
  - The Project Super also runs the construction of the mock-up to work with subcontractors performing their work for the first time and to ensure the result meets the expectations of the designers and the owner
- Directly under the Project Superintendent are several Area Superintendents and General Foreman who are responsible for specific sections or aspects of the building
  - The Area Supers are divided up with one taking the sitework and courtyard construction, one taking the lower half of the existing building, and one taking the upper half of the building
  - The General Foreman are split into the Masonry Foreman due to the extensive masonry work throughout the building, and a Foreman in charge of the chases/vertical risers for the mechanical work
  - The Area Supers and the General Foremen are all designated certain managerial aspects for the project, such as equipment management, material storage, etc.

### **Staffing Plan continued**

- Under the Area superintendents are the Field Engineers
  - o The Field Engineers are responsible for the layout of work for the respective areas of the Supers
- The connection between the field and the office teams lies in the Quality Control department with a manager in the office to focus on documentation and a field inspector to review work and ensure proper installation

### *Overall*

The staffing set up for the project works well. Hensel Phelps is a large firm and has been using the same general staffing plan for a number of projects over many years. The main complication for this project lies in the size of the project and the coordination of the large staff it requires. There are communication problems, though daily meetings between the field staff and the office staff clear up most difficulties and help focus the work for that day.

The project is manned at approximately the right number of personnel. Most staff members work approximately a 50 hour week. Adding one or two people to the project would lighten the individual load of a few people, but would add to the coordination needed for the whole project and in the end most of the staff's load would not change significantly.

The integration between the field and the office is fairly strong. Hensel Phelps has a fairly regimented program for personnel coming up through the ranks and upper level personnel are familiar with the duties of the other staff and know who's responsible for which tasks. They are also there to assist in making sure the newer staff can do the work expected of them. There is a strong atmosphere of guidance without overbearing control.

The staffing plan is also distributed to the subcontractors, Construction Manager, the Design team, and the owner. Sharing the staffing plan with the project team allows for the communication to go more smoothly between the different entities on site. The owner and all of the subcontractors still have a main point of contact, but they are also aware of the duties of the entire team and it is easier for them to know whom to consult in various situations and conflicts.