**GRID 1 - OBSERVATION OF ACTIVITIES OF WORKSITE MANAGERS**

**AND TEAM LEADERS IN A RENOVATION COMPANY**

Company: …………………………………….…………………………………………………

Activity: …………………………………….………………………………………………..….

Contact person: …………………………………….……………………………………….. Function: …………………………………………………………………………..

Tel.: …………………………………….…………… Email: …………………………………………………………..

Construction site located at …………………………………….………………………………………………

Description of the works carried out: …………………………………….………………………………………………………………………………………………………………………

Total number of workers at the construction worksite: ……………, incl. in-house workers ……….., sub-contracting labour forcce: ………………...

STATE OF THE ART

Renovation work achieved: ……………………………………………………………………………………………………………………………………………………………………………………….

Renovation work to be achieved in the forthcoming weeks: ……………………………………………………………………………………………………………………………………..

Other information: ………………………………………………………………………………………………………………………………………………………………………………….

**Guidelines for the observation of work situations in renovation companies**

**(To be done by teachers or trainers)**

Observation of work situations in companies should enable the educational designer to collect realistic and concrete elements to conceive attractive and meaningful educational components (or learning sequences) for the learners. The idea is to be as close as possible to the reality of the renovation site. The general idea is to collect, with the help of the grid below, a maximum of real information by following the 5 main observation axes (Inspired from the “5M” Method, implemented in France): **Environment, Methods, Equipment, Workforce and Documents** related to the professional situations identified.

Recommended methodology

* After having chosen the appropriate company or companies, the observer (**teacher or trainer**) visits real sites of interest to observe and collect precise information.
* On site, the observer records in the grid with boxes provided for this purpose (see below) everything that he can observe, including non-conforming elements (minor defects, failure to comply with the rules of the trade or safety regulations). No judgement should be made, the aim is to transcribe reality.
* Following this collection, the instructional designer will then be able to construct and illustrate his sequences with a view to "on-the-job training". It is often necessary to observe the same activity several times on different sites or in different contexts to have all the elements needed to develop a teaching sequence.

*It is strongly recommended to take photos (with the agreement of the company) so as not to forget anything or if there is not enough time to record everything on site. It is very useful to have a photo of the worksite before the intervention to be observed and one at the end of the intervention. The gap between the two states allows the future learners to reflect on everything that may have happened between the two moments.*

Guidelines for each axis of observation

**Environment:** Describe the type of building (or of a piece of building) to be renovated: private house, apartment building, commercial premises, offices, monument, etc.; its condition and its immediate environment (located in a small street, isolated on a plot of land, near a high-voltage line, etc.). All these elements have an influence on the life of the future renovation site (supply of materials and equipment, precautions to be taken, waste evacuation methods, etc.). They will allow to feed the teaching sequences with relevant elements of reflection for the learners.

**Methods:** Identify and describe the techniques, processes or operating modes used on the renovation site. Note any elements that seem useful or relevant.

**Equipment:** Identify and describe the tools, measuring instruments, machines or equipment etc. used during the intervention. If necessary, note the materials used.

**Workforce (Human Resources)** : Indicate the number and profile of the people involved in the production process observed, and their qualifications and specialisation.

**Documents:** Identify the different documents (technical instructions, plans, BIM, sketches) used by the teams. If possible, collect these documents to be able to work from them during future learning sequences.

*Please note that it is not compulsory to systematically fill in all the 5 axes. For example, some interventions do not necessarily require specific documents.*

***A last column*** *(“Others”) allows to add comments or more general details.*

*Take all the* ***necessary photos*** *with the agreement of the company and the participants.*

**Depending on the WORKSITE OBSERVED, it is possible to group several components together (Column 2)**

**OR DETAIL THEM ITEM BY ITEM (Column 3)**

**Grid proposed for the observation of work situations in renovation companies experienced by worksite managers**

**BLOCK 1: PREPARING A RENOVATION SITE**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| THE TEACHER OR TRAINER OBSERVES AND NOTES: | | | Environment  Type of building, geographical location, condition, access, etc. | Documents  Identify and collect the different documents used. | Methods  Techniques, processes, and operating modes used. | Equipment  Tools, instruments, machines, equipment, and materials used. | Workforce (Human Resources)  Number of people, qualification and role in the process observed | Others |
| BLOCK 1 | Component 1.1: Literature review of the renovation project components | * Identify and collect documents specifically related to renovation projects |  |  |  |  |  |  |
| * Analyse data and identify critical points |
| * Report back and propose improvements, changes or solutions if necessary |
| Component 1.2. Diagnostic methods for existing buildings and premises prior to intervention | * Identify the different diagnostic procedures/methods/techniques possible in renovation projects |  |  |  |  |  |  |
| * Determine / select appropriate diagnostic method(s) |
| Component 1.3. Visit to the site of the future renovation: Preparation, observation methods and analysis of the observed elements | * Identify, list and locate particular elements to be observed during the visit |  |  |  |  |  |  |
| * Determine the diagnostic methods to be used and the possible contributors or materials required |
| * Carry out the visit, identify and notify critical points |
| * Analyse the critical points and propose the necessary solutions or adjustments |
| Component 1.4. Preparation of the renovation site plan and its layout (marking out, fencing and preparation of the site area) | * Identify/characterise specific elements of renovation sites |  |  |  |  |  |  |
| * Integrate the specific elements of renovation into the design and layout of intervention sites. |
| Component 1.5. Planning and phasing of the team's work on renovation sites | * Identify/characterise specific elements of renovation sites |  |  |  |  |  |  |
| * Integrate the specific elements of renovation into the planning, procedures and phasing of interventions |

**BLOCK 2: Managing communication and relations on a renovation site**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| THE TEACHER OR TRAINER OBSERVES AND NOTES: | | | Environment  Type of building, geographical location, condition, access, etc. | Documents  Identify and collect the different documents used. | Methods  Techniques, processes, and operating modes used. | Equipment  Tools, instruments, machines, equipment, and materials used. | Workforce (Human Resources)  Number of people, qualification and role in the process observed | Others |
| BLOCK 2 | Component 2.1. Management of teams on renovation sites: Monitoring of assignments and tasks and anticipation of complex and potentially conflictual situations with internal staff and subcontractors. | * Identify and characterise critical situations or problems specific to renovation sites |  |  |  |  |  |  |
| * Anticipate, develop and propose solutions |
| * Informing team leaders |
| Component 2.2. Development and implementation of procedures for the proper execution of operations (e.g. adaptation to site constraints, verification and monitoring of material supplies, verification of delivery times, consideration of energy efficiency, final efficiency, etc.). | * Identify and characterise the different types of constraints or problems specific to renovation projects |  |  |  |  |  |  |
| * Anticipate, develop and propose solutions and inform team leaders |
| Component 2.3. Follow-up of relations with the client, the company manager, the architect, the design office & the CSS (health and safety coordinator). | * Characterise the specificities of the different protagonists of a renovation project |  |  |  |  |  |  |
| * Integrate these specificities in the exchanges/procedures between stakeholders |
| Component 2.4. Mental management of workload, including management of stress and tension at work. | * Identify the particularities and specificities of the tensions linked to renovation projects |  |  |  |  |  |  |
| * Develop facilitative or anticipatory strategies |

**BLOCK 3: Management of technical and organisational aspects of the renovation site**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| THE TEACHER OR TRAINER OBSERVES AND NOTES: | | | Environment  Type of building, geographical location, condition, access, etc. | Documents  Identify and collect the different documents used. | Methods  Techniques, processes, and operating modes used. | Equipment  Tools, instruments, machines, equipment, and materials used. | Workforce (Human Resources)  Number of people, qualification and role in the process observed | Others |
| BLOCK 3 | Component 3.1. Administrative, financial, and legal management of a renovation project. | * Identify and collect administrative, financial, and legal documents specifically related to renovation projects |  |  |  |  |  |  |
| * Integrate these specificities in the management of the site |
| Component 3.2. Management and control of on-site protection of workers and buildings, including erection/dismantling of scaffolding, work at height, difficult access and use of hazardous materials on renovation sites. | * Identify specific and critical situations |  |  |  |  |  |  |
| * Identify the current standards or regulations |
| * Develop and propose resolution strategies |
| * Informing team leaders |
| Component 3.3. Waste management on renovation sites: planning and management of waste bins, sorting and recycling.  operations (circular economy), and the use of appropriate monitoring tools. | * Identify specific situations |  |  |  |  |  |  |
| * Identify the current standards or regulations |
| * Develop and propose resolution strategies |
| * Informing team leaders |
| Component 3.4: Integration of energy saving standards in renovation projects and use of appropriate monitoring tools. | * Identify specific situations |  |  |  |  |  |  |
| * Identify the current standards or regulations |
| * Develop and propose resolution strategies |
| * Informing team leaders |
| Component 3.5. Continuous quality control of renovation sites: quality of intermediate phases and quality of finished works. | * Identify the critical points to be taken into account |  |  |  |  |  |  |
| * Identify quality criteria and develop specific control procedures |

**BLOCK 4: Acceptance of renovation work and quality control**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| THE TEACHER OR TRAINER OBSERVES AND NOTES: | | | Environment  Type of building, geographical location, condition, access, etc. | Documents  Identify and collect the different documents used. | Methods  Techniques, processes, and operating modes used. | Equipment  Tools, instruments, machines, equipment, and materials used. | Workforce (Human Resources)  Number of people, qualification and role in the process observed | Others |
| BLOCK 4 | Component 4.1 Quality control of renovation results and client approval | * Identify and characterise the points of attention to be taken into account |  |  |  |  |  |  |
| * Develop the necessary control procedures |
| Component 4.2. Evaluation of the working process and results, including evaluation, valorisation, and improvement of the team. | * Evaluate the final deliverables and processes implemented |  |  |  |  |  |  |
| * Valuing work with team leaders and teams |

**Grid proposed for the observation of work situations in renovation companies experienced by team leaders**

**BLOCK 1: PREPARING A RENOVATION SITE**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| THE TEACHER OR TRAINER OBSERVES AND NOTES: | | | Environment  Type of building, geographical location, condition, access, etc. | Documents  Identify and collect the different documents used. | Methods  Techniques, processes, and operating modes used. | Equipment  Tools, instruments, machines, equipment, and materials used. | Workforce (Human Resources)  Number of people, qualification and role in the process observed | Others |
| BLOCK 1 | Component 1.1. Preparation of a renovation site and diagnostic methods of existing buildings and places before the intervention | * Implement specific technical protocols or diagnostic methods |  |  |  |  |  |  |

**BLOCK 2: MaSTERING communication and relations on a renovation site**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| THE TEACHER OR TRAINER OBSERVES AND NOTES: | | | Environment  Type of building, geographical location, condition, access, etc. | Documents  Identify and collect the different documents used. | Methods  Techniques, processes, and operating modes used. | Equipment  Tools, instruments, machines, equipment, and materials used. | Workforce (Human Resources)  Number of people, qualification and role in the process observed | Others |
| BLOCK 2 | Component 2.1. Monitoring teams on renovation sites: Anticipation of potentially conflictual situations with the team and subcontractors. | * Identify and characterise critical situations or problems specific to renovation sites |  |  |  |  |  |  |
| * Anticipate, develop, and propose solutions to your team |
| Component 2.2. Development and implementation of procedures for the proper execution of operations, including co-activity. | * Identify and characterise critical situations or problems specific to renovation sites |  |  |  |  |  |  |
| * Anticipate, develop, and propose adaptation solutions |
| Component 2.3. Follow-up of relations with the client, the hierarchy, and external partners. | * Characterise the specificities of the different protagonists of a renovation project |  |  |  |  |  |  |
| * Integrate these specificities in exchanges with different stakeholders |
| Component 2.4. Evaluation of the working process, including evaluation, valorisation, and improvement of the team. | * Evaluate the final deliverables and processes implemented |  |  |  |  |  |  |
| * Valuing work with team leaders and teams |

**BLOCK 3: Mastering the technical and organisational aspects of teamwork**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| THE TEACHER OR TRAINER OBSERVES AND NOTES: | | | Environment  Type of building, geographical location, condition, access, etc. | Documents  Identify and collect the different documents used. | Methods  Techniques, processes, and operating modes used. | Equipment  Tools, instruments, machines, equipment, and materials used. | Workforce (Human Resources)  Number of people, qualification and role in the process observed | Others |
| BLOCK 3 | Component 3.1. Administrative, financial, and legal aspects of the tasks entrusted to team leaders on renovation sites. | * Identify and collect administrative, financial, and legal documents specifically related to renovation projects |  |  |  |  |  |  |
| * Integrate these specificities in the management of the site |
| Component 3.2. Organisation and control of on-site protection of workers and buildings, including erection/dismantling of scaffolding, work at height, difficult access, and use of hazardous materials on renovation sites. | * Identify specific and critical situations |  |  |  |  |  |  |
| * Identify the current standards or regulations |
| * Develop and/or implement resolution strategies |
| Component 3.3. Organisation of waste treatment on renovation sites: planning and management of waste bins, sorting and recycling operations (circular economy), and the use of appropriate monitoring tools. | * Identify specific situations |  |  |  |  |  |  |
| * Identify the current standards or regulations |
| * Implementing appropriate techniques |
| Component 3.4: Integration of energy saving standards in renovation works and use of appropriate monitoring tools. | * Identify specific situations |  |  |  |  |  |  |
| * Identify the current standards or regulations |
| * Apply resolution strategies |
| Component 3.5. Continuous quality control of the intermediate phases and the quality of the finished work. | * Respecting quality criteria and developing specific control procedures |  |  |  |  |  |  |

**BLOCK 4: Acceptance of renovation work and quality control**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| THE TEACHER OR TRAINER OBSERVES AND NOTES: | | | Environment  Type of building, geographical location, condition, access, etc. | Documents  Identify and collect the different documents used. | Methods  Techniques, processes, and operating modes used. | Equipment  Tools, instruments, machines, equipment, and materials used. | Workforce (Human Resources)  Number of people, qualification and role in the process observed | Others |
| BLOCK 4 | Component 4.1: Quality control of renovation results and client approval. | * Checking the final deliverables and the processes implemented |  |  |  |  |  |  |

**APPENDIX:**

**METHODOLOGICAL APPROACH PROPOSED BY THE CCCA-BTP FOR FURTHER STEPS (designing training components starting from the analysis of the identified work situations)**

**Starting point :**

#### A work situation experienced on site

**Principle** :

#### The tasks and activities are described by the learner and analysed with the assistance of the trainer in order to link them to the professional competences targeted by the diploma prepared

**Methodology** :

#### A reflective practice of the apprentice around his professional activities. It can be deployed remotely according to certain procedures (framing of the observations to be made by the apprentice, exchanges with the trainer in the training centre, transmission of proof of achievements, etc.)

**This analysis of "work" by the learners allows them not only to reflect in a professional posture but also to :**

#### To give meaning to one's vocational training in the training centre, by organising it on the basis of real work and training needs, in consultation with the company.

#### Develop the ability to observe and analyse work situations.

#### To link the learning done in training and to encourage acquisitions and their reinvestment.

#### Referring to constituted knowledge to better name and understand experience in the work situation.

#### Make reasoned choices in complex situations by acquiring conceptual, methodological and ethical references.

#### Identify the multiple and heterogeneous nature of the profession.

#### To give meaning to one's vocational training in training centre by organising it on the basis of real work and training needs in consultation with the company.

HOW TO PROCEED (Example):

#### Based on the **observation and analysis of a work situation** relevant to the trade and the level of qualification targeted,

#### Depending on the competences targeted, the trainer defines the components of the learning situation:

* + a goal (achievement criteria),
  + a beginning and an end (deadline),
  + a particular context (5M: Environment, Materials, Methods, Equipment and Manpower),
  + constraints,
  + material and immaterial resources,
  + activities and tasks.

**DIFFERENCES BETWEEN LEVEL 4 AND LEVEL 5 APPROACHES**

**(Example taken from the French Apprenticeship Experience)**

|  |  |  |
| --- | --- | --- |
| **The components of the situation**  **(General guidelines)** | **TEAM LEADERS (level 4)** | **CHANTIER LEADERS (level 5)** |
| **The aim is to** | Close, concrete | More global |
| **Between the beginning and the end** | 1 to 4 hours | 1 to 2 days |
| **Start or end position** | The beginning or the end can be moved to avoid having to deal with all the activities | |
| **The division into activities** | The cut is fine | Less information on how to do it |
| **The constraints are** | Expressed in the instructions | Defined by the documents in the file, internet research, etc. |
| **Tangible and intangible resources are** | Provision (described in detail). The problem is their use | Their definition can be part of the problem to be solved |
| **The context** | Is part of the reality of the physical work site | Described in its complexity.  Incorporates elements relating to the case (client) |

**BACK AND FORTH BETWEEN WORK/TRAINING IN THE COMPANY**

**AND FORMALISATION/ANALYSIS/CAPITALISATION IN THE TRAINING CENTRE**

**(Example taken from the French Apprenticeship Experience)**

|  |  |
| --- | --- |
| COMPANY | WORK/OBSERVATION |
| TRAINING CENTRE  PERIOD 1 | Choosing an occupational situation and a work situation (intervention)Describe a work situation methodicallyDescribe the state of progress of a project (initial/final state illustrated by photos)To analyse a work situation using the 5M methodology, integrating measures to prevent occupational risksIdentify the Tasks related to an activity |
| COMPANY | WORK/OBSERVATION/IMPLEMENTATION OF PARTIAL LEARNING |
| TRAINING CENTRE  PERIOD 2 | The work started in the first period continues. List all work situations and work situations in a company phaseTo situate one's intervention in the course of the work: This competence is even more important with the reinforcement of all the problems of co-activities generated by the development of techniques and materials linked to eco-construction. |
| COMPANY | WORK/OBSERVATION/IMPLEMENTATION OF PARTIAL LEARNING |
| TRAINING CENTRE  PERIOD 3 | The work started in the first two periods continues. Analyse the differences between the expected result and the result obtainedTaking stock of your business activity The aim is to get the apprentice to make an assessment. To fuel their reflection, they are asked to think about the differences between the expected result and the one they obtained for the task. This stage can also lead them to question their understanding of the instructions. |