



Respect for People

Reaching the Standard

How the toolkits support:

Benchmark Index

Considerate Constructors Scheme

Construction Clients Charter

EFQM Excellence Model

Investors in People

ISO 9000 – 2000

Benchmark Index



Delivering individual, corporate and industry excellence in construction



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Reaching the Standard

What is this for?

During the development of the Respect for People toolkits, many managers recognised that the toolkits have a considerable value in addressing the people issues in quality standards. This report is a manager's tool that:

- Highlights key national standards affecting 'people' issues in construction and provides a brief overview of them
- Provides details on how the Respect for People Toolkits and Key Performance Indicators support achievement of these standards in sufficient detail to allow companies and projects to use them.

The standards examined are:

- Benchmark Index
- Considerate Constructors Scheme
- Construction Clients Charter
- European Foundation for Quality Management
- Investors in People
- ISO 9000–2000

How to use this tool

An outline of each standard and method of its assessment is given.

A brief description of how the toolkits ACTUALLY help to achieve that standard is included.

A matrix is provided for each standard to show the particular Respect for People Toolkits and Indicators that are helpful in achieving that standard.

Benchmark Index

What is the Benchmark Index?

The Benchmark Index, a National Business Link service, is a powerful, comprehensive business tool for SMEs to compare their performance against others. It can help them make informed decisions to introduce lasting improvements to their business. The DTI's Small Business Service developed the Benchmark Index that is now the largest collection of SME performance data in Europe. It is supported by Constructing Excellence and local Business Link networks.

How does the Benchmark Index work?

Organisations are able to measure their performance against data from 7,000 plus businesses, using a computer-based system. Trained facilitators offer tailored advice to help companies improve their performance.

The comparative data covers more than 80 key performance measures, covering finance, management and business excellence. There are additional modules such as customer satisfaction and social responsibility, etc. to choose from.

Is the Benchmark Index in construction-friendly language?

Constructing Excellence helped to develop a 'construction' module that interprets the generic Benchmark Index questionnaire for construction users. This is now available to the Industry.

How is the Benchmark Index assessed?

There are five steps:

1. You complete a detailed questionnaire measuring business performance in areas ranging from profitability to customer satisfaction.
2. Your business advisor will validate the questionnaire then load the responses onto a secure database that generates a 'benchmarking report'. This report provides performance indicators and highlights your organisation's strengths and weaknesses, benchmarked against those of a pre-selected group.
3. The business advisor will then analyse the results.
4. The advisor meets with you to discuss the results.
5. You prepare an action plan for business improvement, with the assistance of your business advisor and implement it immediately.

You can try out a sample analysis on line at www.benchmarkindex.com or for more information call the Benchmark Index Hotline 08700 111 143.

How do the Respect for People toolkits and indicators help you to use the Benchmark Index?



The matrix illustrates how the toolkits address the Benchmark Index themes. The toolkits are especially helpful in addressing the 'people' issues and provide additional in-depth data support benchmarking and understanding of the key performance results.

The toolkits provide evidence, guidance and support when you are seeking to make improvements. The comparative nature of the toolkits means you can use them frequently to monitor and review your progress against similar companies.

The Benchmark Index and Respect for People Toolkits also support the EFQM Excellence Model which provides a framework for improvement (see page 8).

Benchmark Index



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Respect for People Toolkits matched to the scheme's criteria

| | | Equality and Diversity | Working Environment | Health & Safety | Training Plan | Work in Occupied Premises | Worker Satisfaction |
|-----------------------------------|---|------------------------|---------------------|-----------------|---------------|---------------------------|---------------------|
| People Management | Identifies (or measures) the number of employees directly involved in output-related activities compared with supporting employees | | | | | | |
| People Satisfaction | Identifies (or measures) the satisfaction of staff, as well as accident and incident rate | | | P | | | P |
| Leadership | Role that senior managers play in shaping the organisation through its value, mission and vision, and behaviour | P | P | P | P | P | |
| Policy and Strategy | Existence of policy and strategy statements and planning activity that takes these into account | | | | | | |
| People | How the organisation views the development of its employees | F | F | F | F | F | |
| Partnerships and Resources | How key business information is organised and communicated throughout the company | | | | | | |
| Processes | Key processes of the organisation, the means by which they are managed, controlled and improved | | | | | | |
| Customer Relations | Type of relationship the organisation builds with its customers, measurement of customer perceptions and understanding of what the customer measures are used for | | | | | | |
| People Results | The measurement methods and communication of employee satisfaction, use for comparative purposes | | P | P | | P | P |
| Society Results | Involvement of the organisation in the community in which it operates, identification and communication of ethical standards | | | | | | |
| Key Performance Results | Management of financial and non-financial performance measures and comparisons that the organisation makes on its performance | F | F | F | F | F | F |

KEY TO MATCHING

F

Full Match

P

Part Match

Considerate Constructors Scheme

What is the Considerate Constructors Scheme?

The Considerate Constructors Scheme is a voluntary Code of Practice, owned by industry and run by a management group under the auspices of the Construction Confederation. It seeks to:

- Minimise the noise, dirt and inconvenience that construction sometimes causes in the neighbourhood
- Eradicate offensive behaviour and language from construction sites
- Recognise and reward those contractors who look beyond their statutory duties in site management, safety and environmental awareness.

The Scheme is open to all construction companies, regardless of size and location. Thousands of individual sites from all over the UK have already responded and many constructors automatically register all of their sites.

How does the Considerate Constructors Scheme work?

A Considerate Constructor is committed to being a good neighbour. That means running a clean, safe site and respecting the environment and the people who live, work and travel nearby. The site manager is responsible for complying with the Code and is accountable if it is breached. Posters are displayed around the site to advertise the Scheme and explain the Code of Practice. Anyone wishing to comment may contact the site manager or scheme administrator whose names and telephone numbers are listed on the posters. When contacted, these people are expected to take action.

How is the Considerate Constructors Scheme assessed?

A scheme monitor visits the site at least once to gain an impression from the point of view of the neighbour or the general public. This may include talking to neighbours. The monitor will then discuss the Scheme's requirements with the site manager and examine any relevant documentation. A report is given at the end of the visit. If a site fails to reach the required levels to comply with the Code of Practice the monitor will visit again. A site that continues to fail will be removed from the Scheme.

The annual Considerate Constructors Awards are designed to recognise and reward those who have demonstrated outstanding levels of site management and consideration. An independent panel reviews all the sites that have completed in the previous year. They decide if the site reaches the standard for an award, and the level of award it may receive.

How do the Respect for People toolkits and indicators help you to be a considerate constructor?

The toolkits and indicators can play an important role in making your company a more considerate constructor. The Work in Occupied Premises, Working Environment, and Health and Safety toolkits provide comprehensive coverage of working conditions, highlighting strengths and weaknesses in the areas covered by the Code of Practice – clean, respectful, safe, environmentally conscious, responsible and accountable.

Managers can use the toolkits to self-assess site conditions regularly and prior to an assessment by a Considerate Constructors Scheme monitor. The performance measurements gained from the toolkits will indicate where improvements are needed to meet Considerate Constructors Scheme standards. Repeat use will enhance your progress.

The matrix illustrates how the toolkits address the eight principles of being a considerate constructor.



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Respect for People Toolkits matched to the scheme's criteria

| | | Equality and Diversity | Working Environment | Health & Safety | Training Plan | Work in Occupied Premises | Worker Satisfaction |
|------------------------|---|------------------------|---------------------|-----------------|---------------|---------------------------|---------------------|
| Consideration | Consider the needs of all people affected by the work with particular care for the disabled | | F | F | | F | |
| Environment | Noise minimised, use of local resources, waste and pollution control, recycling | | F | F | | F | |
| Cleanliness | Site kept in good order, safety provisions maintained, surplus materials and dust minimised | | F | F | | F | |
| Good neighbours | Consultation and communication | | F | P | | F | |
| Respectful | Standards of dress, behaviour and language | P | F | P | | F | |
| Safe | Consider the safety and security of all people and businesses affected by the work | P | P | F | P | F | |
| Responsible | All contractors and personnel understand and implement their obligations under the Code | P | P | F | | F | |
| Accountable | Posters displayed giving names and how to contact staff responsible for the site | P | F | F | | F | |

KEY TO MATCHING



Full Match



Part Match

Construction Clients Charter

What is the Construction Clients Charter?

The Clients Charter is designed to establish good practice by clients in construction procurement today, their aspirations for the future, and a programme of increasingly demanding targets to drive up standards. Construction industry clients who commit to the Charter are making a clear statement of their desire to improve their own performance.

Through the Charter database and its associated service House Bench, Charter Clients are able to benchmark their performance against their own programme and against other clients. A Charter Client will be seen as the best kind of client to do business with.

How does the Construction Clients Charter work?

Members of the Confederation of Construction Clients commit to continually improving their performance in four key themes of cultural change. They are as follows:

- Leadership and focus on the client
- Product team integration
- Quality
- People

How is the Construction Clients Charter assessed?

This is a strategic management process involving benchmarking on an annual basis. There are four steps in becoming and remaining a Charter Client:

Register your commitment – you will receive details of how to prepare your Improvement Programme of cultural change, including the Charter Toolkit.

Submit your improvement programme for confidential review and assessment.

Become a full Charter member – Following adoption of your programme you will receive your Charter Certificate and the Charter Logo to use. You can now access on-line reports to compare and monitor performance against your programme and the industry and use other services to help you drive culture change.

Measure and review progress and participate in surveys – You will be contacted each year when it is time to submit your annual measurement data and review your programme.

How do the Respect for People toolkits and indicators help you to be a Charter Client?

The matrix illustrates how the toolkits address the Clients Charter themes. All of the toolkits address the 'People' elements of the Charter in depth.

The Respect for People toolkits and indicators are intended to complement to the Charter's self-assessed requirements for developing the right 'people culture'. Regular use of the Toolkits and Indicators will identify under-performance, give guidance and support for improving in targeted areas. Regular use of the toolkits and re-measurement using the 'People' KPIs lets you evaluate your progress and provides underpinning measures that can be used to demonstrate improvement in an empirical way – a key Charter requirement.

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Respect for People Toolkits matched to the scheme's criteria

| | | Equality and Diversity | Working Environment | Health and Safety | Training Plan | Work in Occupied Premises | Worker Satisfaction |
|---|--|------------------------|---------------------|-------------------|---------------|---------------------------|---------------------|
| Leadership and focus on the client | Quantified objectives and realistic targets, fostering trust, team-based, non-adversarial approach, partnering, risk management, performance measurement | P | F | P | F | P | F |
| Product team integration | Involving suppliers in design, promoting sustainability, performance measurement, standardisation, off-site fabrication | | | | | | |
| Quality | Quality-based solutions, maximum functionality for whole life cost, respect for surroundings, process and product improvements to minimise defects over the whole life | | | | | P | |
| People | Policy of respect for people, training staff | F | F | F | F | F | F |

KEY TO MATCHING



Full Match



Part Match

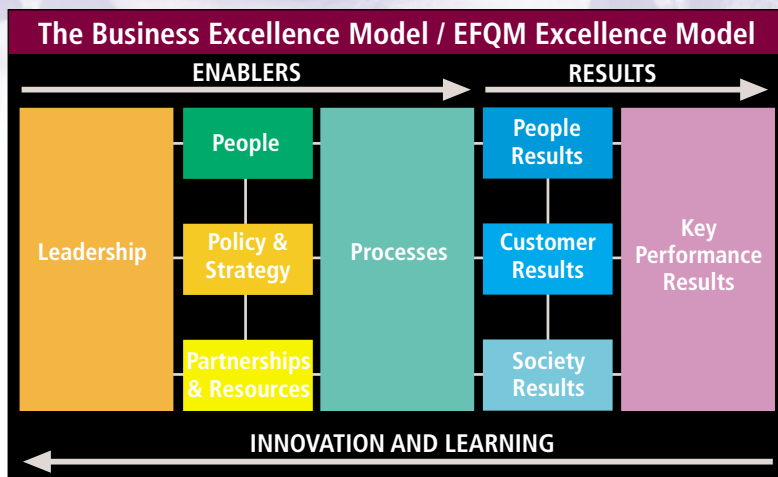
EFQM (Business) Excellence Model

What is the EFQM Excellence Model?

The European Foundation for Quality Management (EFQM) Excellence Model is the most widely used organisational framework in Europe. It is used for assessing applications for The European Quality Award as well as the majority of national and regional quality awards.

How does the EFQM Excellence Model work?

Regardless of sector, size, structure or maturity, organisations need to establish an appropriate management system to be successful. The EFQM Excellence Model is a practical tool to help organisations do this by measuring where they are on the path to Excellence, helping them understand the gaps and then stimulating solutions.



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The Model recognises five 'enabling' criteria and four 'results' criteria. Enablers cause results, and feedback from results help to improve enablers.

Is there a related award?

Essentially the Model is an overarching framework under which all improvement activities and initiatives fit. It can be used as a model for achieving many quality-related awards.

In the UK, performance against the Model is used to judge entries for the *UK Business Excellence Award*. However, the first step for most organisations is to undertake a self-

assessment against the Excellence Model to identify strengths and areas for improvement. The British Quality Foundation has developed a software tool called BQFsnapshot that provides a quick and simple way of finding out how your unit or organisation shapes up against the characteristics of Excellence.

How do the Respect for People toolkits help and indicators you to use the EFQM Excellence Model?

The toolkits and indicators provide a self-assessment toolkit that enables early identification of people issues and provides indicators of 'people' enablers and results. The self-evaluation nature of the toolkits means you can use them frequently to monitor and review your progress. Used regularly they encourage a culture of measurement and continuous improvement that underpins the model and help in self-assessment against the standard.

The matrix illustrates how the toolkits address the enabling criteria of Policy and Strategy, and People, and the results criteria of People Results and Key Performance Results in particular.

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Respect for People Toolkits matched to the scheme's criteria

| | | Equality and Diversity | Working Environment | Health and Safety | Training Plan | Work in Occupied Premises | Worker Satisfaction |
|----------------------------------|---|------------------------|---------------------|-------------------|---------------|---------------------------|---------------------|
| Leadership | How leaders develop and facilitate the achievements of the mission and vision, develop values required for long term success and implement these via appropriate actions and behaviours, and are personally involved in ensuring that the organisation's management system is developed and implemented | P | P | | | P | P |
| Strategy | How the organisation implements its mission and vision via a clear stakeholder focused strategy, supported by relevant policies, plans, objectives, target and processes | F | F | F | F | F | F |
| People | How the organisation manages, develops and releases the knowledge and full potential of its people at an individual, team-based and organisation-wide level, and then plans these activities in order to support its policy and strategy and the effective operation of its processes | F | F | F | P | P | F |
| Partnership and Resources | How the organisation plans and manages its external partnerships and internal resources in order to support its policy and strategy and the effective operative of its processes | | | P | | | |
| Process | How the organisation plans and manages its external partnerships and internal resources in order to support its policy and strategy and the effective operative of its processes | | | | | F | |
| Customer Results | What the organisation is achieving in relation to its external customers | | | | | F | |
| People Results | What the organisation is achieving in relation to its people | F | F | F | F | F | F |
| Society Results | What the organisation is achieving in relation to local, national and international society as appropriate | | | | | P | P |
| Performance Results | What the organisation is achieving in relation to its planned performance | F | F | F | F | F | F |

KEY TO MATCHING

F

Full Match

P

Part Match

Investors in People

What is the Investors in People standard?

Investors in People is a national quality standard that sets a level of good practice for improving an organisation's performance through its people. It provides a national framework for improving business performance and competitiveness, through a planned approach to setting and communicating business objectives and developing people to meet these objectives. The result is that what people can do – and are motivated to do – matches what the organisation needs them to do. The process is cyclical and should engender the culture of continuous improvement.

How does Investors in People work?

An investor in people follows four key principles:

Commitment to invest in people to achieve business goals

Planning how skills, individuals and teams are to be developed to achieve these goals

Taking action to develop and use necessary skills in a well defined and continuing programme directly tied to business objectives

Evaluating outcomes of training and development for individuals' progress towards goals, the value achieved and future needs.

How is the Investors in People standard assessed?

Applicant organisations are assessed against 12 indicators that are derived from these four key principles. Everything is written in clear English so that you can check yourself how your organisation measures up against the Standard. If you decide that you need advice or support, you can contact your local Learning and Skills Council (or regional equivalents), Business Links, Trade or professional association or the Construction Industry Training Board (CITB). You are only required to involve other people when you are ready for assessment. This must be carried out by an independent assessor.

Recognition as an Investor in People is achieved by an assessment based largely upon interviews with employees.

How do the Respect for People toolkits and indicators help you to be an Investor in People?

The toolkits and indicators were developed with the Investors in People standard in mind and directly complement Investors in People standard. The matrix provides further details.

Used regularly the Respect for People Toolkits and Indicators provide an ideal framework to test how far into the organisation policies that support the standard are getting. They allow managers to identify staff-related issues and for these to be put right prior to assessment.

By encouraging more effective communication between management and staff they add considerably to any organisation seeking assessment.

When you have achieved Investors in People recognition, you will find that the Respect for People toolkits continue to support you in further improvement. They also facilitate the achievement of other quality standards, e.g. the ISO 9000 management standard.



INVESTORS IN PEOPLE

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Respect for People Toolkits matched to the scheme's criteria

| | Equality and Diversity | Working Environment | Health and Safety | Training Plan | Work in Occupied Premises | Worker Satisfaction |
|---|------------------------|---------------------|-------------------|---------------|---------------------------|---------------------|
| The organisation is committed to supporting the development of its people | F | F | F | F | | F |
| People are encouraged to improve their own and other people's performance | | F | F | F | F | F |
| People believe their contribution to the organisation is recognised | F | F | F | F | F | F |
| The organisation is committed to ensuring equality of opportunity in the development of its people | F | F | F | F | F | F |
| The organisation has a plan with clear aims and objectives which are understood by everyone | P | | | F | P | P |
| The development of people is in line with the organisation's aims and objectives | F | F | F | F | F | F |
| People understand how they contribute to achieving the organisation's aims and objectives | F | F | F | F | F | F |
| Managers are effective in supporting the development of people | F | F | F | F | F | F |
| People learn and develop effectively | P | F | F | F | | F |
| The development of people improves the performance of the organisation, teams and individuals | F | F | F | F | F | F |
| People understand the impact of the development of people on the performance of the organisation, teams and individuals | F | F | F | F | F | F |
| The organisation gets better at developing its people | F | F | F | F | F | F |

KEY TO MATCHING



Full Match



Part Match

ISO 9000 – 2000

What is ISO 9000 – 2000?

ISO 9000 is a family of quality standards developed to rationalise the various quality measurement tools used in industry to certify quality. The key standards are:

- ISO 9000 — Quality Management Systems fundamentals and vocabulary installation and servicing
- ISO 9001 – Quality Management Systems requirements
- ISO 9004 – Quality Management Systems guidelines for performance improvement.

How does ISO 9000 work?

The ISO 9000 quality management system is based on eight principles:

Customer focus – Leadership – Involvement of people – Process approach – System approach to management – Continual improvement – Factual approach to decision making – Mutually beneficial supplier relationships.

The purpose of a quality system is to establish a framework of reference points to ensure that every time a process is performed and the same operation, methods, skills and controls are used and applied in a constant manner. An organisation will select an appropriate model to suit its operations then will write its quality system.

How is the ISO 9000 standard assessed?

An independent assessment body generally awards the ISO 9000 certification. First, you submit your quality manual and procedures to the assessment body where they are checked for compliance with the standard. Then auditors from the assessment body visit your organisation to check that working practice is in accordance with your quality manual and procedures.

How do the Respect for People toolkits and indicators help you to achieve and retain the ISO 9000 standard?

The matrix shows the strong correlation between the Respect for People toolkits and the ISO 9000 criteria.

They help identify possible under-performing areas through performance measurement and provide guidance on how the right 'people culture' can be achieved. They support performance management and continuous development and can be included in your Quality Manual.

The toolkits and indicators provide evidence, guidance and support when you are seeking to make improvements and for assessment (and re-assessment) against the standard. The self-evaluation nature of the toolkits means you can use them frequently to monitor and review the quality of your business processes that affect people issues.

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Respect for People Toolkits matched to the scheme's criteria

| | Equality and Diversity | Working Environment | Health and Safety | Training Plan | Work in Occupied Premises | Worker Satisfaction |
|--|------------------------|---------------------|-------------------|---------------|---------------------------|---------------------|
| Rationale for quality management systems | F | F | F | F | F | F |
| Requirements for quality management systems & requirements for products | | | | F | F | |
| Quality management systems approach | F | F | F | F | F | F |
| The process approach | F | F | F | F | F | F |
| Quality policy and quality objectives | F | F | F | F | F | F |
| Role of top management within the quality management system | F | F | F | F | F | F |
| Documentation – Value of documentation | | | | F | F | |
| Types of documents used in quality management systems | F | F | F | F | F | F |
| Evaluating quality management systems – processes within the quality management system | F | F | P | | | |
| Auditing the quality management system | F | | | | F | |
| Reviewing the quality management system | | | | | | |
| Self-assessment | F | F | F | F | F | F |
| Continual improvement | F | F | F | F | F | F |
| Role of statistical techniques | | | | | | |
| Quality management systems & other management systems focus | F | F | F | F | F | F |
| Relationship between quality management systems & excellence models | | | | | | |

KEY TO MATCHING

F

Full Match

P

Part Match



Respect for People

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