Working Environment Toolkit

Working Environment Early Planning Checklist

An effective start, design and programme are the bases for an successfully run construction activity. Planning should consider roles, tasks, communication, induction programme (including general and specific health and safety considerations), training and providing the best possible working environment.

This checklist is intended for use in the **EARLY STAGES** of establishment of a company or project (before work is commenced on site). **IT CAN BE USED AT ANYTIME** for continuous monitoring of performance (by the business owner/manager).

Key to the scoring system – circle a number in the score column						
	RATINGS		**% OF WORKFORCE**		**AVAILABILITY**	
5	Excellent	**5**	91-100%	**5**	Day 1	
4	Good	4	81-90%	**4**	Day 2	
3	Satisfactory	3	71-80%	**3**	3-5 days	
2	Poor	2	61-70%	**2**	5-8 days	
1	Unacceptable	1	51-60%	**1**	9-14 days	
0	Not in place	**0**	0-50%	**0**	Over 14 days	

A	Staffing	Circle your Score	Comments
	Recruitment of talented staff – whether directly or through agencies – is a key to success. You need to recruit the right people and give them clear roles and suitable equipment. An effective organisation structure considerably improves their ability to contribute to reaching your objectives.		
A1	**Rate your Business/Action Plan.** This should include an overall mission statement and measurable business objectives that are linked to clear targets and timescales.	*Rating* 5 4 3 2 1 0	
A2	**Do you have or are you working towards Investors in People accreditation?** Base your score on completion of particular sections of the Investors in People programme.	*Rating* 5 4 3 2 1 0	
A3	**Is the contribution that people make to the organisation fully recognised?** **e.g. reward system, bonus scheme, share options.**	*Rating* 5 4 3 2 1 0	
A4	**Does the organisation provide sufficient opportunities for its people to develop? e.g. training plans, courses, toolbox talks, CPD events.**	*Rating* 5 4 3 2 1 0	
A5	**Does the organisation have clearly communicated aims and objectives?**	*Rating* 5 4 3 2 1 0	
A6	**Is the business constantly evaluating and improving its activities?**	*Rating* 5 4 3 2 1 0	
A7	**Do you know the number of people required well in advance?** A clear estimate of the number of people and type of work should be established as early as possible. This determines many factors that affect Respect for People issues. High scores should indicate well-developed project personnel plans at an early stage.	*Rating* 5 4 3 2 1 0	
A8	**Is there a clear organisation structure that everyone knows and understands?**	*Rating* 5 4 3 2 1 0	
A9	**Do employees and others who deal with the firm understand its policies?** The firm should ensure that employees, customers, clients and suppliers understand what is meant by their policies, e.g. through training, questionnaires and appraisals. (Ref: Workforce Satisfaction toolkit)	*Rating* 5 4 3 2 1 0	

A Staffing (cont.)	Circle your Score	Comments
A10 Are vacancies advertised both internally and externally and is every reasonable step taken to ensure that adverts 'reach out' to the target audience? This can be achieved by: ● Ensuring that adverts are placed in publications that are read by the target audience ● Ensuring that the wording of adverts concentrates on skills and competencies – e.g. Team-player/bricklayer, etc. – and that it avoids any form of discrimination (this should be tested out beforehand on objective parties) ● Acknowledging the firm's policy on diversity in the wording of all adverts.	*Rating* 5 4 3 2 1 0	
A11 Is recruitment monitored by gender, ethnic origin, age and disability? Consider: ● Applicants may be encouraged to complete a separate form with details ● Application forms may be offered in a variety of formats, e.g. large print, Braille ● Completed forms are analysed in the light of the demographic make-up of the potential labour force ● Aim to demonstrate that you are making progress in achieving a workforce that is representative of the potential labour force ● Numbers should also be expressed as a percentage of all applications.	*% of workforce* 5 4 3 2 1 0	
A12 Are interviewers given appropriate and comprehensive training? Consider: ● Interviewing for recruitment and promotion ● Training in diversity issues and awareness of other cultures.	*Rating* 5 4 3 2 1 0	
A13 Are those who induct new staff given comprehensive training?	*Rating* 5 4 3 2 1 0	
Total score for this section		
Average score for this section (divide total score by 13)		

B Recruits	Circle your score	Comments
How you initially deal with recruits has a major influence on whether they feel respected and valued. Consequently it affects productivity and how they relate with your customers. *The early actions that are likely to help the recruit settle in quickly and become a useful asset are highlighted below. They apply to all recruits - those you engage directly (or through an agency) and staff of other companies who are joining the project.*		
BEFORE RECRUIT STARTS		
B1 Is it clear who is responsible for the recruit?	*Rating* 5 4 3 2 1 0	
B2 Has there been prior contact with the recruit? This would be to welcome them and inform them about to whom they should initially report, where and when, and what to wear.	*Rating* 5 4 3 2 1 0	
B3 Have equipment and other requirements been arranged in time? This would include desk, telephone, access permits, parking, personal protective equipment, etc.	*Rating* 5 4 3 2 1 0	
B4 Has useful information about the company been prepared?	*Rating* 5 4 3 2 1 0	
B5 Is the person responsible for the induction clear about the recruits role and is he or she appropriately trained and briefed?	*Rating* 5 4 3 2 1 0	
JOINING - THE RECRUIT'S FIRST DAY		
B6 What % of recruits are issued with appropriate protective clothing/ equipment on the first day?	*% of workforce* 5 4 3 2 1 0	

B Recruits (cont.)	Circle your score	Comments
B7 What % of recruits are welcomed and introduced to the company, other employees and the job on the first day?	*% of workforce* 5 4 3 2 1 0	
B8 Do you deal with all formalities, i.e. signing contracts, explanation of clocking in or timesheets, overtime, expenses and holiday booking systems on the first day?	*Rating* 5 4 3 2 1 0	
B9 What % of recruits does the manager or business owner make contact with (or is introduced to) on the first day?	*% of workforce* 5 4 3 2 1 0	
B10 Are recruits shown the workplace, i.e. toilets, changing facilities, tea making facilities, etc. on the first day?	*Rating* 5 4 3 2 1 0	
B11 What % of recruits are inducted before commencing work?	*% of workforce* 5 4 3 2 1 0	
B12 How do you rate the quality of inductions? Consider: ● The induction should be carried out before people start work ● Inclusion of overall aims and objectives ● Full briefing on the health and safety aspects of their work environment, risks and surveillance requirements ● Organisation structure and management approach ● Clearly defined job role with objectives that are measurable and supported by appropriate targets ● Explanation of fire exits and emergency evacuation procedures ● Standards that are expected and consequences if they are not met.	*Rating* 5 4 3 2 1 0	
B13 Terms & Conditions of Service. Depending on circumstances these considerations may include: ● flexible working hours ● job shares ● part-time work, etc. ● equal pay ● remote working ● actively trying to accommodate the requirements of individuals.	*Rating* 5 4 3 2 1 0	
Total score for this section		
Average score for this section (divide total score by 13)		

C Recruits – first few weeks and thereafter	Circle your score	Comments
Actions that are likely to help the recruit settle in quickly and positively, and become a useful asset to the company are listed below.		
C1 Do you ensure the recruit is clear about his or her job? Consider whether the recruit has a work plan and is clear about what is expected of them and the procedures & processes relating to their job.	*Rating* 5 4 3 2 1 0	
C2 Do you have a system for feedback on performance to let the recruit know how he or she is doing?	*Rating* 5 4 3 2 1 0	
C3 Do you give the recruit the chance to express views about the working environment and job?	*Rating* 5 4 3 2 1 0	
C4 Have the training and development needs of the recruit been evaluated, with particular reference to safety?	*Rating* 5 4 3 2 1 0	
Total score for this section		
Average score for this section (divide total score by 4)		

D Working and welfare facilities	Circle your score	Comments
Consideration of the environment in which people work sets the tone of future activity and establishes mutual respect. Consider access, appearance and other factors that contribute to the overall image of construction. Other specific issues such as the arrangements for emergencies also need to be covered.		
D1 How do you rate your office facilities? Are there general meeting spaces for informal interaction, notice boards and poster facilities, drink machines and a suggestion board or box?	*Rating* **5 4 3 2 1 0**	
D2 How do you rate your first aid facilities? Sufficient first aid supplies/kits and sufficient currently qualified first-aiders available from day one.	*Availability* **5 4 3 2 1 0**	
D3 Are signs adequate in number, well placed and clear? Consider: ● People with poor vision, hearing, mobility or other impairment ● Opportunities to explain what the project is about, timescales and other general information.	*Rating* **5 4 3 2 1 0**	
D4 How do you rate the quality of your accommodation and facilities? Consider: ● Reviewed periodically against the needs of a diverse workforce ● Hot and cold running water ● Personal lockers & dry area/changing facilities ● Separate facilities for men and women ● Regular effective cleaning regime in place.	*Rating* **5 4 3 2 1 0**	
D5 Do you have enough accommodation and facilities? Availability and sufficiency for the entire workforce on day one and thereafter?	*Availability* **5 4 3 2 1 0**	
D6 How do you rate your transport arrangements? Consider the following: ● What transport arrangements been made for getting the workforce to the site? ● Is there car parking for the workforce that minimises impact on the neighbourhood? ● What are the access arrangements to the site?	*Rating* **5 4 3 2 1 0**	
D7 Is access clearly signposted for staff and visitors? Is it clear of health and safety risks and clearly segregated from construction works?	*Rating* **5 4 3 2 1 0**	
D8 Is segregation of traffic and pedestrians well planned throughout the site?	*Rating* **5 4 3 2 1 0**	
D9 Is there cause for concern to members of the public and neighbours? Consider: ● Noise ● Dust ● Fumes ● Visual impact (including appearance of the workforce) ● If a project is it registered to the Considerate Constructors Scheme? ● Potential as a recruitment advertisement for the industry?	*Rating* **5 4 3 2 1 0**	
Total score for this section		
Average score for this section (divide total score by 9)		

E Internal communications	Circle your score	Comments
Success depends on ability to communicate and understand why things happen. When communications improve so do working relationships between all levels of staff. Keeping everyone informed will ensure his or her support and co-operation. *Information needs to pass up, as well as down and across the company. Regular face-to-face meetings between all levels of staff are important to facilitate good open communication.*		
E1 **Does everyone involved in the project know the key objectives and milestones that affect them and the success of the project?**	*Rating* **5 4 3 2 1 0**	
E2 **Are there formal communication processes that help to break down barriers between staff?**	*Rating* **5 4 3 2 1 0**	
E3 **Are successes publicised, including individual and team contributions?**	*Rating* **5 4 3 2 1 0**	
E4 **What % of the workforce get weekly briefings on key items of interest and notable developments.**	*% of workforce* **5 4 3 2 1 0**	
E5 **Do managers have an 'open-door' policy?** Do managers do what they say they will do?	*Rating* **5 4 3 2 1 0**	
E6 **What % of the workforce are consulted in employee satisfaction surveys?**	*% of workforce* **5 4 3 2 1 0**	
E7 **How do you rate your workforce satisfaction feedback process?** Consider: ● Using the Workforce Satisfaction Toolkit as a framework and examining performance against the industry KPI ● Including of the entire workforce including everyone that contributes to delivery ● These are given to employees to complete on a regular basis ● A effective system is established to monitor follow-up action.	*Rating* **5 4 3 2 1 0**	
E8 **Are leavers systematically asked about why they are leaving?** e.g. Do you hold formal leaving/exit interview?	*% of workforce* **5 4 3 2 1 0**	
E9 **How do you rate your process for exit interviews?** Consider: ● An 'exit interview' is recommended for all voluntary leavers to examine their underlying reason for departing ● A person with appropriate training should conduct the interview ● Results must be analysed and remedial action taken.	*Rating* **5 4 3 2 1 0**	
E10 **Would you say that employees have confidence in your system of dealing with complaints about issues such as harassment and victimisation?** They need to see that complaints are taken seriously and acted upon.	*Rating* **5 4 3 2 1 0**	
E11 **Are there regular team building and social events for all both in and after office hours?**	*Rating* **5 4 3 2 1 0**	
E12 **How do you rate your support arrangements for staff to address work-related stress and to share problems in the interests of their welfare?** Consider: ● Provision through confidential internal means or external means, e.g. on an interfirm basis ● Employee assistance programmes ● Advice provided is objective and confidential ● Helpline ● Networks and clubs ● Mentoring by more senior staff.	*Rating* **5 4 3 2 1 0**	
Total score for this section		
Average score for this section (divide total score by 12)		

Working Environment Early Planning Checklist – Radar Chart

This radar chart gives a clear picture of the firm's overall benchmark performance. To complete the radar chart, take the average benchmark score for each of the 5 performance indicators ('soft measures'), plot each result on the appropriate axis of the radar chart and join with a line.

Measurement: 0 = Not at all   5 = Fully

EXAMPLE

Staffing

Internal communications

Recruits

0
1
2
3
4
5

Working and welfare facilities

Recruits – first few weeks & thereafter

Staffing

Internal communications

Recruits

0
1
2
3
4
5

Working and welfare facilities

Recruits – first few weeks & thereafter

OUR RESULTS

Delivering individual, corporate and industry excellence in construction