

What is Respect for People?

Constructing Excellence and Health & Safety Executive partners seek to achieve radical improvements in performance within the construction industry. Change and improvement will only happen through people, in particular the efforts of the workforce. Providing respect and the right conditions to support their endeavours are essential.

Ultimately, Respect for People is a two-way thing; showing respect to our workforce, while simultaneously winning respect from them and from the general public. The results will benefit everyone.

Why have a Health and Safety Toolkit?

Construction has one of the highest incidences of accidents and ill health of all sectors. High-risk activities, poor training standards and inadequate safeguards all contribute. There can be no excuse for poor health & safety management. It is not acceptable. This toolkit has been designed to help.

This toolkit can help raise awareness of project safety (a major consideration of construction activities) and seeks to address these in a simple way. It is not possible for the toolkit to be comprehensive and you should use your judgement to supplement the various elements of the toolkit.

The toolkit supports the achievement of national and international standards, should you choose. Please see *“Reaching the Standard”* included in your pack.

The toolkit has six parts:

- Instructions for use.
- Conception, Design and Planning Checklist.
- Site Health Checklist.
- Site Safety Checklist.
- Personal Risk Assessment Card.
- Help Sheet to assist you in improving weaknesses identified in the checklists.

This toolkit is one of six toolkits designed to be used together:

- Equality and Diversity in the Workplace.
- Working Environment.
- Health and Safety.
- Training Plan.
- Work in Occupied Premises.
- Workforce Satisfaction.

This toolkit should be used with the complementary *Working Environment* and *Work in Occupied Premises* Toolkits and the Respect for People Key Performance Indicators.

Why should I be interested in Health and Safety? – The business case

Accidents and ill health cost. They accrue direct costs such as lost time, insurance premiums, compensation and possibly legislative action. But they also cost the image of the firm (and their client) affecting the potential for future work. Accidents also create a poor image of construction and make it harder to attract people into the industry.

People who perceive that their health is being safeguarded are more loyal and motivated. Good health management – especially in the area of manual handling – is indicative of an efficient process.

Most significantly, a link has been established between financial performance on projects and their standards of health & safety management. You are more likely to achieve planned financial performance if good health & safety management processes are in place.

How to use the Health and Safety Toolkit

This toolkit is intended for use in projects.

There is no right or wrong way to use the checklists. The method shown below evolved during our trials. You should amend the processes to reflect your circumstances.

Step 1: At what stage is your activity?

There are two phases:

- 'Conception, Planning & Design' – for use during the initial stages of a project's development.
- 'Site operations' – for use once work has commenced on site.

Select the appropriate checklist. If you are concurrently running both phases then you may need to consider using both checklists but remember to share both sets of results throughout.

Before you use the checklist consider who will conduct the review, how frequently this should be done and to whom the results will be communicated. Keep it simple and build it into your standard reporting and review processes to make sure it is integrated into day-to-day activities.

Step 2: Review every section to ensure that all questions applicable to YOUR circumstances are included.

Make sure you consider which questions you want to examine. If you are not sure leave the question IN. All other questions should be ruled through so they are not answered.

The checklist may be photocopied for re-use.

Step 3: Score each question.

The method of scoring varies, so use the key to the scoring system as a guide.

There is a notes column for you to jot down any areas of concern. This will help in planning actions.

Experience has shown that the checklists are most effective if a small cross section of people engaged in the process – client, designer, contractor, sub/specialist contractors and workforce representatives – complete the checklist. The combined results give an overall score.

It takes between 30 and 90 minutes to complete each checklist, depending on the size and complexity of the project.

Step 4: Work out your score for each section:

Score for section = $\frac{\text{total score for the section}}{\text{number of questions answered in the section}}$

Boxes are provided for this purpose.

Step 5: Plot your scores on the radar chart.

See the checklist for further instructions.

Step 6: Examine the radar chart for areas of strength and improvement and communicate the results.

Once completed the radar chart should be reviewed for strengths and weaknesses and circulated to all those who completed the checklist, and others, so that they are aware of the current performance. Typically this may be by posting on a notice board, Intranet, company newsletter and face-to-face discussions, etc. Managers often find it useful to have an action plan developed to which they can refer in the event of questions about the scores presented.

The Help Sheet can point you in the right direction if you need further assistance.

Step 7: Measure your progress.

Benchmarking existing performance with others and examining progress over time tells managers how well their practice measures up and whether actions are delivering results.

Step 8: Repeat the process.

You should repeat the process at least every two months in either the planning or site phases. The checklists are most effective if they are used to complement regular project meetings.

Personal Risk Assessment Card

The Personal Risk Assessment Card should be carried by all site personnel and used whenever they confront an unfamiliar task or a familiar task in an unusual circumstance. It is a reminder that all risks must be identified before work continues. To be successful it is important that management review these assessments frequently, usually weekly. They provide an excellent indicator of safety attitudes on site and quickly identify key shortcomings. Some companies offer incentives for their completion with a prize or other form of recognition. It normally takes only a few minutes to complete the card.