

## *What is Respect for People?*

Constructing Excellence 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 an Working in Occupied Premises Toolkit?*

This toolkit is useful anywhere that construction activity is taking place when residents are in occupation, although it was produced particularly with the housing, school and office refurbishment in mind.

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 four parts:

- Instructions for use.
- WIOP Planning & Start-up Checklist – for those commencing a construction activity, e.g. a project team of clients and designers.
- WIOP Site Checklist – for regular use throughout the 'active' phase of the activity, e.g. a project running on site.
- Help Sheet to assist you in improving weaknesses identified in the checklists.

This toolkit covers specific areas that are ADDITIONAL to the other toolkits in the Respect for People suite. You will also find the following complementary toolkits especially helpful when working in occupied premises – *Health and Safety*, *Working Environment* and *Training Plan*.

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.

## *Why should I be interested in Working in Occupied Premises? – The business case*

Working where residents remain in occupation brings its own concerns and potential rewards. It can be the 'shop window' for the construction industry to show what it can do and how well its people are treated. Poor conditions and lack of consideration for the occupants, including bad behaviour or appearance, will reinforce negative stereotypes.

## *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.

This toolkit builds upon the framework provided by the Scheme.

## How to use the Work in Occupied Premises 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:

- The early stages of planning and design of a project
- The 'active phase' when construction is taking place on site.

In the early stages it is recommended that you use the Planning & Start-up Checklist. This should be reviewed and followed-up with the Site Checklist at an appropriate stage as the project develops

### **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.

During the trial, some companies attempted to develop a detailed in-house guide to the toolkits, providing more detail than in the current checklist, but this was found to be unnecessary. The experience and judgement of the people involved is usually sufficient.

### **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.

A range of people should complete the checklists, answering from their own experience, and the results combined to give an overall score for your company or project. The trial has shown that involving the workforce can quickly create greater value and sense of joint ownership.

### **Step 4: Work out your score for each section:**

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

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. Remember it is acceptable to include things that cannot be dealt with at that time, provided a valid reason exists.

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.**

The trial suggests that the checklist should be scored regularly, and that bi-monthly or more frequent intervals are beneficial to establish progress and to see whether any resulting changes are producing better results.