

Develop a 'Respect for People' culture by ensuring that all involved have the necessary skills and are working in a safe and healthy environment

People are the construction industry's biggest asset. Addressing their needs, by way of training and working conditions, is key to ensuring the success of a project and achieving continuous improvement.

You can do this by:

- 3.1 Including Respect For People (RFP) as a selection criterion for your projects.
- 3.2 Benchmarking and setting targets for performance on RFP issues within your contracts.
- 3.3 Monitoring the performance of contractors on your sites.
- 3.4 Ensuring your authority is committed to people issues and has adequately addressed this within the Corporate Procurement Strategy and associated Action Plan.
- 3.5 Ensuring that all involved in the letting and administration of projects are adequately trained to fulfil their responsibilities and duties.
- 3.6 Encouraging staff to develop their skills.
- 3.7 Exploring different ways of funding training.
- 3.8 Ensuring you comply with your Race Equality obligations.

The following pages explain how to do this.

Including Respect For People (RFP) as a selection criterion for your projects

- Make RFP issues a standing criterion for all tender assessment processes. Make it standard practice when evaluating tenders, to enquire as to candidates' understanding of Respect for People initiatives, and how they apply them on their current projects;
- Within your standard procedural guidance, state that you expect the checklists contained within Constructing Excellence's Respect For People Toolbox to be used as a matter of course to assess tenders i.e.
 - Health and Safety
 - Working Environment
 - Workforce Satisfaction
 - Training Plan
 - Equality and Diversity in the Workplace; and if relevant
 - Work in Occupied Premises.
- Make it standard procedure for candidates to be asked to supply details of some current sites. Make provision for them to be visited and assessed using the questionnaires and score cards contained within the Toolbox.

Benchmarking and setting targets for performance on RFP issues within your contracts

- Do not think of RFP issues as only being required to be considered during tender processes. RFP is a key part of the overall Constructing Excellence Improvement agenda. Therefore, your procurement guidance material should confirm that you expect to work with your contractors on improving RFP performance throughout the duration of their agreements.
- Using the scores from example sites submitted with their tenders, and scores from projects let to other firms, set targets to be achieved within the duration of the project.
- But don't simply set targets and walk away. Really work with them to improve, and establish incentives for them doing so.

Respect for people is a key part of the agenda

3.3

Monitoring performance of contractors on your sites

- Use the RFP checklists and carry out regular checks during the course of each contract.
- Compare performance to targets and agree action plans to address any shortfalls.
- Review performance on completion. Compare the performance on your project with the Respect for People Key Performance Indicators.
- Use the information to enhance tender assessment processes for future projects.

3.4

Ensuring your authority is committed to people issues and has adequately addressed this within the Corporate Procurement Strategy and associated Action Plan

- The Corporate Procurement Strategy should identify the authority's position in respect of training of in-house staff and site welfare issues, and include actions for addressing any shortcomings in the Action Plan.
- If your Strategy does not do this, hold a workshop to discuss the issues and to decide a course of action to improve the situation. Make sure you involve staff representatives in the workshops, and that you consult, as necessary, with local workplace Trade Unions.

Ensuring that all involved in the letting and administration of projects, are adequately trained to fulfil their responsibilities and duties

- Identify the skills expected of each post involved in letting and administering projects and produce Schedules of Competencies accordingly. To assist with this, refer to the 'Skills Framework for Procurement and Contract Management in Local Government' and to the 'Skills Framework for Strategic Procurement in Local Government' produced by IDEa. www.idea.gov.uk
- Schedules should reflect the extent to which it is necessary for each individual to have a thorough understanding of the issues involved. For example:
 - The need for basic skills (e.g. writing specifications, using quality/price tender evaluation models etc.)
 - The need for experienced/qualified staff, to keep up with current developments (e.g. professional courses, training towards further qualifications, CPD etc); and
 - The need for all officers to have a general understanding of the authority's Contract Standing Orders and Codes of Practice.
- Ascertain the extent to which each officer has the necessary skills to do their job. This can be done by interviewing individual officers, and/or completing standard checklists/questionnaires (see Supporting Information Appendix 2).
- From this, you should be able to produce a skills/training matrix that highlights shortfalls and indicates the areas of training required.
- Establish a training programme accordingly and, most importantly, ensure that sufficient funds are made available to enable it to be completed. Keep the programme under review and undertake skills audits regularly (e.g. annually) to ensure it is maintained.

3.6

Encouraging staff to develop their skills

- Consider in-house secondments, say between Client/Service Manager and Service Provider/DSO);
- Enable and encourage seconded staff to widen their horizons on quite different schemes/services and to take on different roles and responsibilities.

3.7

Exploring different ways of funding training

- Consider building training budgets into the preliminaries of contract documents, so that the funding of any specific training needs are 'secure' and met from the project budget;
- Think about sharing the cost of joint-training courses with neighbouring authorities; and
- Look at the training programmes that are being delivered locally by the 4Ps regarding key procurement skills. www.4ps.co.uk

**Enabling
people to
deliver
success**

Ensure you comply with your Race Equality obligations

- Use the detailed guidance published in 2003 by the Commission for Racial Equality 'Race Equality and Procurement in Local Government' on how local authorities can carry out procurement in a way that complies with their statutory obligations in accordance with the 'Code of Practice on the Duty to Promote Race Equality'.
- Full details can be obtained from the CRE website www.cre.gov.uk

Further information

'Respect For People Toolbox', produced by Rethinking Construction in 2003, and available via the Constructing Excellence website

www.constructingexcellence.org.uk/resourcecentre/peoplezone/respect.jfp?level=0

'Preparing to Procure a Major Project'. Provides a further checklist for project teams to enable them to assess their readiness to embark on each stage of the procurement process and how to address any skills shortfalls. www.4ps.co.uk

'Procurement Essentials', one of a range of guidance documents published in 2003/04 under the title of 'Modern Procurement in Local Government' by the IDeA. www.idea-knowledge.gov.uk

'Recruitment, Retention and Respect for People: 20 ideas for delivering the 3R's. Local Government Task Force.

Why do all this?

- To help attract and retain good quality staff;
- To raise the image/profile of your authority;
- To improve morale and develop more rounded and experienced staff;
- To create better understanding of each person's skills, difficulties, roles and responsibilities and, hence, reduce the risk of conflict whilst increasing commitment to common objectives.
- Because by taking Respect For People issues seriously, and incorporating them within selection and performance monitoring processes, you provide the incentive for contractors to improve the working conditions of their operatives; and
- As working conditions improve, you will benefit from an increased likelihood of a successful project.