Many serious challenges for H&S professionals in Construction
- Lack of knowledge of construction
- Lack of formal / ongoing education in higher levels of H&S
- Complacency
- Lack of support from Clients and Employers
- Lack of buy-in at many levels
- Reporting/ appointed by Principle Agent

Challenge is how to fix this?
- SACPCMP professional role and responsibility, accountability

Introduction
- Discussion of critical roles (H&S Agent and Officer)
- CASE STUDY: linking H&S and construction in the public sector Lessons learned
- Feedback on progress
- The future
CRITICAL ROLES: CONSTRUCTION H&S AGENT (CHSA)

- ‘default’ appointments vs rosters vs tendering
- Procurement of service providers
  - Price vs competency
- Often no input during design due to weak Client or Principle Agent
- Client does not take into account how many hours required to complete tasks
  - Increased risk when SMMEs or multiple Principle Contractors on site
- Risk of incompetence when price only is taken into consideration
- Separation of design and construction phases

CRITICAL ROLES: CHSA (2)

- How does one measure the risk of having an incompetent CHSA on a project?
  - No precedence yet
  - Increase in incidents/disease
  - Potential fatalities
  - Claims by Contractor/ Clients
  - Inadequate close out of project
  - Design risks not identified during the construction phase

CRITICAL ROLE: CONSTRUCTION H&S OFFICER (CHSO)

- CHSO needs to be well trained and experienced
  - Often have to deal with up to 50 Contractors on a project
- Minority of upper grades of Contractors have core full-time CHSOs
- Remainder recruit per project requirements
- Key problems experienced
  - Under resourced when employed
  - CHSOs overstate achievements and abilities
  - Don’t think for themselves
  - Don’t ensure their training is ongoing and adequate for the environment in which they work

CRITICAL ROLE: CHSO (2)

- CHSO inherits a system completed by consultant
  - Often incomplete, not project specific and not previously implemented by the Contractor
- No sight of the tender documentation
- Enters the role "blind" of risks and critical information determined by Client and CHSA during design
- Cannot develop own H&S Specifications or approve H&S Plans
- Don’t understand the legislative range against scope of works
CASE STUDY: DEPARTMENT OF ROADS AND PUBLIC WORKS (DRPW) (EC)

- Completed an in-depth review of the EC district facilities in 2009 (then Roads and Transport), taking into consideration and to recommend appropriate measures to implement:
  - DRPW as an Employer/Client/Designer/Contractor
  - HoD liable as CEO (Section 16.2)
  - Road to becoming better practice department
  - Determining compliance with Construction Regulations and other legislation
- Visited a sample of districts and their facilities/projects:
  - Roads maintenance projects
  - Workshops and offices and soil laboratories
  - Construction Unit, including quarries and borrow pits
  - Internal and external projects

CASE STUDY: DRPW (EC) (2)

- Findings overall were appalling
  - Very poor compliance with legislation across the board except where external CHSA’s were appointed
  - No appointments or responsibilities mapped within DRPW
  - Internal management systems had been there, but no longer applied
  - Very good compliance where CHSAs were appointed during design phase

CASE STUDY: DRPW (EC) (3)

- Internal findings:
  - NO:
    - first aiders
    - fire fighting personnel
    - health and safety representatives
    - health and safety committees
    - emergency teams
    - training programmes for H&S
    - forms of accident/incident reporting with statistics
CASE STUDY: DRPW (EC) RECOMMENDATIONS

- The appointment of Senior H&S Managers to manage districts
- Manage H&S internally
- Facilitate the screening of H&S Agents
- Development of DRT policies and procedures
- Management of project specific H&S specifications by H&S Agents
- Linking Planning, Design and Construction to reduce project risk
- Screening of H&S Agents for competence, appropriate knowledge levels and skills
- Direct appointment of the H&S Agent by the DRT
- Pre-qualify Contractors

CASE STUDY: DRPW (EC) RECOMMENDATIONS (2)

- Terminology in the tender and contractual documentation needs to be in line with legislative terminology.
- Tender adjudication committee needs to be knowledgeable relative to construction, and have an H&S component relative to the Construction Regulation requirements.

CASE STUDY: DRPW (EC) RECOMMENDATIONS (3)

- Pre-tender H&S documentation to be submitted as a returnable with pre-qualification criteria, suggestions as follows:
  - Valid letter of Good Standing with the Compensation Commissioner or its nominated insurer
  - Claims ratio with the Compensation Commissioner
  - Accident and incident statistics over past 3 years
  - Examples of H&S Committee minutes held on similar contracts
FEEDBACK ON PROGRESS

- Senior manager appointed – organogram and appointments are an issue
- Support using external consultants in each district – using tender basis – now in 2nd cycle (third year)
  - Transfer knowledge to identified champions in districts
  - Extensive training
  - Support of preparation of appointment of external CHSA tenders for districts (consultant may not tender)
  - Re-introduction of systems management
  - Preparation of ‘templates’ for various projects
  - Inclusion of buildings and alignment of H&S specifications
  - Training of professionals in legal requirements at many levels

LESSONS LEARNED

- Wheels of government move very slowly
- No quick decisions
- Stay calm – any progress is better than none
- Splitting of wellness and H&S an issue – difficult to resolve

THE FUTURE

- Roles and responsibilities of CHSA and CHSO are being addressed at the different levels regarding the scope of works and deliverables according to SACPCMP
- Review of the original study to assess progress – hard facts to promote and show progress to the employees
- Continual improvement to show that a government department can be a better practice client and comply with legislation among other

FEEDBACK ON PROGRESS (2)

- Pre-qualification of contractors and pre-tender H&S plans implemented – not pervasive as yet
  - Adjudication method approved by bid award committees
  - Pre-qualification of CHSA and grading for tender purposes
  - Building sector way behind civil works, but focusing on them
- Support of HoD given the vicarious liability, and challenges

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Gambatese, 1998
REFERENCES


Thank you for your attention!

Thanks to DRPW EC for permission to share a success story.

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