

Province of the
EASTERN CAPE
Roads & Public Works


LINKING H&S AND CONSTRUCTION IN THE PUBLIC SECTOR : A CASE STUDY

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INTRODUCTION

- ✓ 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




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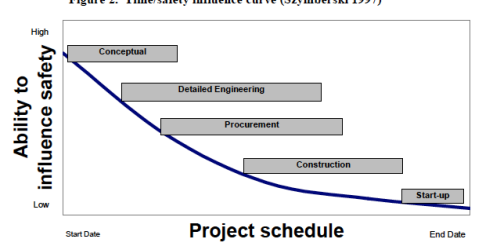
INTRODUCTION

- ✓ 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 (2)

Figure 2. Time/safety influence curve (Szymberski 1997)




CPWR, 2005




CRITICAL ROLES: CONSTRUCTION HYS 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 Contractors/Clients
 - Inadequate close out of project
 - Design risks not identified during the construction phase




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
CRITICAL ROLE: CONSTRUCTION HYS 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



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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

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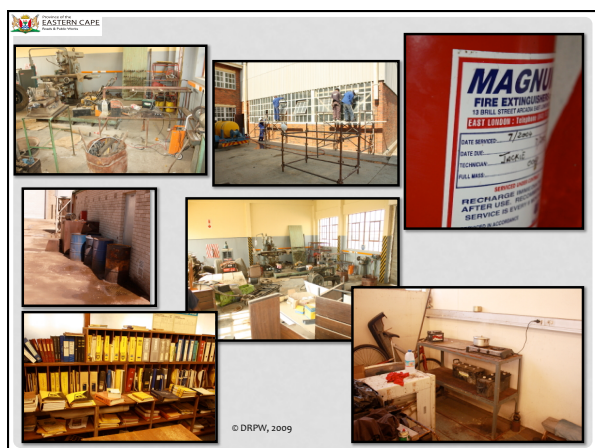
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CASE STUDY: DRPW (EC) (2)

- ✓ 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

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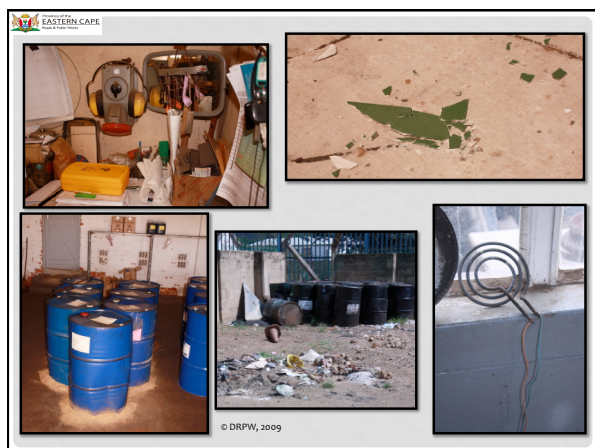
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CASE STUDY: DRPW (EC) (3)

- ✓ 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


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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

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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.




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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 his 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

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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



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


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



	Safety Knowledge Implemented	Safety Knowledge Not Implemented
Not Standard Practice	Not Liable	Liable
Standard Practice	Not Liable	Liable


FIG. 2. Designer Liability for Worker Injuries or Fatalities
Gambatese, 1998




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





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Thank you for your attention!

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

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