

PRESENTATION PREPARED FOR:

ACHASM 2018 SUMMIT

SUBCONTRACTOR HEALTH & SAFETY CHALLENGES

PRESENTED BY: ROWLAND ADAMS

01 OCTOBER 2018



COMPLIANCE LANDSCAPE



labour

Department:
Labour
REPUBLIC OF SOUTH AFRICA



International
Organization for
Standardization

SITE SAFETY RULES

- Safety Helmet Must Be Worn
- Eye Protection Must Be Worn
- Ear Defenders in Designated Areas
- Wear Gloves for Manual Handling Tasks
- Hi Visibility Clothing Must Be Worn
- Safety Boots Must Be Worn
- No Children & Unauthorised Persons
- All Drivers & Visitors Must Report To The Site Office

Increasing use of contractors global trend

SUB CONTRACTOR CHALLENGES

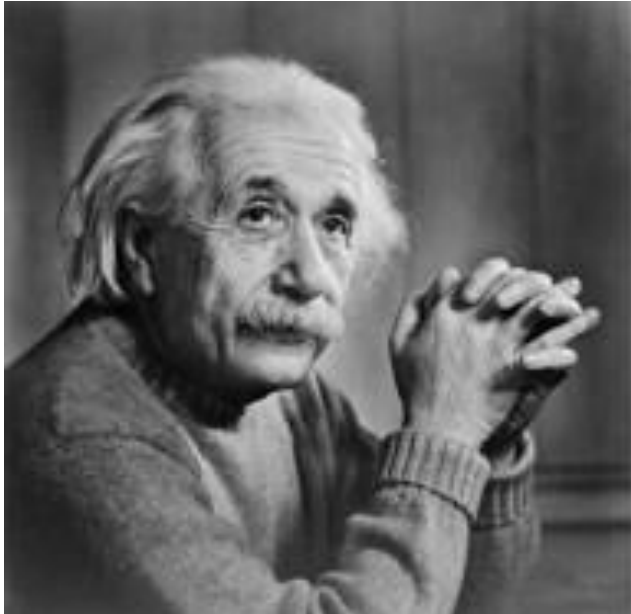
1. Poor H&S Culture
2. Competence
3. Cost / burden of Compliance
4. Poor or no standard



SUB CONTRACTOR CHALLENGES



DIFFERENT PERSPECTIVE



The definition of insanity is repeating the same behaviors and expecting a different outcome.

Albert Einstein



DIFFERENT PERSPECTIVE

Sidney Dekker – Safety Differently

ABC of traditional safety (People are the PROBLEM)

- A - Always
- B - Be
- C - Careful

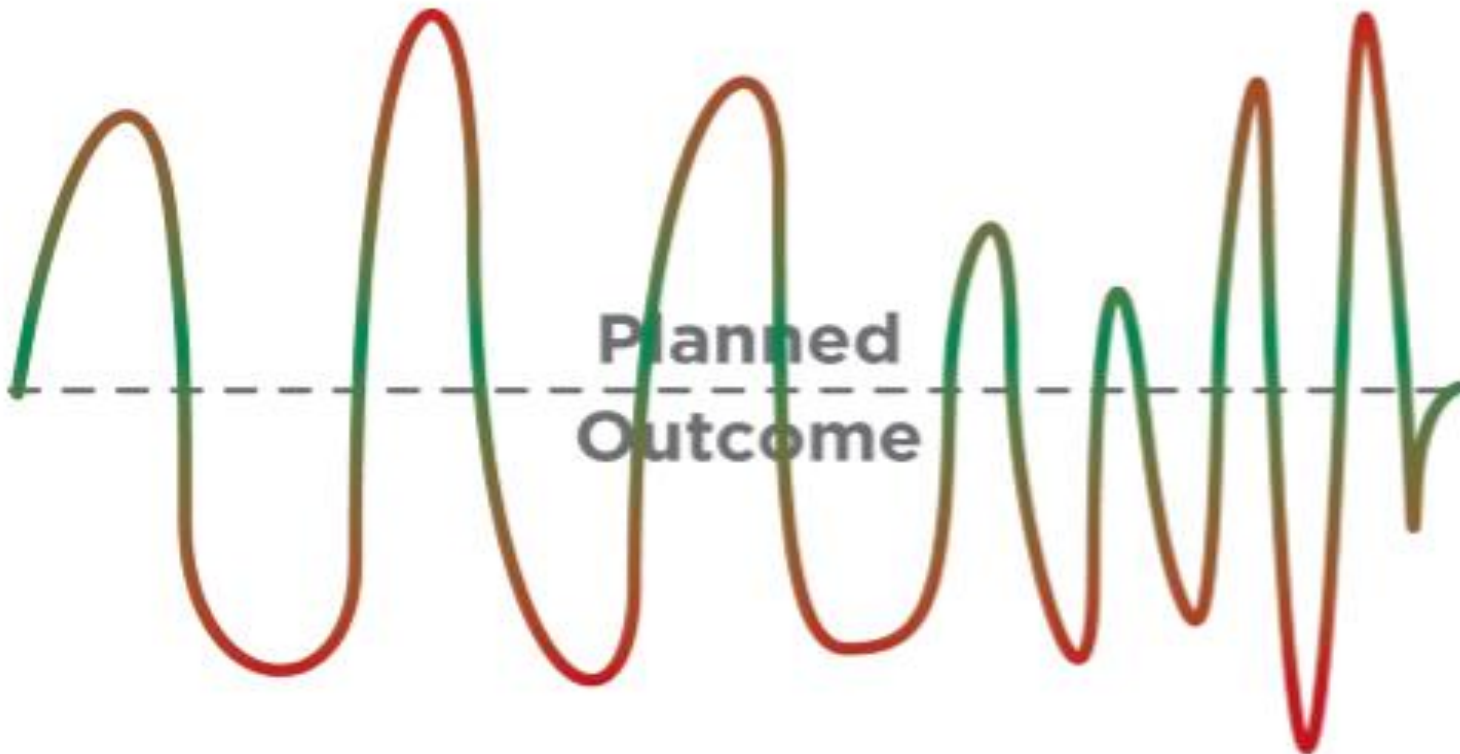
ABC of Safety Differently (People are the SOLUTION)

- A - Autonomy and self-determination
- B - Behaviours changed by setting, not rules
- C – Collaboration
- D - Design
 - Looks risky: safer behaviours
- E - Engagement



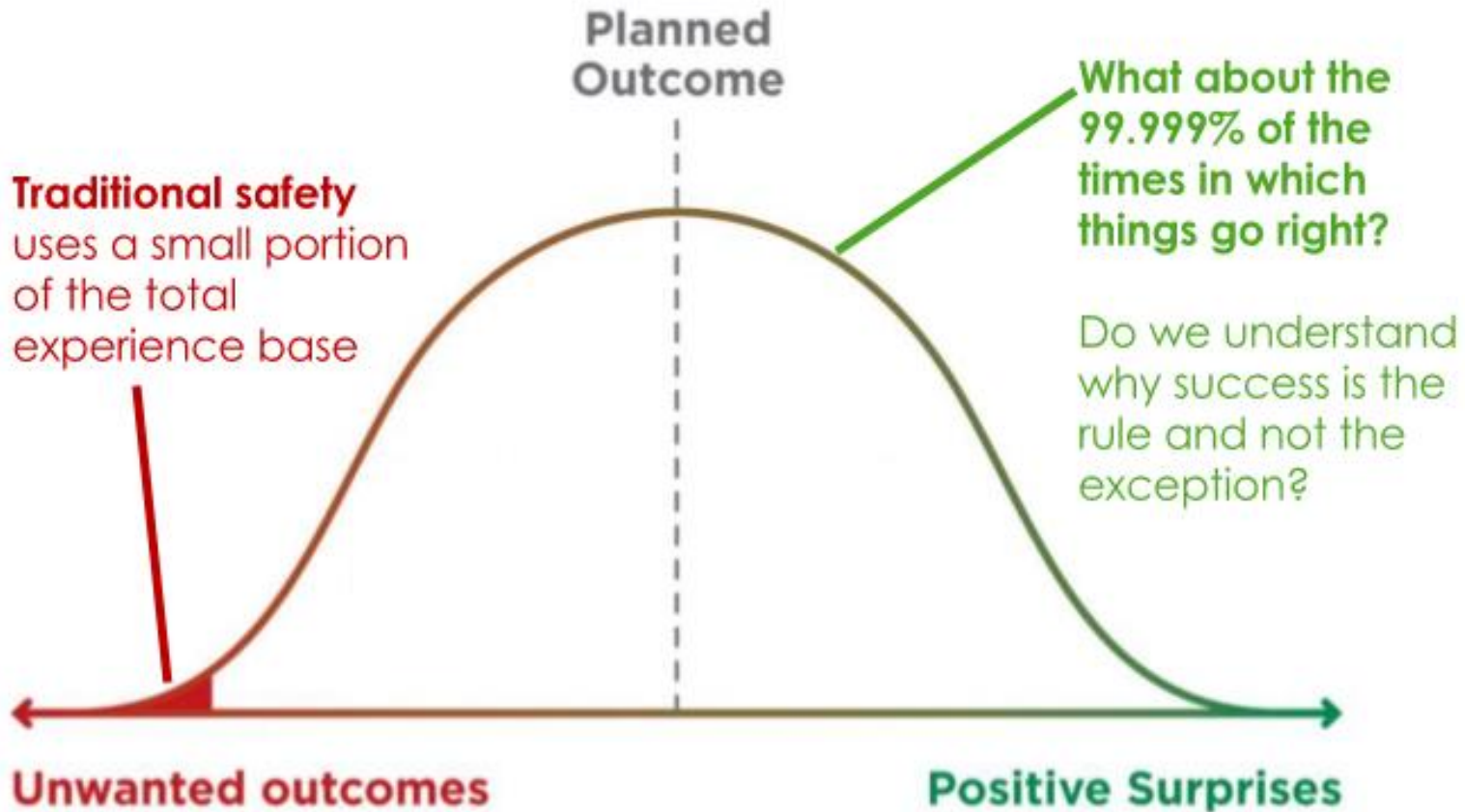
DIFFERENT PERSPECTIVE

Sidney Dekker – Safety Differently



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DIFFERENT PERSPECTIVE

Sidney Dekker – Safety Differently

A VISION FOR 'DOING SAFETY DIFFERENTLY'

24 Sep 2015

- Safety changes have helped make the Australia Hub the best-performing part of the business in terms of accident frequency rates
- New approach includes focus on activities associated with most serious risk
- Implementation in Europe has begun with a series of roadshows around the UK



"Safety is an ethical responsibility not a bureaucratic activity."

John Green, Health and Safety Director

Health and safety director John Green has returned to Laing O'Rourke's Europe



Language

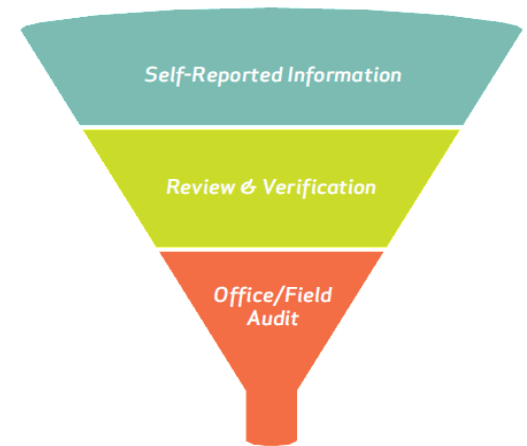
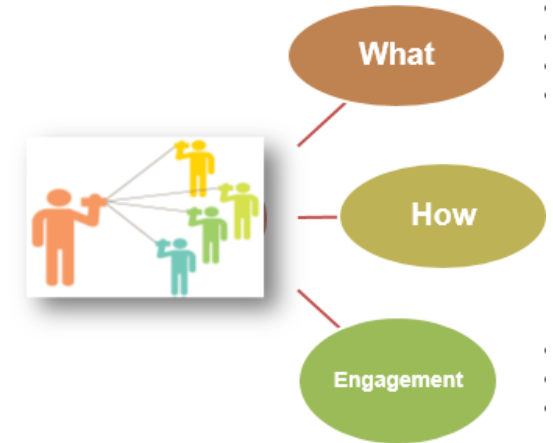
Incident Investigations

Risk Assessment

ISN WHITE PAPER

BEST-IN-CLASS CONTRACTOR ELEMENTS

1. Establish a clear communication strategy
2. Are designed to measure performance
3. Incorporate a risk-ranking process
4. Follow a three-step due-diligence process
5. Maintain a qualified contractor list



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BEST-IN-CLASS CONTRACTOR ELEMENTS

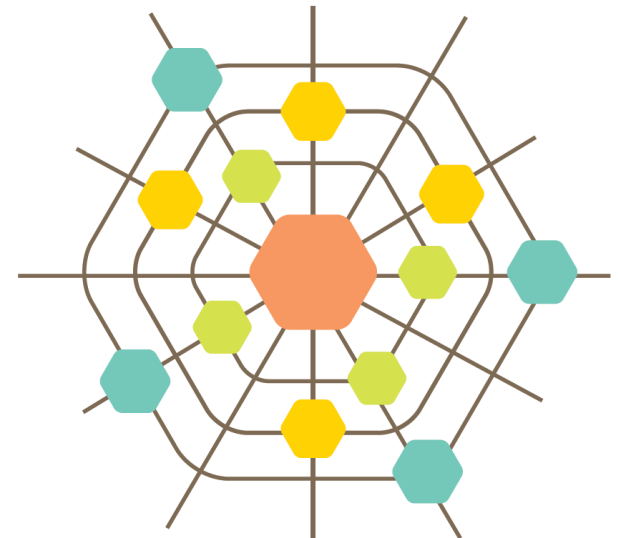
6. Establish consequences

7. Address subcontractor management

8. Follow standardized and transparent guidelines

9. Integrate with internal business processes

10. Leverage technology



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BEST-IN-CLASS CONTRACTOR ELEMENTS

Incorporate a risk-ranking process

- Contractors come in various sizes, capabilities, risk profiles
 - Classify risks according to pre-set criteria and matrix
 - Potential adverse consequences
 - Frequency, duration and / or scope of work
 - High, Medium, Low
 - Re-evaluate / adjust contractor risk periodically
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BEST-IN-CLASS CONTRACTOR ELEMENTS

Incorporate a risk-ranking process

Risk Screening Matrix

JOB FUNCTION	Green – Job function/work location criteria DO NOT FALL into Contractor Management System (CMS) Blue – Job function/work location criteria DO FALL into CMS			
rep. (Inspector, Consultant, etc)	Blue	Green	Blue	Blue
Manual labor	Green	Blue	Blue	Blue
Technician/ Supervisor	Green	Green	Blue	Blue
Clerical/ Administrative	Green	Green	Green	Blue
Office cleaning, delivery person, vending machine, etc	Green	Green	Green	Green
WORK LOCATION	Offsite, Contractor Shop	Office	Construction, Manufacturing, Storage	Drilling, Production, Plant, Compressor, Pipeline, Seismic

CAMPBELL INSTITUTE BEST PRACTICE IN CONSTRUCTION MANAGEMENT

1. Prequalification
2. Pre-job Task and Risk Assessment
3. Contractor Training and Orientation
4. Monitoring the Job
5. Post-job evaluations



MY OWN EXPERIENCE

2005 – 2010 : Group SHEQ Manager at NMC

MBASA National winners; FEM award for Lowest Incident Rates in the industry

- Genuine Respect for People, co-contractors not sub-contractors
- Simple 10 non-negotiable standards
- Alliance / Partnering
- NMC Business School



MY OWN EXPERIENCE

2011 – 2016 : Group SHEQ Manager at NMC

Peacock Trial; ISO certification; major incidents in Gauteng covered in media; Zero Fatalities (2005)

- CMS trial with cidb (now SANS 1393)
 - ISO 9001, 14001 and OHSAS 18001 certified
 - ‘Speed Cop Syndrome’; Cargo Cult / ‘Safety Cult’
 - Cost of Compliance (average R150mil Building site has anything from 20 to more than 55 contractors)
 - **SUSA Conversations (Safety Differently)**
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MY OWN EXPERIENCE

2017 – 2018 : Consultant Essential SHEQ

- Under-the-radar contractors
- Cost of Compliance, smaller contractors
- Cargo Cult / 'Safety Cult' / One-size-fits-all approach



MY VISION FOR THE FUTURE

- Free Health and Safety to smaller contractors (cidb Grade 5 and below)
 - Health and Safety not a competitive advantage during tenders, i.e. set prices for H&S in BOQ
 - SMME and Subcontractor Management approaches has elements of both the best practice examples presented as well as the Safety Differently approach by Sidney Dekker
 - Other approaches;
 - Plus One (Australia)
 - Safety 3rd (America)
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THANK YOU

Rowland Adams

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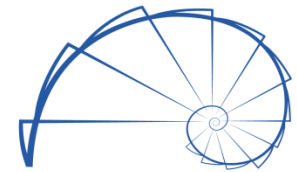


THANK YOU

QUESTIONS



Essential
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DMS

