



**Construction  
Clients' Group**  
CONSTRUCTING EXCELLENCE

Meeting No: 38

Wednesday 24th February 2010

08.30 – 12.30 Hrs



Level 1, 31 Maurice Road, Penrose, Auckland.



**Construction  
Clients' Group**  
CONSTRUCTING EXCELLENCE

24 February 2010

“What gets measured...Gets done”

Tools & Techniques



Russell Parker

Northern Regional Manager



# Partnership

- Site Safe has been a member of the CCG from almost its inception.
- Site Safe and CCG have many common goals (help clients to procure better value).
- CCG is an ideal opportunity to and continually learn and develop and share Best Practice .





# Cost of Accidents

- Contractor
  - Human cost
    - individuals, families, communities
  - 1 death each month on average
  - 250 injuries each month requiring 5 days or more off work
  - Cost of accidents to Contractors
  - Relationship cost to all parties
- Principal
  - Court Fines;
  - Legal Costs;
  - Late Completion Costs;
  - New Tendering Exercise;
  - Increased Design Costs;
  - Management Time Lost e.g. Investigations, Court, DoL Intervention;
  - Morale;
  - Image/Reputation





# Benefits of Safety

- Massey University and University of Auckland  
“Workplace Productivity Working Group”

Source: Safeguard

- Less time off resulted
- Linked with Staff retention
- Linked with productivity
- Fewer breakages and fewer safety errors
- Improved workplace relationships
- H&S was the glue that held everybody together
- Viable workforce is the key to sustainability and profit



# The Business Case for Health & Safety

- **Improved**

- Productivity
- Quality
- Job Satisfaction
- Retention
- Ideas Relationships
- Lives - Profits





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# 1. Duties of a Principal







# Duties of a Principal

- Take “All Practicable Steps” to ensure no Employee of a Contractor is harmed
- As Principals/Clients your main objective is to ensure Contractors are self-managing safety
  - Contractors are responsible for their own site safety planning
- Principals are responsible for
  - Communicating what you want
  - Monitoring that safety activities are happening
  - Recognising Contractors who are doing it
  - Coaching Contractors who are not



# Duties of a Principal

- Legal Viewpoint
  - Not sufficient to rely on just engaging a competent contractor
  - Principals must ensure contractors have measures in place to manage hazards on the site
  - Principals must ensure the measures are working and that the work is carried out safely

“All Practicable Steps”

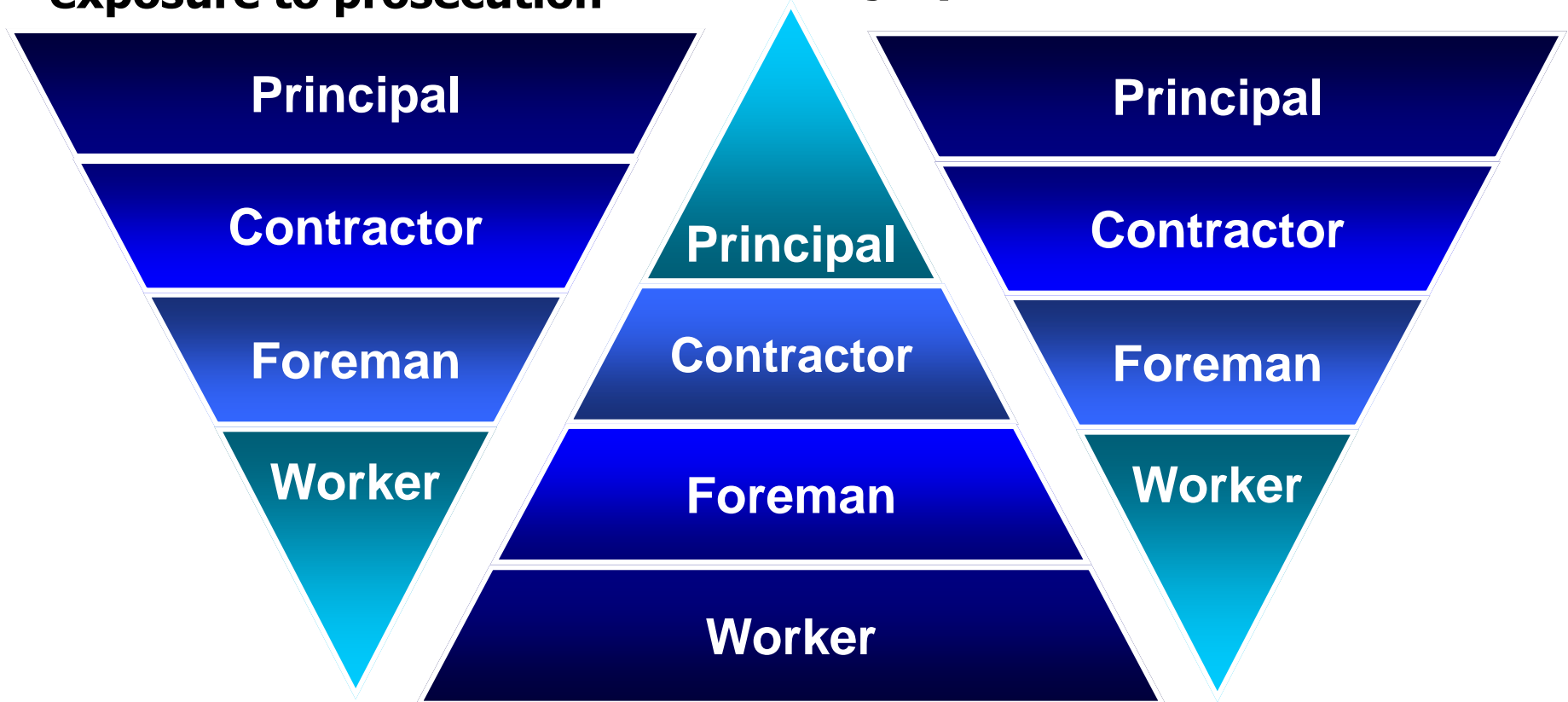


# NZ Health and Safety Legislation

**Responsibility for  
Health and Safety and  
exposure to prosecution**

**Risk of Injury**

**Leverage and control of  
project**





# THE AUDIT TOOL

Auditing traditionally provides information from inspecting and monitoring activities and performance.

Site Safe's Safety Audit is designed to be a powerful tool for change, by generating information that is credible, comprehensive and comparative.

This tool will capture site performance in real time and provide quality information helping you or the client compare your company's performance against other similar companies' combined national average allowing you to see how you perform compared with the rest of the industry.

Comprehensive, accurate, timely information combined with judgement is the foundation for good decision-making.

Information is necessary for accurate problem identification and the development of viable solutions. Benchmarking results focus our attention on underlying issues and provide a vehicle for developing timely and effective solutions.





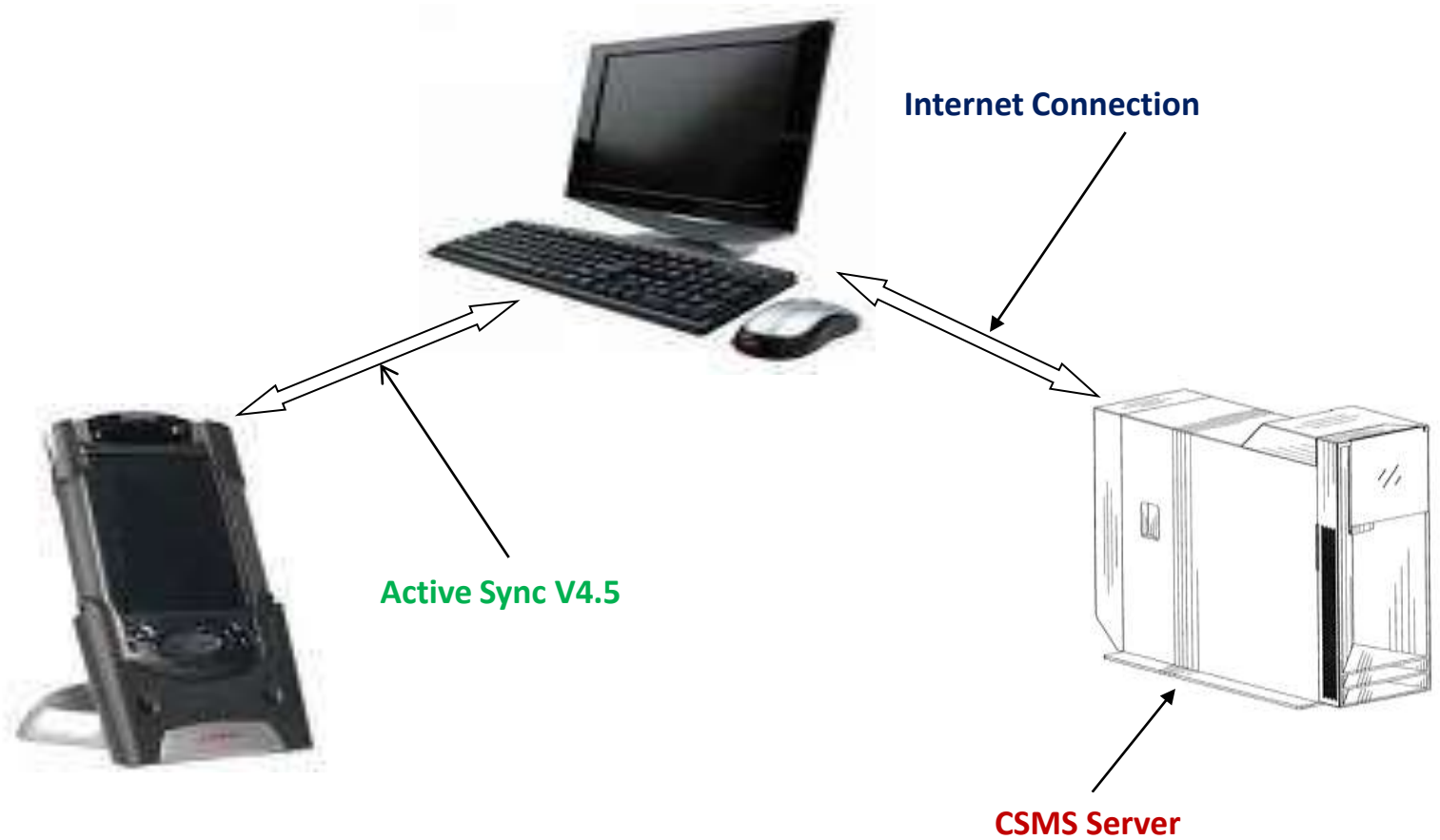
# The PDA Based Audit System

- The audit is recorded using a PDA
- The audit template is loaded on the PDA and saved on a national database
- Scores are marked as either Compliant or Not Compliant
- Audit Report and Safety Improvement Record are generated in real time





# PDA Auditing Tool





# Using Site Safe Auditors

- NZIM Qualified
- National network of auditors
- Construction experience both in NZ and Internationally
- Providing independent measure for on-site performance
- Providing practical advice on improvement measures
- All Auditors moderated twice per year







# Audit Report

 		<b>AUDIT REPORT</b> Audit Type: Scheduled		
<b>Audit Reference:</b>	102197	<b>Auditor:</b>	John Mathew	<b>Audit Date:</b> 8-Apr-2008
<b>Company:</b>	Donaldson Construction	<b>Project:</b>	Test Site	<b>Site Manager:</b>
Question	Available Points	Actual Points	Contractors (Main / Sub)	Location / Comments
<b>MAIN CONTRACTOR SAFETY PLAN</b>				
1. Is there evidence of Site Specific Safety activity requirements in any tender document?	2	2		
2. Is there a Site Safety Management Plan in place?	2	2		
3. Is there evidence of a hazard identification and control procedure including at least one of these activities: hazard register, up to date hazard ID board, task analysis?	2	0	<b>Main Contractor</b> No Hazard Id on site.	Office
4. Is there a record of Passport, Workplace Safety or Gold Card numbers for all Workers on Site?	2	2		
5. Is there evidence that at least one "Site Subcontractor Safety Meeting" was held in the last 30 days?	2	2		
6. Is there evidence that a Toolbox Talk was held in the last 30 days?	2	2		
7. Is there evidence that at least one Safety Inspection was conducted in the last 30 days?	2	0	<b>Main Contractor</b> No evidence of inspection	Office
8. Is there a Training/Competency Register for all Main Contractor Employees on site?	2	2		
9. Is an Accident Register being maintained?	2	2		
10. Is there evidence of an Accident/Incident Investigation?	2	2		
11. Is Task Analysis being carried out for "Significantly Hazardous Physical Work"?		N/A		
12. Is there a Safety Activity Wall-Chart displayed on site?	2	2		
13. Has anyone from the Management Team signed the Wall-Chart in the last 30 days? <b>How many signatures in the last 30 days?: 3</b>	2	2		
14. For current Notifiable Work is there evidence that DoL is notified?		N/A		
15. For current Notifiable Work do all Supervisors have a current Gold Card (or appropriate equivalent)?	2	2		
16. Is there an operating Permit to Work system in place?	2	2		
17. Is there a site emergency plan?	2	2		

# Safety Improvement Report



## Safety Improvement Report

Audit Ref: 102197

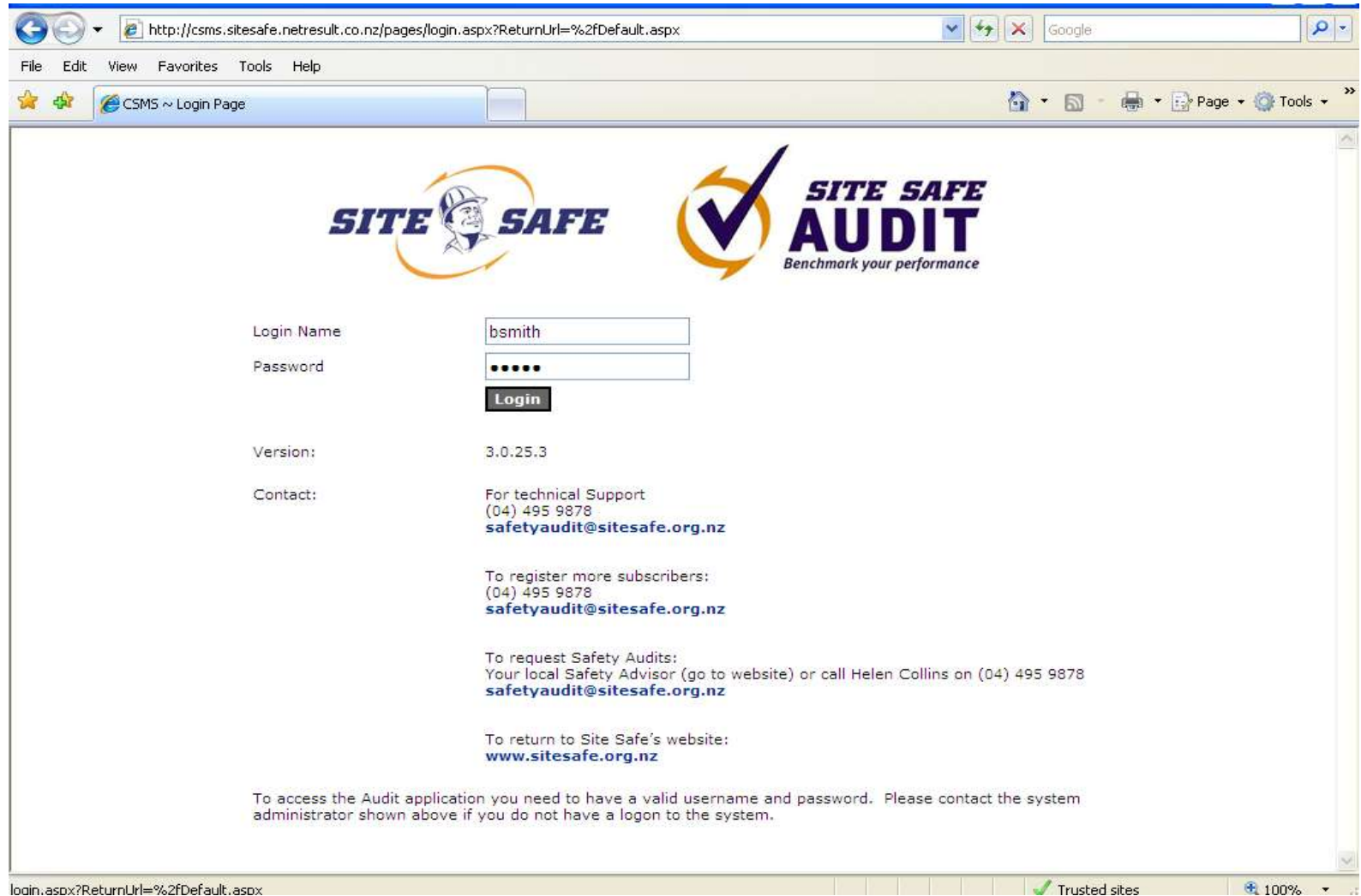
Site: Test Site

Audit Date: 04/08/2008

Auditor: John Mathew

CARID	Contractor	H&S Category	Questions	Unsafe Act / Condition	Safety Improvement Recommendation	Improvement Implemented	Date
2,273	ABC Construction	ASBESTOS	1. Is Asbestos Removal in accordance with DoL Guidelines?	Not compliant to DoL standard			
2,274	ABC Construction	SUBCONTRACTOR SAFETY PLANS	5. Is the name and contact number of the Safety Supervisor documented?	No details documented			
2,275	LTM Plumbers	SUBCONTRACTOR SAFETY PLANS	8. Is the name and contact number of the Safety Supervisor documented?	No details documented			
2,271	Main Contractor	MAIN CONTRACTOR SAFETY PLAN	3. Is there evidence of a hazard identification and control procedure including at least one of these activities: hazard register, up to date hazard ID board, task analysis?	No Hazard Id on site.			
2,272	Main Contractor	MAIN CONTRACTOR SAFETY PLAN	7. Is there evidence that at least one Safety Inspection was conducted in the last 30 days?	No evidence of inspection			
2,276	Main Contractor	SUBCONTRACTOR SAFETY PLANS	8. Is the name and contact number of the Safety Supervisor documented?	No details documented			
2,277	Xyz Construction	SUBCONTRACTOR SAFETY PLANS	8. Is the name and contact number of the Safety Supervisor documented?	No details documented			
2,278	Zee Airconditioning	SUBCONTRACTOR SAFETY PLANS	8. Is the name and contact number of the Safety Supervisor documented?	No details documented			

# Accessing Benchmarking Reports



http://csms.sitesafe.netresult.co.nz/pages/login.aspx?ReturnUrl=%2fDefault.aspx

File Edit View Favorites Tools Help

CSMS ~ Login Page

**SITE SAFE**

**SITE SAFE AUDIT**  
Benchmark your performance

Login Name:

Password:

**Login**

Version: 3.0.25.3

Contact: For technical Support  
(04) 495 9878  
[safetyaudit@sitesafe.org.nz](mailto:safetyaudit@sitesafe.org.nz)

To register more subscribers:  
(04) 495 9878  
[safetyaudit@sitesafe.org.nz](mailto:safetyaudit@sitesafe.org.nz)

To request Safety Audits:  
Your local Safety Advisor (go to website) or call Helen Collins on (04) 495 9878  
[safetyaudit@sitesafe.org.nz](mailto:safetyaudit@sitesafe.org.nz)

To return to Site Safe's website:  
[www.sitesafe.org.nz](http://www.sitesafe.org.nz)

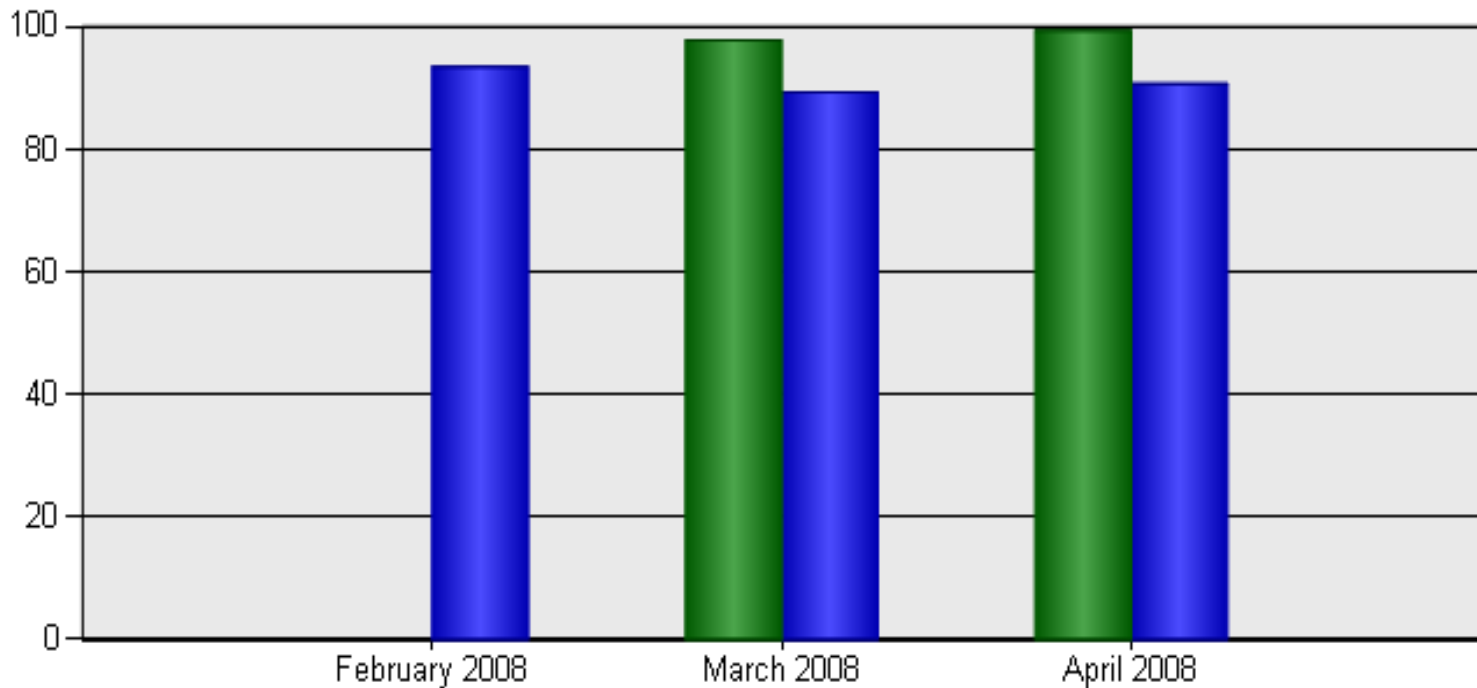
To access the Audit application you need to have a valid username and password. Please contact the system administrator shown above if you do not have a login to the system.

login.aspx?ReturnUrl=%2fDefault.aspx

Trusted sites 100%

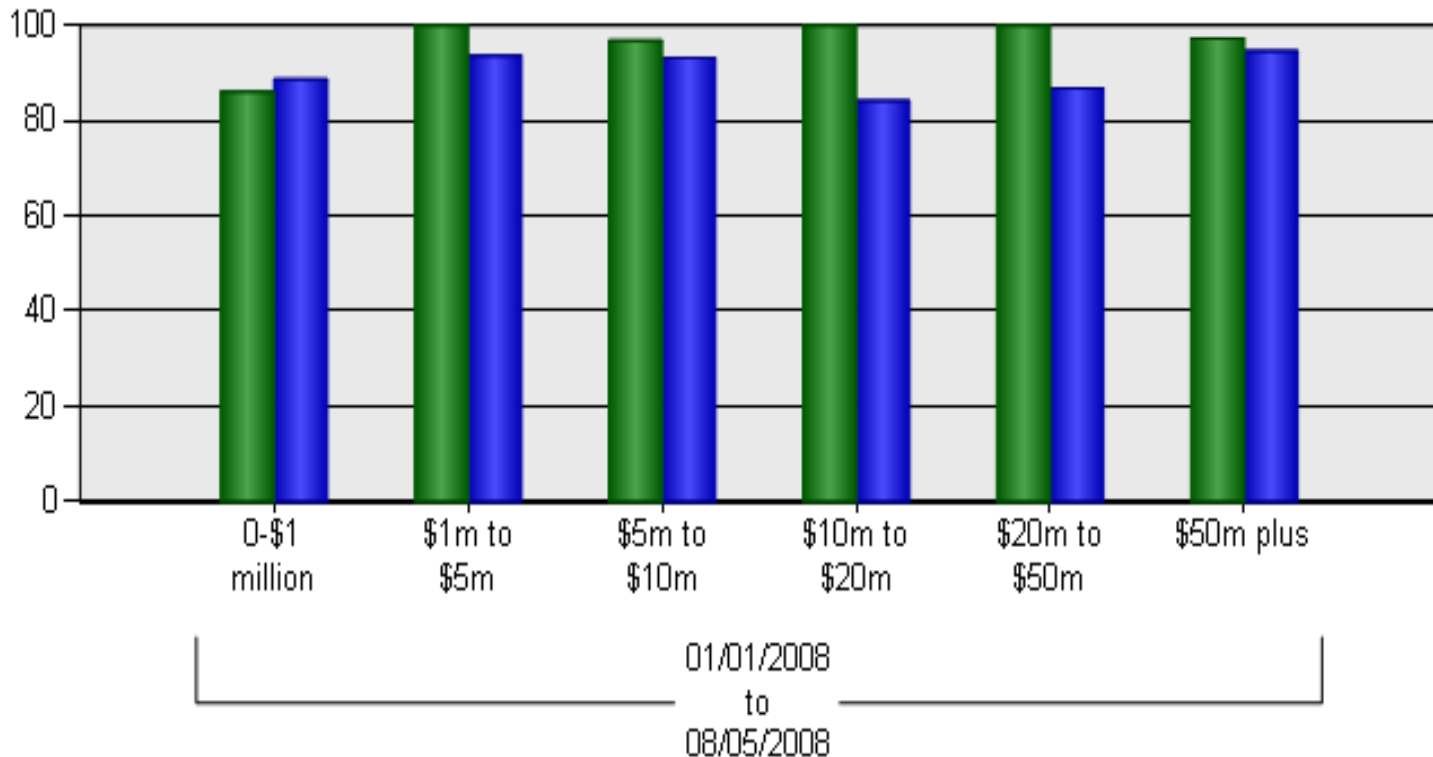


# Company Summary Report



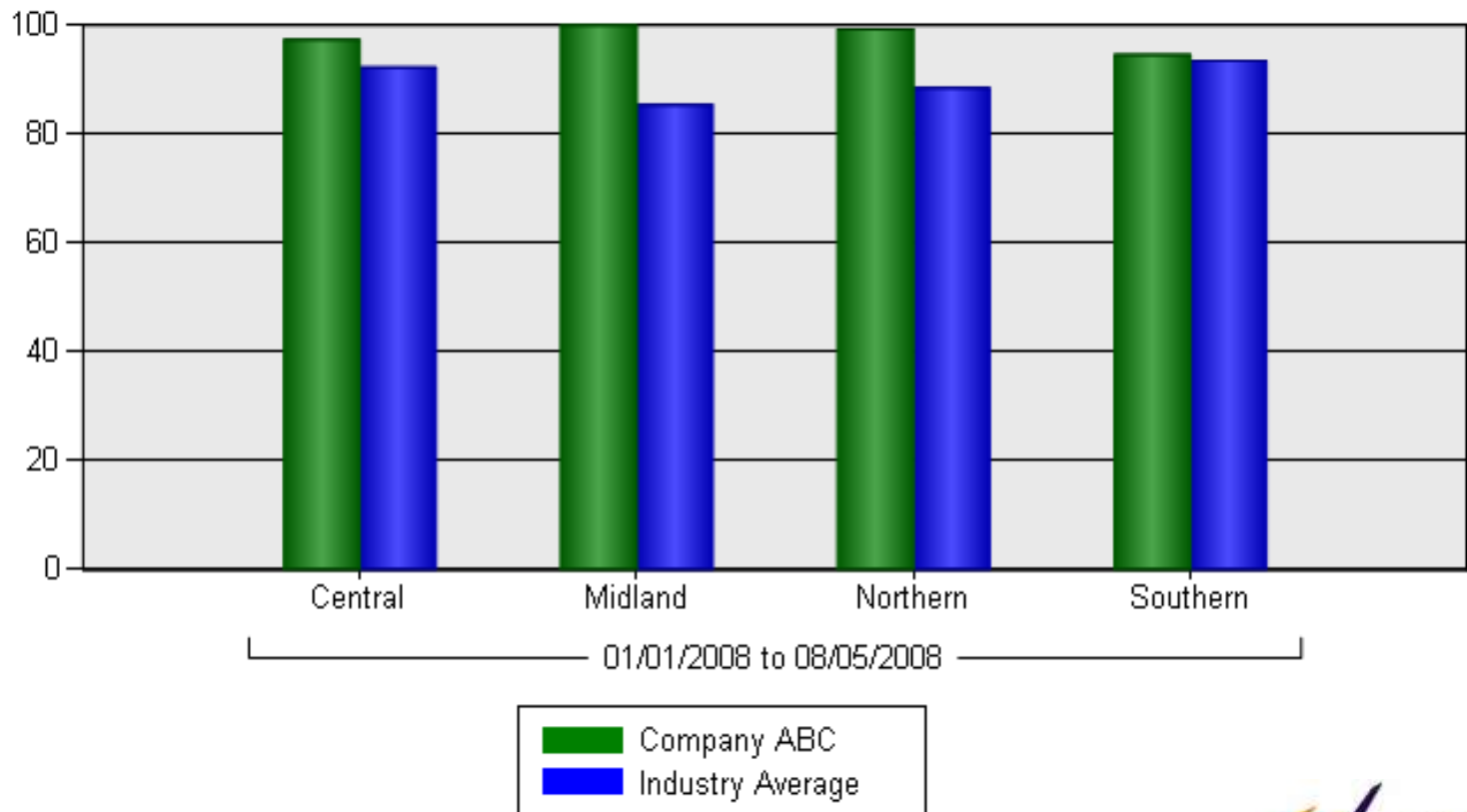


# Benchmark by Project Value



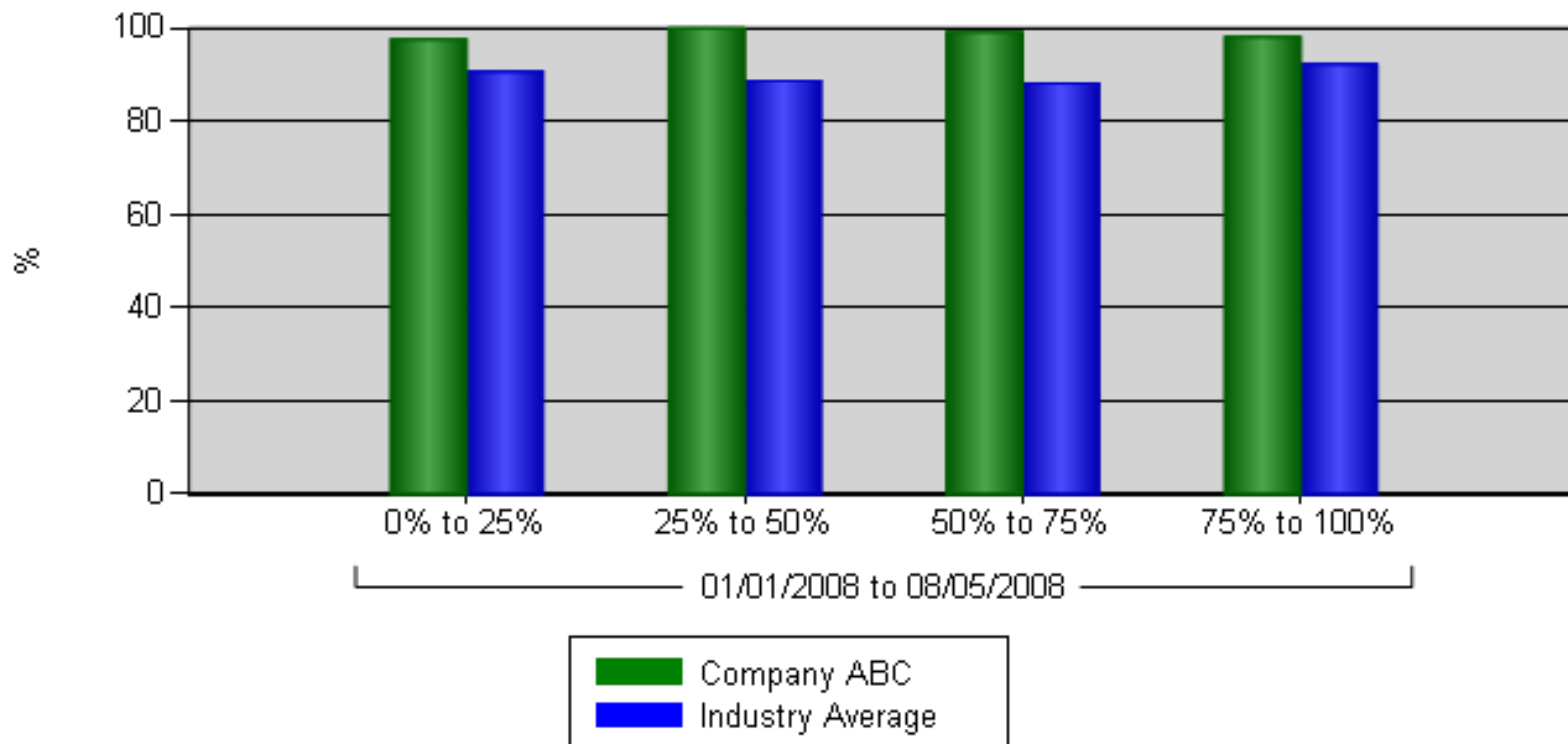


# Benchmark by Region



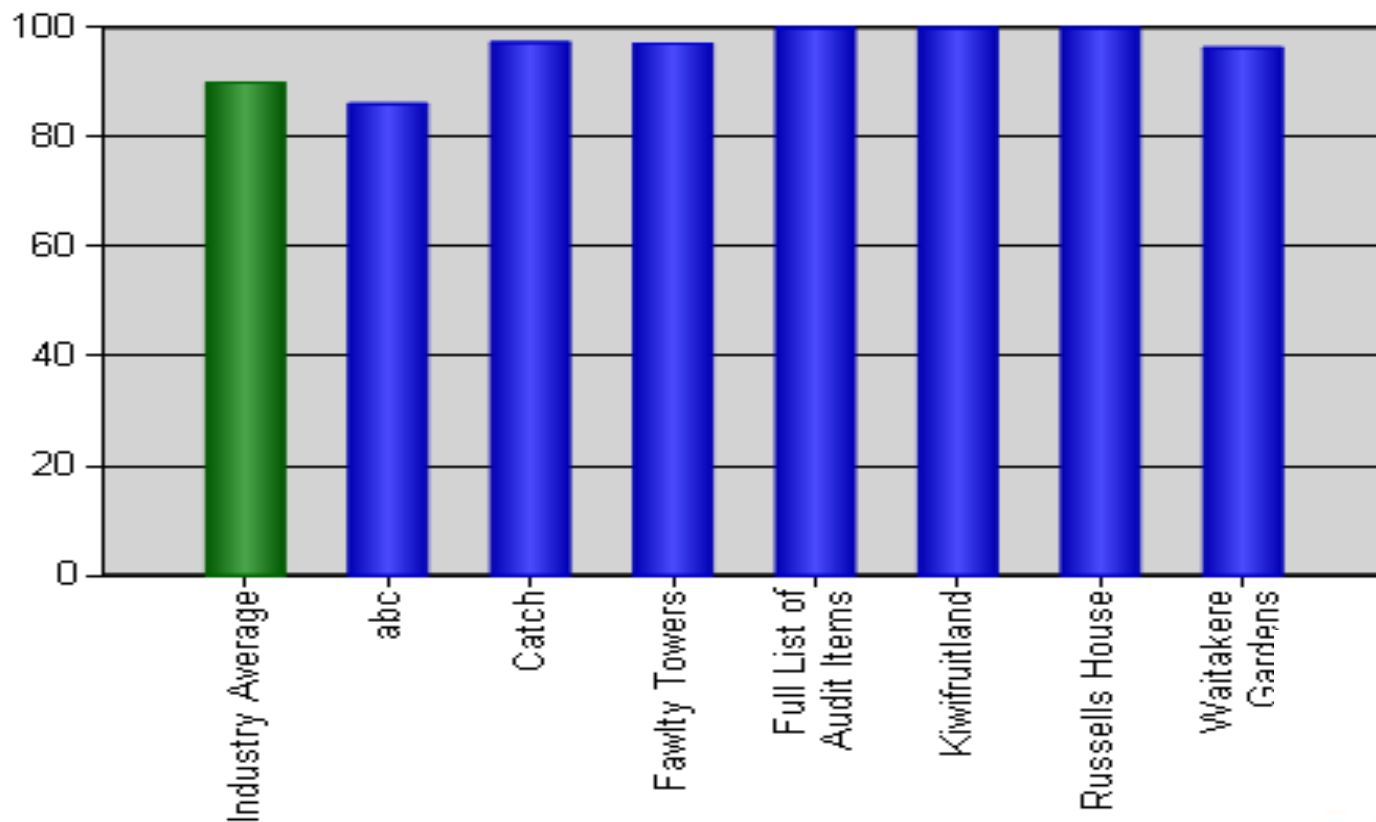


# Benchmark by Stage of Completion





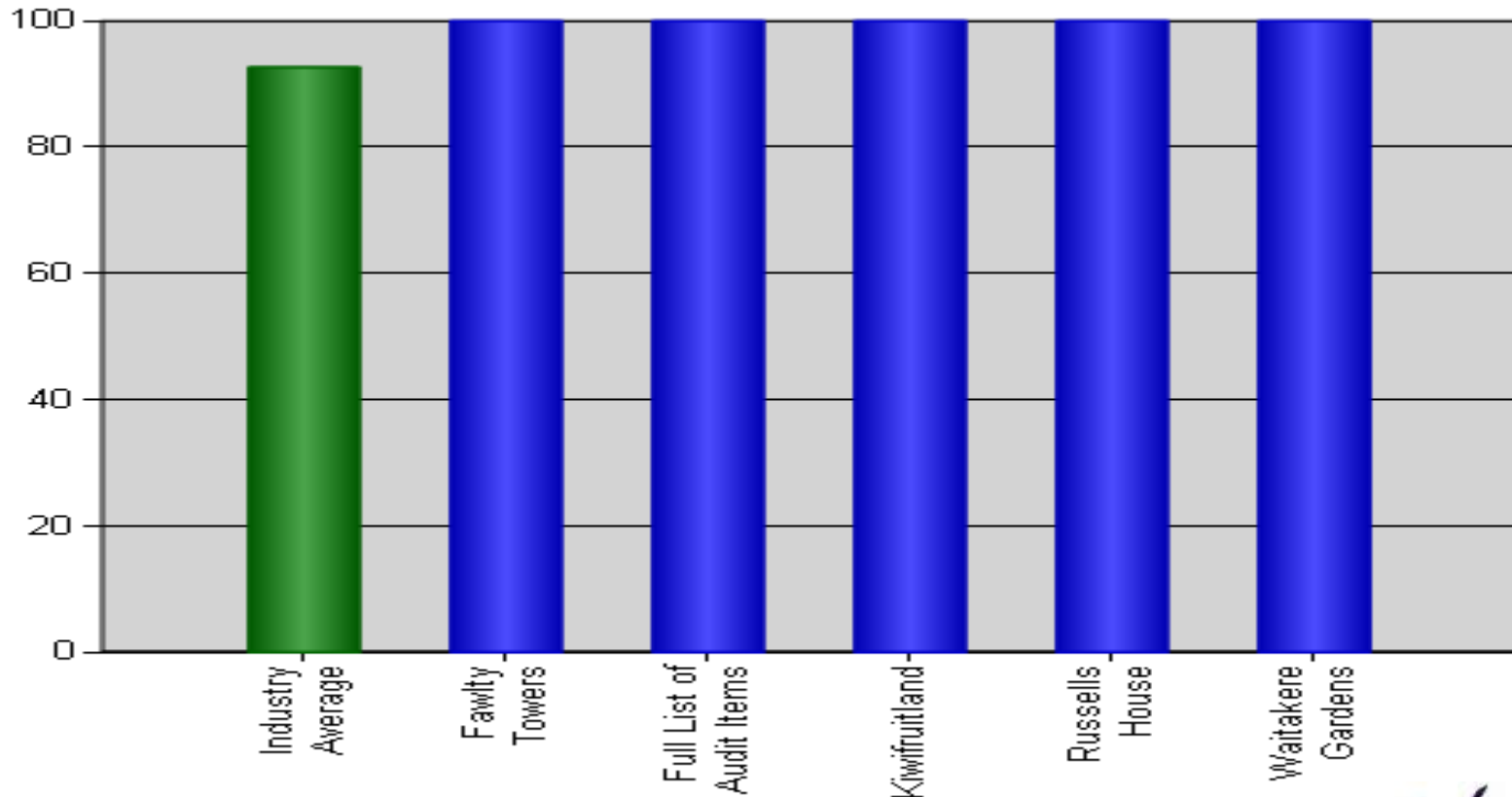
# Benchmark Site by Site Performance





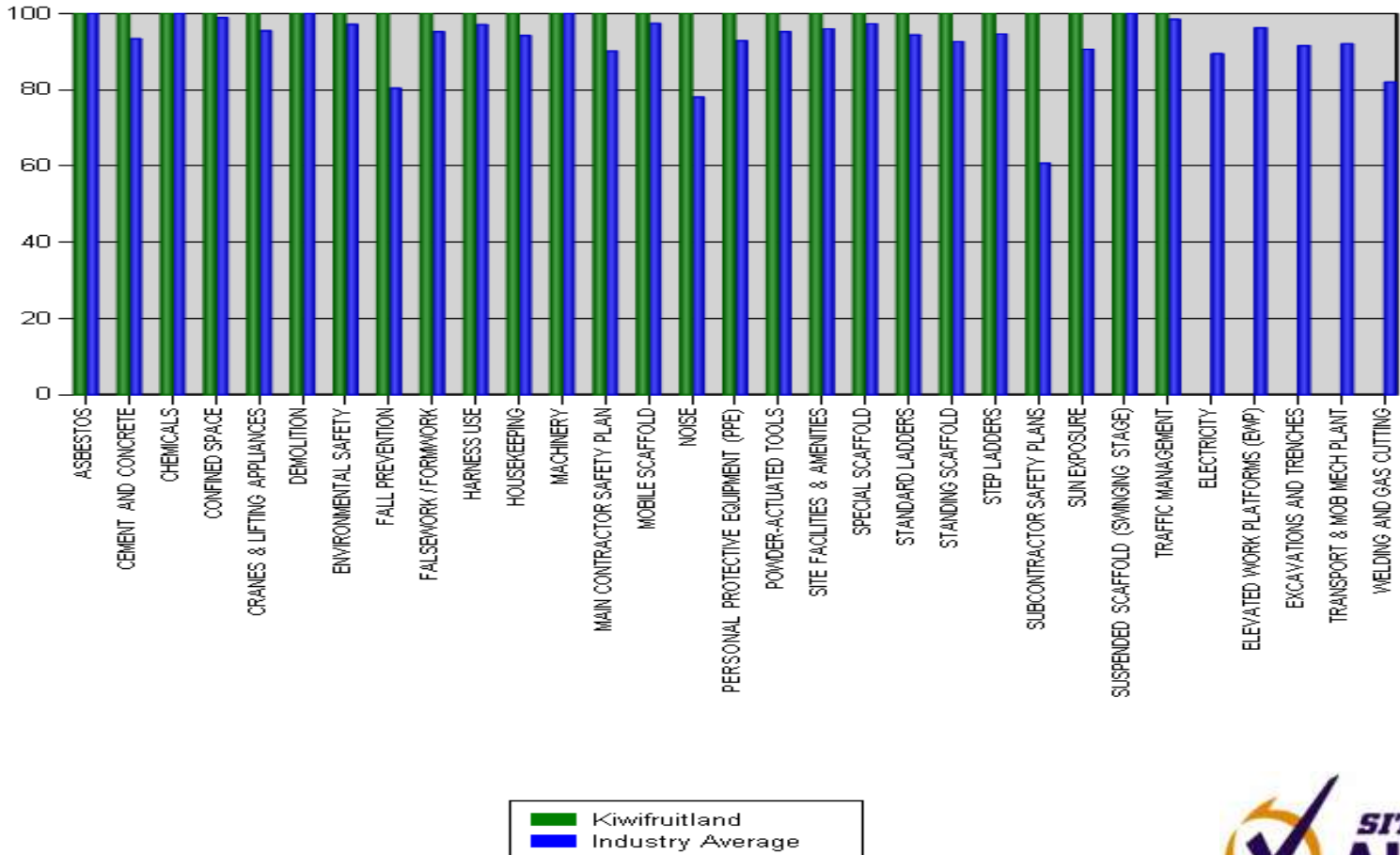


# Benchmark Construction Activities Across Various Sites





# Benchmark Site Specific Activities





# Provide a Pathway for Continuous Improvement


Charter Accreditation Performance Tiers

Tier One: Safety Systems

Tier Two: Safety Behaviours

Tier Three: Safety Leadership - 2010






# Define Key Performance Indicators of Best Practice in NZ Construction

## Tier One – Safety Systems

1. Tender documents
2. Safety Plans
3. Hazard ID & control
4. Safety training
5. Site Safety Meetings
6. Toolbox Talks
7. Safety audits
8. Training register
9. Accident Register
10. Subcontractor Monitoring

8 audits per annum averaged to 65%





# Define Key Performance Indicators of Best Practice in NZ Construction

## Tier Two – Safety Behaviours

1. Facilities
2. Housekeeping
3. Personal Protective Equipment
4. Excavation & Trenches
5. Falsework/Formwork
6. Welding & Gas Cutting
7. Demolition
8. Sun Exposure
9. Noise
10. Confined Space
11. Cement & Concrete
12. Asbestos
13. Chemicals
14. Fall Prevention
15. Harness Use
16. Ladders
17. Scaffolds
18. Elevated Work Platforms
19. Equipment/Machinery/Tools
20. Crane & Lifting Appliances
21. Powder-Actuated Tools
22. Electrical
23. Environmental Issues
24. Traffic Management

8 audits per annum averaged over 80%





# Define Key Performance Indicators of Best Practice in NZ Construction

## Tier Three – Safety Leadership

1. Organisational KPI's
2. Defined management responsibilities
3. Communicated responsibilities
4. Evidence of management participation
5. Performance feedback and recognition

8 audits per annum at 100%





# Charter Accreditation Goals

- Recognise high performers
- Provide a competitive advantage
- Secure more work
- Also
  - Ensure Construction Worker wellbeing
  - Provide a pathway for continuous improvement
  - Define Key Performance Indicators of Best Practice in the NZ Construction Industry





# Contractor Selection

- Different forms of contracts encourage different behaviours
  - Lowest cost will not always be the best
- Tendering to the lowest bidder
  - May have left items out of their tenders
  - Can cause problems, delays and accidents
  - Doesn't always reflect actual cost
  - Doesn't achieve the benefits of safety





# Measuring the Value of Site Safe's Service – An Independent Study

- NZIER conducted an independent study analysing the measurable effect of Site Safe services and its economic value to society and ACC
- Site Safe member companies (which incl. 45 to 65 companies) in the commercial sector with considerable exposure to Site Safe services reduced claims rates by 40% during 2005 – 2007
- Non-sample ACC group increased claims rates by 20% during same period

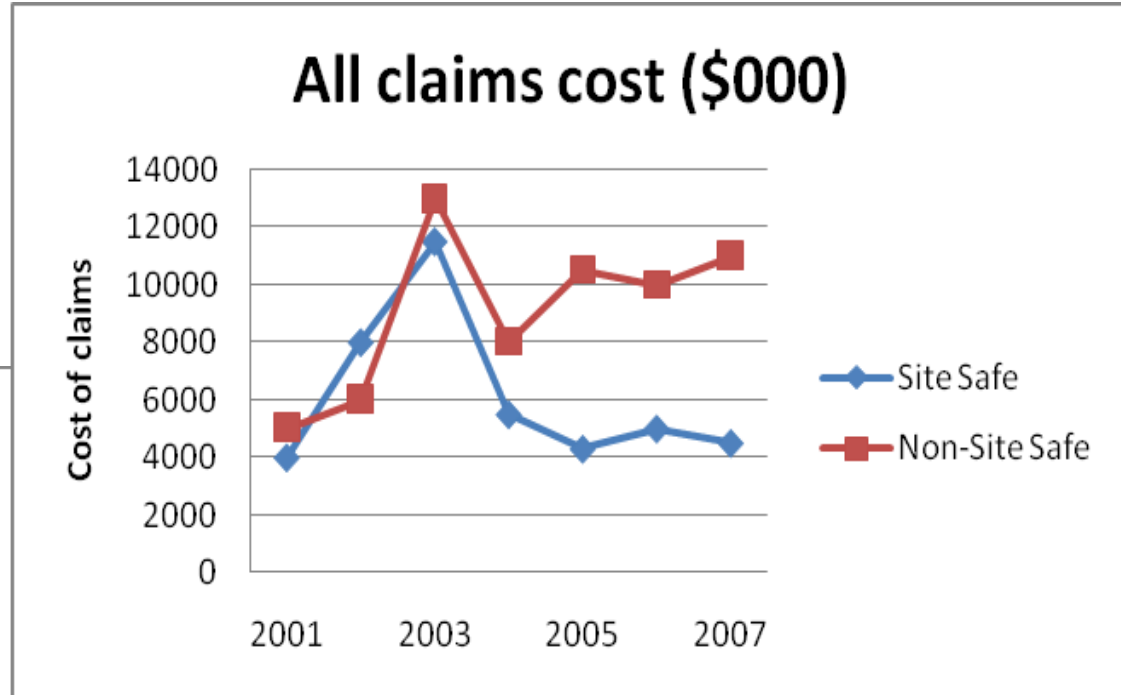
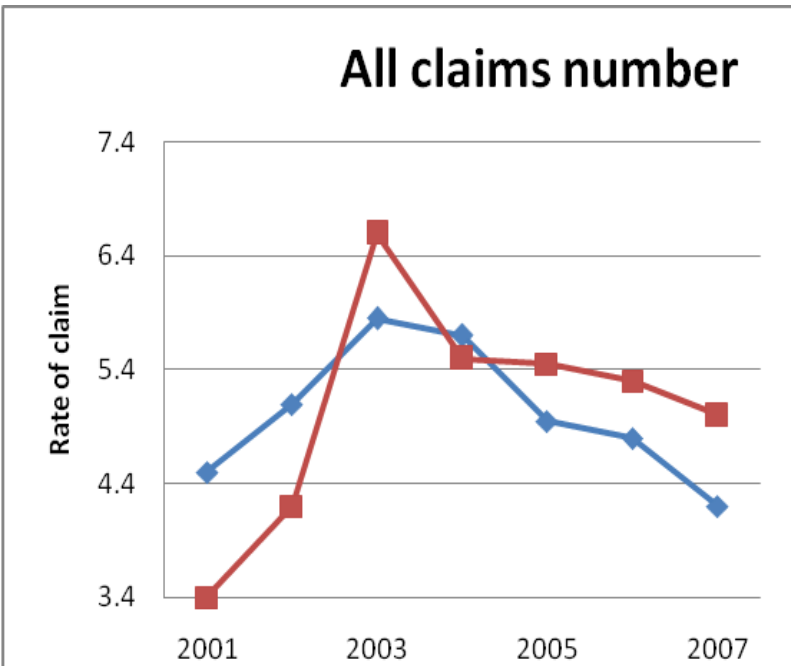




# Putting a Dollar Figure to these Claim Rates

- Site Safe sample (45 to 65 companies) saves ACC \$1 Million each year
  - On an average this means that each company within the Site Safe sample saves ACC around \$18,000 each year
- Site Safe sample (45 to 65 companies) saves the New Zealand economy around \$8 Million each year
  - On an average this means that each company within the Site Safe sample saves New Zealand economy around \$145,000 each year

# New Zealand Institute of Economical Research (NZIER) Data



Site Safe  
Non-Site Safe





# Summery

- Site Safe have achieved proven results in construction safety performance over the last ten years
- The future will bring further initiatives like PDA Auditing, Benchmarking and Charter Accreditation
- Charter Accreditation and Benchmarking is a working success e.g. Auckland City Council; and
- Achieves improved goals as ACC programmes
- Self regulation by the Industry through Site Safe will continue to reduce the fatalities and serious injuries





# Conclusions

- Clear link between safety and productivity;
- Leaders drive culture;
- Culture drives performance;
- Principals influence, set and maintain expectations;
- Principals must take all practicable steps;
- Legal, moral and financial advantages;

**Make a Change!**





“If you always do what you’ve always done, you’ll always get what you’ve always got”

