BRISBANE LAUNCH

Hosted by:

Peter Scuderi – Chief Operating Officer, Research & Commercialisation

CRC for Construction Innovation

6 December 2006

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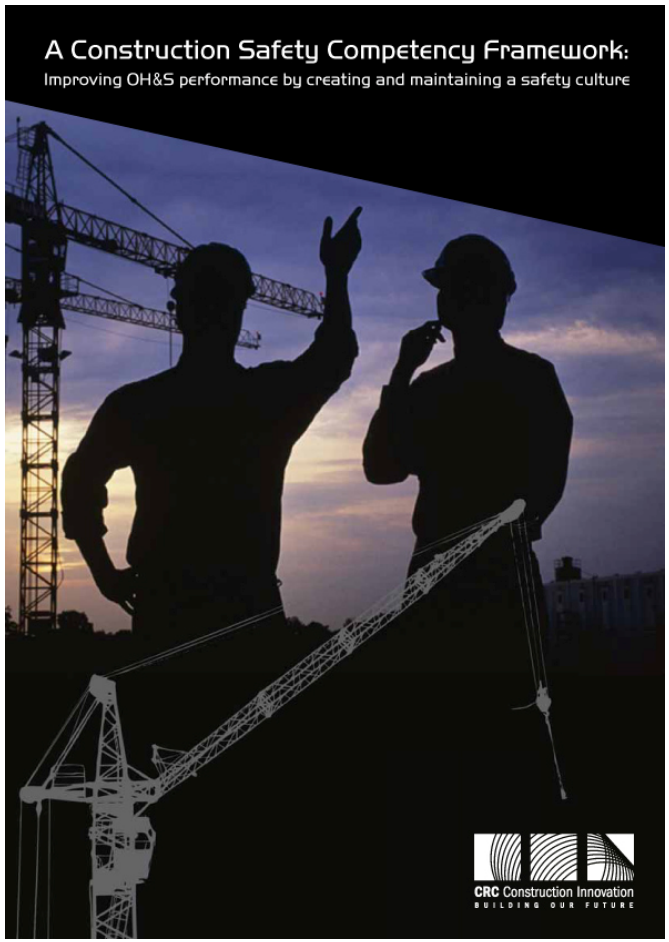
The Construction Safety Competency Framework

OVERVIEW

Keith Hampson
CEO
CRC for Construction Innovation

We can do better!

The Construction Safety Competency Framework



About Construction Innovation

- **Cooperative Research Centre (CRC) for Construction Innovation** is Australia's only research and development body solely devoted to improving practices in the property, design, construction and facility management sectors.

Construction Innovation partners

Perspective on Safety Issues in the Building and Construction Industry

Wayne Artuso

Office of the Federal Safety Commissioner

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The Office of the Federal Safety Commissioner

Federal Safety Commissioner

- World-class safety throughout the Australian building and construction industry

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The Federal Safety Commissioner

Functions Include:

- Promoting best practice OHS on Australian building and construction projects
- Administering the Australian Government Building and Construction OHS Accreditation Scheme
- Promoting a safety culture through education, consultation, promotion, information sharing,

  safe design and providing best practice guidance

OHS Accreditation Scheme

- The Federal Safety Commissioner is using the influence of the Australian Government as a client and provider of capital to foster improved Occupational Health and Safety (OHS) performance in the building and construction industry.

Criteria

1. Demonstrated senior management commitment to OHS;
2. Whole-of-project consultation and communication;
3. Integration of safe design into the risk management project;
4. Demonstrated effective subcontractor OHS management;
5. Whole-of-project performance measurements; and
6. OHS training requirements.

OHS Accreditation Scheme

STAGE 1

Phase 1 – Provisional Accreditation

from 1 March 2006 – 30 Sept 2006

Phase 2 – Full Accreditation

from 1 October 2006

OHS Accreditation Scheme

STAGE 2 - Post 2006 accreditation

- Directly and indirectly funded
- Thresholds announced by Minister 23 Oct 2006

Proposed dates for Stage 2 Implementation

Proposed dates	Phase
23 October 2006	Minister Andrews announced thresholds for both indirectly and directly funded Australian Government projects under Stage Two.
Late 2006 - early 2007	Consultation in relation to the application of Stage Two and Scheme criteria.
March 2007	Finalisation of Scheme design. Detailed information on the Scheme will be made available.
30 June 2007	Legislative amendments are enacted.
1 October 2007	Stage Two takes effect.

Safety Principles and Guidance

- 1. Demonstrate a tangible commitment to developing a safety culture
- 2. Maintain effective OHS measures across a project's life cycle
- 3. Strive to develop cooperative business relationships;
- 4. Ensure safe design and constructability is considered;
- 5. Effective consultation and communication;
- 6. Systematically approach OHS & risk management;
- 7. Demonstrate OHS leadership at all stages of the construction project; &
- 8. Monitor, report and benchmark OHS at all levels.

Safety at work

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Office of the Federal Safety Commissioner

- **E-mail:** ofsc@dewr.gov.au
- **Website:** www.fsc.gov.au
- **Assist-line:** 1800 652 500

Project summary and results

Dean Cipolla, Project Leader

Group Safety Manager, John Holland

Construction Industry Safety Performance

- **Extensive OHS legislative framework & requirements**
- **Penalties for breaches of OHS legislation higher than ever for individuals and companies**
- **Fatality & injury rates unacceptable (Cole, 2003)**
- **Current approaches are not achieving the level of improvement our industry needs to further reduce injury rates and eliminate fatalities**

Construction Industry Complexities

- **Mainly Itinerate workforce**
- **Heavy reliance on Subcontractors**
- **Varying OHS standards and requirements across jurisdictions**
- **Varying requirements across client base**
- **No nationally consistent approaches/requirements for skilling people who make the decisions and have the most influence on OHS outcomes (Line Management)**

Current Situation

- **Most construction companies have robust and third party accredited OHS management systems in place**
- **Incidents often occur because the system was not:**
  - **Followed;**
  - **Implemented, and/or**
  - **Didn't address the situation which resulted in the incident**
- **Safety culture differentiates safe from unsafe construction sites**
- **Company Leaders and Line Management determine the culture**

Current Situation

“Too often safety is neglected. There must be cultural and behavioural change.”

Royal Commission into the Building and Construction Industry, Final Report, Reform-Occupational Health and Safety, Volume 6, 2003

Project Background

- Construction Industry Population
  - Engineering
  - Trades
  - Unskilled Labour
- Minimal training which is mainly focused on provision of mechanical skills
- Not Competency Based
- No consistent standard approach to OHS training

Current OHS Training & Competency Situation

- **Each company targets training and development towards areas and elements it feels are important and relevant;**
- **The training is often not transportable and/or recognised by other companies;**
- **Many people repeat the same training every time they move from site to site and company to company**

Current OHS Training & Competency Situation

- **Training such as the 5 day supervisor safety is not based on identified specific construction competency requirements;**
- **Much of the current training focuses on the provision of mechanical skills**
- **People are often not given the context, knowledge and linkages which will build understanding and gain their buy-in and ownership**

Project Aim

Develop a means to provide change to safety culture across the industry by identifying what OHS knowledge, skills & behaviours are required to effectively perform and inform

Project Team Members

- **JOHN HOLLAND GROUP** (Dean Cipolla – Project Team Leader)
- **QUEENSLAND UNIVERSITY OF TECHNOLOGY** (Dr Herbert Biggs & Vaughn Sheahan)
- **UNIVERSITY OF WESTERN SYDNEY** (Dr Don Dingsdag)
- **BOVIS LEND LEASE** (Linda Sokolich & Danny Potocki)
- **OFSC** (Wayne Artuso)

Research Design

Stage 1

- **Identify Safety Critical Positions**
- **Critical Safety Management Tasks**
- **Map positions to tasks**

Stage 2

- **Identify what behaviours make each task effective**
- **Identify cultural outcomes that can be achieved by applying identified behaviours to each task**

Research Method

- Numerous one on one Interviews
- Focus Groups across the country
- Management Surveys
- Blue Collar Surveys
- Reference Group to question, challenge and keep us focused
- Testing and confirmation of findings with stakeholders

Research Outcomes – Stage 1

- **39 Critical Safety Management Tasks (SMTs)**
- **11 Safety Critical Positions**
- **9 Safety Culture Actions that underpin the 39 SMTs and provide potential for durable safety culture change**
- **Mapped SMTs against Safety Critical Positions**

Research Outcomes – Stage 2

- **Identified the skill and behavioural competencies required to perform each Critical SMT effectively**
- **Provide specific details regarding:**
  - **How each task should be undertaken (Process Steps)**
  - **What knowledge, skills & behaviours are required to undertake each task effectively**
  - **Outcomes which should be achieved if effectively undertaken (cultural outcomes)**

Research Report

- **Compiles research findings into a useable blueprint:**
  - **Contains all information discussed**
  - **Guidance on how to move forward with this approach**
  - **Guidance on customisation to suit individual organisations**
  - **Designed to be used for training and development purposes as well as strategic OHS & HRM**

Summary

- **Provides a mechanism to ensure people in safety critical positions**
  - **understand what safety tasks need to be undertaken**
  - **Are provided with the mechanical & behavioural skills to undertake each task effectively**
  - **Understand what outcomes can be achieved by performing each task effectively**

Summary

This approach will lead to increased knowledge, understanding, involvement and ownership by safety by People in Safety Critical roles. This will inturn lead to an improved safety culture across our industry and more importantly,

<u>less injuries</u>.

Questions?

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Workplace Health and Safety

Queensland Government Policy & Practice - the role of the Client

Max Smith

Deputy Director-General (Works)

Department of Public Works

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Queensland Government is a large client

- Fastest growing State in Australia
- Strong demand for Government services
- 2006-2007 – Capital outlays of $10 billion
- Building capital works program of $2.5 billion

Queensland Government is a large client

Large clients such as the Queensland Government:

- have a responsibility to the community and industry to work towards improving outcomes for all stakeholders
- will use policies, systems and processes to manage risks, influence industry practices and deliver required outcomes
- will facilitate networks with industry, universities and other stakeholders to respond to future challenges

The role of the client in WH&S

Cole Royal Commission on drivers of change:

"Clients can be a force for good in the industry. Too often they are not. It is time to bring clients into the requirement to promote occupational health and safety on their projects."

The role of the client in WH&S

Cole Royal Commission on drivers of change:
"The proposition that head contractors and subcontractors would be motivated to improve their occupational health and safety performance if they knew their capacity to obtain work would thereby be affected found broad support among the participants in the Workplace Health and Safety conference."

The role of the client in WH&S

National Occupational Health and Safety Strategy 2002-2012:

"Governments are major employers, policy makers, regulators and purchasers of equipment and services. They have a leadership role in preventing work-related death, injury and disease in Australia."

The role of the client in WH&S

Building and Construction Industry (WH&S) Taskforce recommended:

"That the Department of Public Works introduces effective workplace health and safety criteria into the prequalification tendering process and the monitoring of on-site performance of principal contractors on government projects----"

Prequalification (PQC) System

- Building contractors and consultants must be prequalified to undertake government building work
- Clear and consistent performance requirements
- Stringent financial requirements for contractors
- Comprehensive record of projects, service providers and performance

Prequalification (PQC) System

4 PQC Levels

- 1 (effective work practices)
- 2 (commitment to continuous improvement)
- 3 (industry best practices)
- 4 (world's best practices)

Currently registered

- 359 contractors (60 x Level 3 and 7 x Level 4)
- 307 consultants

PQC WH&S Requirements

1. Safety Management System requirement

- Must have a documented, implemented and maintained Safety Management System that satisfies the criteria set out in *AS/NZS 4801:2001 Occupational health and safety management systems – Specification with guidance for use*

PQC WH&S Requirements

2. Project specific requirement
- Site inspection once for every 13 weeks by accredited auditor
- Assessment of Construction Workplace Plan
- Site inspection report
- Corrective action notices
- Failed inspections can lead to sanctions

PQC WH&S Requirements

Implementation

- I July 2004 - Level 3 & 4 – both SMS and project specific requirements
- 1 July 2005 – Level 1 & 2 – project specific requirement only

Lessons learnt

- Establishing an **effective** SMS takes commitment, resources and time
- Even established SMS must be constantly monitored and reviewed
- Safety can provide a competitive edge – it should be an essential element of the business

Questions?

www.build.qld.gov.au
pqcregistrar@publicworks.qld.gov.au

Cultural change in Safety & Health is based on effective education of persons in the industry best placed to influence others.

The CRC competencies we have heard about today are another vehicle to improve Safety and Health in the construction industry in Western Australia

Queensland building and construction industry culture:
What is needed to change it for the better

Bob Bills – Manager Construction with Workplace Health and Safety Queensland, Department of Industrial Relations

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BUDGET

- 2003 / 2004 WHSQ'S BUDGET WAS $31 742 700 (TOTAL)
- 2004 / 2005
  WAS $37 524 100 (TOTAL)
- 2005 / 2006
  WAS $41 775 700 (TOTAL)

CONSTRUCTION INSPECTORS

- 2003 / 2004 - 34 CONSTRUCTION INSPECTORS IN THE FIELD
- 2004 / 2005 - 57 CONSTRUCTION INSPECTORS IN THE FIELD
- 2005 / 2006 - 61 CONSTRUCTION INSPECTORS IN THE FIELD

SITE VISITS

- 2003 / 2004 CONSTRUCTION INSPECTORS UNDERTOOK 6 474 SITE VISITS
- 2004 / 2005 - 7 770 SITE VISITS
- 2005 / 2006 - 10 664 SITE VISITS

INVESTIGATIONS

- 2003 / 2004 - 636 INVESTIGATIONS INTO NOTIFIED INCIDENTS AND COMPLAINTS
- 2004 / 2005 - 1 064 INVESTIGATIONS INTO NOTIFIED INCIDENTS AND COMPLAINTS
- 2005 / 2006 - 601 INVESTIGATIONS INTO NOTIFIED INCIDENTS AND COMPLAINTS

NOTICES

- 2003 / 2004 INSPECTORS ISSUED 4
  915 NOTICES
- 2004 / 2005 INSPECTORS ISSUED 4
  835 NOTICES
- 2005 / 2006 INSPECTORS ISSUED 5
  480 NOTICES

PROSECUTIONS

- 2003 / 2004 WHSQ FINALISED 25 CONSTRUCTION PROSECUTIONS
- 2004 / 2005 WHSQ FINALISED 42 CONSTRUCTION PROSECUTIONS
- 2005 / 2006 WHSQ FINALISED 38 CONSTRUCTION PROSECUTIONS

FATALITIES

- 2003 / 2004 - 5 CONSTRUCTION FATALITIES
- 2004 / 2005 - 1 CONSTRUCTION FATALITY
- 2005 / 2006 - 8 CONSTRUCTION FATALITIES

CONSISTENT MESSAGE

ONE FOCAL POINT – HOW TO WORK SAFELY

MORE NEEDS TO BE DONE

WHAT ELSE CAN BE DONE?

CHANGE IS NEEDED

WHAT IS NEEDED TO CHANGE THE INDUSTRY FOR THE BETTER?

PRACTICAL SOLUTION

CONSTRUCTION SAFETY COMPETENCY FRAMEWORK

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MESSAGE

MY MESSAGE TO YOU

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Questions?

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