

GUIDE FOR DEVELOPING A HEALTH AND SAFETY MANAGEMENT SYSTEM



A TOOL FOR EUROPEAN CONSTRUCTION
COMPANIES OF ALL SIZES



European
Construction
Industry
Federation

European Federation
of Building
and Woodworkers



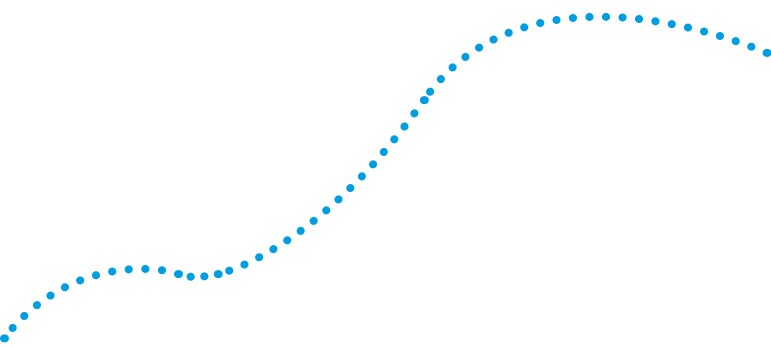


This Guide is the outcome of a joint project of FIEC and EFBWW, the EU sectoral social partners for the construction industry, and its content was approved during the Social Dialogue Plenary meeting on 30/6/2010.

The original version is in English and the Guide is available also in 12 other EU languages, namely: Bulgarian, Czech, Danish, Dutch, Estonian, French, German, Italian, Polish, Portuguese, Romanian and Spanish.



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Objectives of the EU sectoral social partners

The European social partners within the construction industry, EFBWW and FIEC, want more focus on health and safety, and to provide good guidance for companies, in particular SMEs, to set up, discuss, implement and continuously improve a health and safety management policy. For companies that are able to document their competencies relating to health and safety, the aim of this Guide is also to increase the additional competitive advantage that they can provide to their public and private clients.

A consequence of the peculiarities of the construction industry is that companies can make best use of tools that are tailored to their specific needs. This Guide, developed by the European Social Partners, is precisely such a tool. It offers a collection of specific examples and tools, which can be adapted to companies in the construction industry according to their size and to their national legislative framework.

It is thanks to a social cohesion similar to that recommended by this Guide that an improvement to working conditions can be made sustainable.

This document encourages a dialogue not only within the company but also with the various participants in the construction process on the subject of preventing occupational risks and it encourages their co-ordination.



With this initiative the European Social Partners of the construction industry wish, amongst others, to pursue the objectives of those actions of the European Commission within the framework of its “H&S strategy for 2007-2012”, of the Bilbao Agency (<http://osha.europa.eu>), as well as of the Enetosh (European Network Education and Training in Occupational Safety and Health) project (www.enetosh.net), aiming at introducing H&S in education and training.

Objectives of the Guide

For moral, legal and economic reasons, the health and safety of every person, the security of goods and the protection of the environment, are essential aims which every company shares. These goals are only achieved and guaranteed if there is a policy oriented towards prevention of all health and safety (H&S) risks within each company.

There may be several reasons for a company to develop and implement a more systematic and structured health and safety policy:

- Reduce accidents
- Limit sick-leave
- Provide a better working environment
- Attract the best work force
- Improve the quality of the final product
- Gain a competitive advantage
- Improved image
- Facilitate contact with the authorities

Experience has shown that this policy needs to be based on a vigorous approach, which must be evaluated against the action plan on a regular basis at least every year, and designed to bring about continuing, constant improvements to the health and safety of people at work.

This approach requires all participants within the company to play an active part. It must be based upon communication throughout the line management structure and among the workforce¹, and upon mutual trust, participation and respect.

Much experience shows that well-developed and well provided health and safety conditions go hand in hand with good quality, good economic performance and enhanced competitiveness, not only at the company level, but also at the level of the construction process and of the project itself.

¹ For example: workers, foremen, safety engineers, ...



Our aim is to show to clients the links between these issues, as well as the advantages that they can bring to them, and to encourage them to work with companies which have implemented a H&S Management System.

One of the ways to achieve this goal is to introduce, develop and maintain a more coherent *Occupational Health and Safety Management Policy* at the company level.

A formal Health & Safety Management Policy is not a target in itself, but may be of great help to the company in preventing and solving the essential health and safety problems in a simpler and more systematic and practical way. The advantage of such a policy is that on the one hand it helps to anticipate well-defined health and safety problems such as accidents, MSD or chemical impacts, whilst at the same time being a good basis for the development of the company with committed workers, who identify themselves with the company's health and safety policy and aims.

The size of the company should not be an obstacle for setting up such a Health and Safety Management Policy. It is the duty and the responsibility of each company, independent of size, to care about the health and safety of its workers. Of course each approach should be developed according to the capacity of the company. The Health and Safety Management Policy of a small family business will not be the same as that of a large international group. What is important is to promote and develop a culture of Health and Safety Management within each construction company. This is precisely the aim of this Guide.

For this reason this Guide, which provides indications on the internal organisation of the company, is subdivided into 2 parts: Level 1, for companies that have not yet adopted a H&S Management System; and Level 2, for those companies that want to go further in the development and the implementation of their H&S Management System. The companies starting with the guidelines of Level 1 are encouraged not to stop there, but to continue their progression through the guidelines of Level 2.

This Guide does not intend to replace existing European and/or national legislation on H&S, which must in any case be respected, and should therefore be considered as a complementary tool.

This Guide is consistent with the International Labour Organisation's ILO OSH 2001 guidelines, as well as with the EU legislation on health and safety, and is available to all companies free of charge. It calls upon them to increase awareness of and commitment to health and safety within the whole of the company structure. Indeed, all levels of management and all internal participants are involved in the Health and Safety management policy.



How to use this guide

The best practices presented in this Guide adhere to the International Labour Organisation (ILO) guidelines on health and safety management systems. They are described on various fact sheets and tailored to the profession's own specific needs.

The “**Level 1**” part of the Guide contains a series of guidelines for an initial implementation, based on 10 questions aiming at helping companies that have not yet adopted a H&S Management System. These companies should begin here, but are encouraged to continue their progress through the “**Level 2**” part.

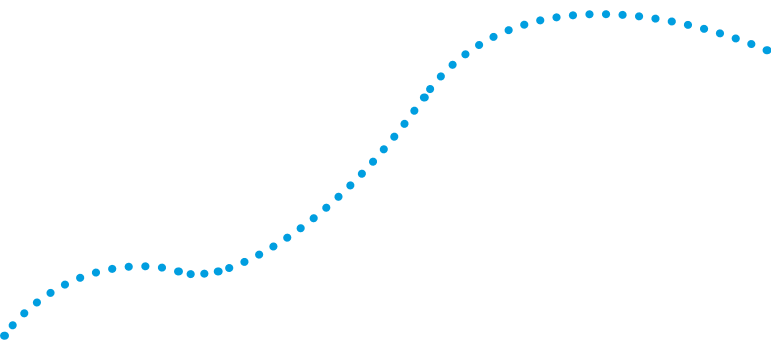
The “**Level 2**” part is for companies that are already more advanced in the implementation of such a Health and Safety Management Policy. They will be able to look at a series of fact sheets, which can help them to find ways of dealing with the 12 subjects that are usually found in other existing reference manuals.

Even though Health and Safety Management may appear to be of interest and useful mainly to larger companies with health and safety departments, the tools provided by this Guide together with the fact sheets are relevant to all companies in the construction industry regardless of their size, as it gives them ideas they can implement, especially for safety certification purposes.

As health and safety regulations are constantly changing, users are advised to check that the regulatory information is still up to date.

As a further step FIEC and EFFBWW intend to make available electronic versions of this Guide. On the one hand this should facilitate its dissemination and, on the other hand, complement it with links towards existing best practice examples.

Users will then have the opportunity to rework these documents for their own purposes, adapting them both to the needs of their own companies or of a particular worksite, as well as to any regulatory changes.





LEVEL 1: CHECK LIST FOR COMPANIES WISHING TO INTRODUCE A H&S MANAGEMENT SYSTEM²

The following 10 items aim at guiding those companies that have not yet introduced a H&S Management System within their organisation and who are willing to make a first step into such a system.

These questions constitute the basis for an easy step by step process towards a more structured and systematic approach to H&S Management.

1. Health and Safety policy

- a. Has the company formulated an action plan, signed by the owner or manager, concerning its OHS policy?
- b. Were the workers involved in the elaboration of such an action plan?

2. Annual plan and report

- a. Does an annual plan of promoting occupational health and safety (OHS) exist?
- b. Is an evaluation made at least once a year with the aim of improving health and safety?
- c. Is the action plan discussed in consultation with the workers, or their representative(s), and, where applicable, with external advisors?

3. Safety training and certificates

- Has the company ensured that employees have the correct safety qualifications for tasks performed? For example: Crane certificate, Forklift certificate, training course for safety reps, etc.

4. Safety introduction

- a. Has the company got its own safety introduction for new employees, including those at management level?
- b. Has a safety introduction been carried out before commencing the work?

5. Safety instruction, specific legislation and regulation

- Are all employees and subcontractors/self-employed instructed regarding specific legislation and regulation for the actual construction project?

² Based on a Danish system approved by the national partners of the construction industry and entitled: "Approval of contractors' safety work".



6. Examination of work equipment and products

- a. Has the company got a system for periodical surveys, identification and registration of critical work equipment and its safety parts? For example : lifting equipment, electrical tools, welding equipment, safety nets , etc.
- b. Has the company got a list of the critical/dangerous equipment and products used?

7. Registration of accidents and incidents

- a. Has the company got an internal procedure for registration of accidents and important incidents?
- b. Does it describe in details which incidents and to whom they should be reported?
- c. Does it describe who is responsible for investigations and follow-up?

8. Protective equipment and welfare and hygiene measures

- a. Has the company a system of controlling collective protective equipment?
- b. Has the company a system for handing out and maintaining personal protective equipment?
- c. Has the company hygiene and welfare facilities?

9. Safety organisation

- How does your company promote a regular dialogue with the workers, or their representative(s), according to the needs and/or the national legislation?

10. Management meetings

- Is health and safety a fixed topic on the agenda for management meetings?

For all those issues for which you have “NO” answers, you need to take them into consideration and to deal with them within your company. In this respect you may use the tools and documents provided by this guide.

For all those issues for which you have “YES” answers you can consider yourself are on the path towards a good H&S policy and you should continue with your efforts in this way.

LEVEL 2: 12 ITEMS FOR A COMPREHENSIVE IMPLEMENTATION OF A H&S MANAGEMENT SYSTEM

Content of the 12 themes and fact sheets:


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11	MANAGEMENT OF ACCIDENTS, INCIDENTS AND NEAR ACCIDENTS	
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1. COMMITMENT BY THE MANAGEMENT

1 a: Definition and presentation of the general health and safety policy

1	Aims	
	<p>Assert the involvement in and commitment towards human health and safety and working conditions at the company's highest level.</p> <p>Consider workers as the company's primary source of wealth and thus incorporate health and safety into the company's organisation, procedures, technical equipment, etc. in order to achieve the management's targets.</p>	
	Duties, task, responsibilities	Examples
	<p>The actions aim at preserving workers' safety and establishing the necessary conditions so as to:</p> <ul style="list-style-type: none"> - Comply with the legislation in force as well as with internal rules and regulations for executing the concerned work with a high level of safety; - Integrate H&S into the decision making process of every hierarchical level of the company; - Establish a multi-annual action plan based on an appropriate risk assessment; - Involve stakeholders in preventive management: participation of company staff at all levels; cooperation with subcontractors, suppliers; sensibilisation of clients, other companies intervening on the worksite, etc. - Ensure that the requirements of the clients are compatible with the company's H&S management system. 	<p>Letter of commitment of the Chairman to workers.</p> <p>Disseminate information through notices, web site, intranet, etc...</p>


1 b: Targets set by each department of the company*

8	Aims	
	<p>Confirm the company's general policy within each operational department.</p>	
	Duties, task, responsibilities	Examples
	<ul style="list-style-type: none"> - Display the operational department's prevention policy and targets at worksites and in the offices; - Follow up and review actions and duties according to targets fulfilled by different departments as scheduled (accident rates, safety plans, audits, etc.); - Continuously reduce accident rates and minimise occupational diseases; - Incorporate safety requirements for subcontractors and suppliers. 	<p>Disseminate information through notice boards, intranet, booklets,...</p> <p>Record procedures in the minutes of meetings.</p> <p>Disseminate information about the annual strategic and operational objectives.</p>

* In smaller companies this could be the same as general management.



1 c: Participation of workers

Aims	
Promote a safety culture and spirit within the company, by means of participation of workers and, where applicable, of the bodies which represent them in occupational risk prevention matters.	 Example
Duties, task, responsibilities	Elaborate a specific safety manual.
<ul style="list-style-type: none"> – Organise health and safety committees, made up of staff representatives, workers’ representatives, etc.; – Involve workers in the elaboration of booklets, leaflets, safety instructions, internal safety trainings, etc.; – Schedule safety training meetings according to work plan; – Involve workers or, where applicable, their representative(s) in all aspects of “risk assessment” and in the continuous improvement of the system. 	


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2. ASSIGNMENT AND RESPONSIBILITIES

2

2 a: Job descriptions and delegations of authority


Aims	 <p>Example</p> <p>Elaborate and clearly define the tasks, procedures and related responsibilities.</p>
<p>Define and communicate health and safety tasks via the organisational structure of the company (from the management to the workforce). If necessary, confirm responsibilities by means of delegations of authority.</p>	
Duties, task, responsibilities	
<ul style="list-style-type: none"> – Elaborate the organisational chart of the company; – Draw up delegations of authority and/or refer to: <ul style="list-style-type: none"> • the management of the company as the leading representatives of the Prevention Management System; • the General Safety Committee, set up to regulate and control the actions to implement Safety policy, chaired by a representative of the management of the company; • the company's internal rules and procedures, where applicable. 	

2 b: Internal prevention

Aims	 <p>Example</p> <p>Elaborate for the various tasks the related Safety Manual procedures.</p>
<p>Appoint a competent internal organisation, in line with the general prevention policy, which:</p> <ul style="list-style-type: none"> – advises and assists the organisational structure of the company on health and safety matters; – supervises the introduction and monitoring of the prevention policy; – clearly identifies the position of “in-house prevention adviser” in the company's organisational chart and at the worksite, who will also be the contact point with external bodies (for SMEs it will preferably be the owner), where applicable. 	
Duties, task, responsibilities	
<ul style="list-style-type: none"> – Elaborate general rules for the prevention of risks at work; – Review and disseminate procedures, guides and other documents related to prevention policy within the company; – Audit the level of implementation of the above mentioned procedures; – Propose prevention programmes to the management. 	



2 c: External prevention


Aims	
Provide the company with multidisciplinary workplace health skills (medical, technical, ergonomic, etc.) in order to help the management of the company to develop a health and safety policy and to ensure that every worker is fit to do his or her job.	 <p>Example</p>
Duties, task, responsibilities	Elaborate for the various tasks the related Safety Manual procedures.
<ul style="list-style-type: none"> - If the company hasn't got adequate resources or if there is a legal obligation at the national level, the company is encouraged to make use of the advice of an external prevention body (H&S clinics, organisations and advisory companies with specific H&S competencies, etc); - The general prevention body is made up of occupational physicians and professional risk prevention operatives such as: ergonomists, technicians, safety co-ordinators, etc; - The company will facilitate medical monitoring by providing the occupational physician with the necessary information and documents. 	

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3. DOCUMENTING THE SYSTEM

3 a: Reference documents

Aims	 Examples
<p>Provide the worksite and company supervisors with the information, instructions and tools needed to implement the company's and the worksite's safety system.</p>	
Duties, task, responsibilities	<p>Organise internal meetings for the supervisors of the company.</p> <p>Elaborate and disseminate a specific notice for the workers of the company.</p> <p>Elaborate the Safety Manual prevention procedures for a specific worksite and the related Health & Safety plan.</p>
<p>Provide a guide that includes the procedures for applying the safety rules and tools to help with their implementation such as:</p> <ul style="list-style-type: none"> – the general prevention principles; – the company's internal rules , procedures and persons involved in H&S; – the annual preventive action plan together with previous reports – the regulations; – the equipment's instruction manuals; – the products' safety fact sheets and instruction sheets; – the specific worksite plans. 	


3 b: Traceability

Aims	 Examples
<p>Keep a record for the company (facts and decisions). Distribute reports and archive them if necessary.</p>	
Duties, task, responsibilities	<p>Keep records in the minutes of the H&S committee meetings of the company.</p> <p>Elaborate and annual report of the reported accidents, incidents and near accidents.</p>
<p>Decide upon methods of identification for documents, their distribution, archiving and more particularly:</p> <ul style="list-style-type: none"> – minutes of health and safety committee and task force meetings; – interview and equipment checking reports; – reports on inspections of worksites and audit reports. – Reported accidents, incidents and near accidents. 	


4. COMMUNICATION

4

4 a: Communication within the company

<p>Aims</p>	 <p>Examples</p> <p>Organise a specific meeting on Health & Safety Culture in the company.</p> <p>Communicate and inform through the company website about the H&S objectives and activities undertaken.</p>
<p>Bring about a positive and participative attitude towards health and safety preventive measures. Create synergy with the various internal and external participants in the act of building. Ensure the communication flow through all levels of the internal hierarchy and provide opportunities to participate in the discussion. Provide opportunities to broach the issue of all aspects of health and safety.</p>	
<p>Duties, task, responsibilities</p>	
<p>Where applicable, the health and safety Committee has the overall responsibility for these activities. Disseminate the policy and information about health and safety preventive measures. Deal with health and safety preventive measures at meetings at all levels and to promote exchanges of ideas. The annual prevention action programme is presented to all members of staff every year, for example in-house newspaper, memoranda, intranet, etc. During the preparation of the programme communication with all units of the company is organised.</p>	

4 b: Communication outside the company


<p>Aims</p> <p>Bring about a positive and participative attitude to health and safety preventive measures. Create synergy with the various internal and external participants in the act of building. Cooperation with other companies, suppliers, clients, sub-contractors, users, etc. Use the H&S management system as a market added value for the company.</p>	 <p>Examples</p> <p>Letter for customers.</p> <p>Newsletters and bulletins.</p>
<p>Duties, task, responsibilities</p>	
<p>Exchange and gather information (lessons learned):</p> <ul style="list-style-type: none"> - Articles in the press; - Considering H&S aspects in negotiations of contracts; - Prevention bodies; - Company in-house newspaper; - Conference, trade show, forum, etc.; - Safety awards. 	

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5. EXAMINATION AND RISK ASSESSMENT

5

5 a: Initial examination of the system

Aims	 <p>Example</p> <p>Clearly identify the initial status of the company after risk analysis.</p>
<p>Examine the company as regards H&S. Lay down the results in a document which will ensure the traceability of the development of preventive measures within the company. Elaborate at the company level a methodology for identifying, analysing and evaluating the risks.</p>	
Duties, task, responsibilities	
<p>The identification phase must be based on:</p> <ul style="list-style-type: none"> – the direct risk identification on each worksite in collaboration with the concerned workers and management; – the advice from internal and external experts in charge of H&S of workers (work doctors, head of security, bodies for technical control, labour inspectorate, etc.); – the previous risk analysis. 	


5 b: Risk assessment

Aims	 <p>Example</p> <p>Overall risk assessment for the company based on experiences and advice from internal and external experts.</p>
<p>Search and analyse the risks faced by workers and define the actions to be undertaken for minimising such risks. Elaborated at the company level a methodology for identifying, analysing and evaluating the risks.</p>	
Duties, task, responsibilities	
<p>The risk assessment phase must be based on:</p> <ul style="list-style-type: none"> – the results of the identification phase; – the experiences and advices of the concerned workers and operational management; – the internal and external experts in charge of H&S of workers (work doctors, head of security, bodies for technical control, labour inspectorate, etc.); – the analysis of the accidents, the annual action and prevention plans, the prevention reports, etc. previously elaborated within the company; – the risk assessment should be revised due to any changes in workprocesses. 	


6. THE ACTION PLAN

6

6 a: Annual preventive action programme

<p>Aims</p>	<div style="text-align: center;">  <p>Example</p> </div> <p>Annual prevention action programme for the company, including evaluation of previous year and objectives for the following year.</p>
<p>On the basis of the H&S risk assessment/analysis and the previous prevention reports define the actions aiming at improving the prevention policy within the company. This requires a structured approach as well as the involvement of the concerned stakeholders, but also a continuous progress and a commitment of the management for the practical application of these programmes.</p>	
<p>Duties, task, responsibilities</p>	
<p>The annual prevention action programme is elaborated on the basis of the risk assessment/evaluation and on the report of the prevention actions of the previous year. This programme indicates the objectives to be reached in terms of prevention actions, both quantitatively and qualitatively. It is discussed with the workers or, where applicable, with their representative(s), with the management of the company and with the internal or external experts in charge of H&S of the workers (work doctors, head of security, bodies for technical control, labour inspectorate, etc) in order to be shared by all the stakeholders. This programme is part of the annual and multi-annual objectives of the company.</p>	

6 b: Annual prevention report

<p>Aims</p>	<div style="text-align: center;">  <p>Example</p> </div> <p>Presentation for the workers and the staff of the company.</p>
<p>Evaluate the realisation of the actions foreseen in the annual programme, their practical application and their efficiency. Examine the events that influence the H&S policy and objectives of the company.</p>	
<p>Duties, task, responsibilities</p>	
<p>The information mentioned in the report, which is based on the annual or multi-annual programme, is used for highlighting the risk assessment. It is presented to the H&S Committee, if any, of the company or to the workers representative(s) who can provide their comments. It is then presented and explained to all the workers of the company.</p>	

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7. IMPLEMENTATION ON-SITE

7 a: Risk analysis of each operation

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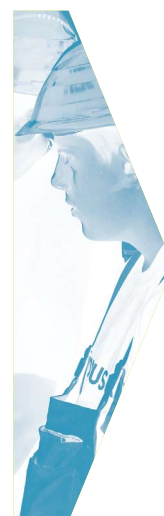
Aims
<p>Analyse the specific hazards relating to each project and to adjust general risk assessments site-specific.</p> <p>Incorporate any constraints on activity at the worksite linked to the site environment</p> <p>Create a working environment which is not harmful to employee's health.</p> <p>Reduce any nuisance caused to third parties.</p> <p>Control the production, flow and disposal of any waste which poses a health and safety hazard to employees and the environment (solvents, asbestos, etc.).</p>
Duties, task, responsibilities
<p>The risk analysis starts as far upstream as possible, even from the designing of the project, referring to the client's health and safety plan.</p> <p>When contents of the client's health and safety plan are known, assess the situation on the site before the work begins.</p> <p>When defining the nature of the work, construction methods and the working environment, identify and analyse the risks.</p> <p>The general risk assessments in the company should be modified and adjusted taking into account the possible specific hazards on the actual site, as it should be mentioned in the client's plan for health and safety</p> <p>The company's health and safety plans, drawn up for the purposes of a worksite, set out the operating methods, the human resources and working equipment required in order to keep the risks on a worksite under control.</p> <p>The company's health and safety plan is updated and adjusted to the client's plan for health and safety as work on the site progresses.</p>




Examples

Presentation of the H&S provisions specific for the project in a start-up meeting with the designers.


Evaluation of previous experiences on specific construction projects.



7 b: Choice of preventive measures and protective equipment

<p>Aims</p>	 <p>Example</p> <p>For each project elaborate a comprehensive list of the various tasks and of who will be in charge for preventive measures and personal protective equipment.</p>
<p>Provide all members of staff with any information and instructions they need to carry out their work safely. Decide upon and introduce protective and preventive measures and equipment, tailored to the level of risks assessed.</p>	
<p>Duties, task, responsibilities</p>	
<p>Identify any risks relating to the geographical and environmental contexts and draw up appropriate plans. Set up site-specific procedures for providing information – i.e. blackboards, tool-box meetings, safety meetings, safety rounds etc.</p> <p>Collective protective equipment: When risks cannot be removed, the company introduces adequate collective protective equipment. The level of protection of this collective equipment should be defined in collaboration with the coordinator(s) for safety and health matters.</p> <p>Personal protective equipment (PPE): The company provides all of its employees with any necessary personal protective equipment. Employees and the health and safety committee should be involved in the choice of protective equipment. The company ensures that PPE is maintained properly and is changed when necessary. On each site the site management informs everybody of the location of PPE and ensures proper training in their use. There should be a reminder of the obligation to wear personal protective equipment in the company's internal rules and procedures.</p>	


7 c: Emergency organisation

<p>Aims</p>	 <p>Examples</p> <p>Organise emergency procedures in the company in general and according to the requirements of each specific construction site.</p> <p>Assessing the implications for the company of the client's "Emergency plan" for health and safety.</p>
<p>Help the victim in case of accident. Control any risks and limit the consequences in the event of situations relating to major accidents.</p>	
<p>Duties, task, responsibilities</p>	
<p>On each worksite organise the first aid in the event of an accident such as:</p> <ul style="list-style-type: none"> – First aid officers; – Site pharmacy, infirmary; – Procedures for giving the alert, evacuation procedures; – First aid plans, emergency plans, displaying of instructions; – People to be contacted, means of communication; – Fire extinguishers, etc.; – Plan for: appropriate exercises and training, induction of new recruits; – etc. <p>Identify any risks relating to the geographical and environmental contexts and draw up appropriate plans.</p>	


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8. TRAINING – SKILLS MANAGEMENT

8 a: Position related requirements

Aims	 Example
<p>Define the skills levels required for each job. Ensure that each staff member (both full-time company staff and temporary personnel) has the skills needed to fulfil the requirements linked to his or her job.</p>	
Duties, task, responsibilities	Example Preparation of the planned works and dedicated training of the personnel for a specific construction project.
<p>The various jobs which need to be done are listed for each activity. The prevention requirements are defined for each position so that they are consistent with the risk assessment. It must be ensured that there is a sufficient level of occupational skill including health and safety prevention according to the position held. If there are any gaps in the skills, they may be acquired through one or more additional training courses.</p>	


8 b: Recording and monitoring of skills

Aims	 Examples
<p>List the skills and knowledge available within the company. Ensure that staff performance in terms of health and safety preventive measures is adequate.</p>	
Duties, task, responsibilities	Examples List of the qualifications/skills needed for the various jobs. List of requested qualifications for sub-contractors. List of planned training activities for the employee or staff in the company.
<p>The list is kept by the personnel department, possibly in a database. The skills and knowledge of staff members are recorded in terms of:</p> <ul style="list-style-type: none"> – the company for employees; – the worksite for temporary staff. <p>The assessment may be carried out based upon the job description and possible legal requirements for specific competencies (like crane certificates). The targets may be set in terms of implementation of action drawn up in the annual prevention action plan. Incorporate the evaluation of the actions taken on prevention into the annual assessment/ interview grid.</p> <p>Supervision: At the assessment interview, the employee and his or her line manager set quantitative and/ or qualitative targets to be achieved in terms of the prevention of accidents. The following year performance is measured by assessing the result. This assessment affects the whole line management structure of each operational unit.</p> <p>Operational staff: The periodic assessment interview with his or her line manager includes health and safety behaviour.</p>	

9. PROCUREMENT


9

9 a: Procurement of goods and services – Negotiation of contracts

<p>Aims</p>	
<p>Ensure that the worksites have the safest services, working equipment, products and services.</p>	
<p>Duties, task, responsibilities</p>	<p>Examples</p>
<p>Decide upon the health and safety requirements according to the equipment and products used within the company. Incorporate this into these procurement documents:</p> <ul style="list-style-type: none"> – the health and safety specifications relating to products or equipment purchased and hired; – a reminder of the general regulatory obligations (especially the supplying of documents relating to use). <p>1. TEMPORARY STAFF Contracts with temporary employment companies or workers with fixed term contracts must include at least the following 5 chapters:</p> <ul style="list-style-type: none"> – labour supply contract between the temporary employment company/the single worker and the unit employing the staff; – medical surveillance of temporary staff to ensure they are fit for the required position; – safety training; – protective equipment; – checks on skills and quality of qualification. <p>2. SUBCONTRACTORS Undertake to adhere to health and safety regulations, including training, accreditation, authorisation, and medical examination. In their health and safety plan they appoint a full-time responsible safety person on the site. This latter is designated by the head of the company to answer any safety questions and to act in the absence of its official delegate. Subcontractors should go through the “Level 1” 10 point check-list (p. 6).</p> <p>3. CAR or VEHICLE HIRE COMPANIES Create a service provider contract specifying the obligations of both parties.</p> <p>4. EQUIPMENT Check the certificate of conformity, supply the manufacturer’s user and maintenance manuals and Instruction manual.</p> <p>5. MATERIALS and PRODUCTS Obtain the safety fact sheets for the products used. Plan for the conditions in terms of delivery, loading/unloading, handling, storage, usage and returning of any surpluses on the worksite. Choose ergonomic products and equipment where possible.</p>	<p>Guide for the subcontractors of the company explaining how to comply with the company’s H&S policy.</p> <p>List of Material Safety Data Sheets for all hazardous products used by the company.</p>

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9 b: Assessment and monitoring of sub-contractors and suppliers

<p>Aims</p>	 <p>Examples</p> <p>Specific Guide for the sub-contractors of the company.</p> <p>Evaluation report on the sub-contractors.</p>
<p>Incorporate and support subcontractors and to assess them using both prevention and health and safety criteria.</p>	
<p>Duties, task, responsibilities</p>	
<p>For regular subcontractors who are well-known within the company:</p> <ul style="list-style-type: none"> – assess health and safety performance; – support them as they carry out their risk analyses; – make sure that they fulfil their commitments. 	
<p>For new subcontractors, ask about their prevention system and statistical indicators.</p>	


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10. INSPECTION, SURVEILLANCE, CHECKS


10

10 a: Inspections of workplaces

<p>Aims</p>	<div style="text-align: center;">  <p>Examples</p> </div> <p>Scheme for inspections of the company.</p> <p>Periodic results from inspections of the company.</p> <p>Minutes of meeting in H&S committee evaluating inspections in the company.</p>
<p>Maintaining an optimal level of health, security and hygiene on the worksites. Check the application of the prevention measures adopted following the risk assessment undertaken before the beginning of the works. The inspection of worksites is a necessary element of a prevention policy on H&S and of its continuous improvement.</p>	
<p>Duties, task, responsibilities</p>	
<p>The inspections take place in the presence of the person responsible for the worksite and on the basis of the risk assessment undertaken for each position. The workers or, where applicable, their representative are involved in these inspections. The works carried out by the sub-contractors are also inspected.</p> <p>These inspections take place on a regular basis and in particular at the beginning of the works. Results of the inspection will be given over to the possible coordinator.</p> <p>The management The management of the company should make systematic visits on the worksites in order to ensure that the adopted protective measures are effectively applied and, if needed, adapted. The information collected is discussed with the concerned workers and communicated to the workers' representatives.</p> <p>The workers representatives The H&S committee or, in its absence, the workers' representatives inspect the worksites, together with the site manager, in order to check the appropriate application of the adopted protective measures and, if needed, propose some adaptations. The information collected is validated by the concerned workers. The management of the company provides the adequate resources needed for ensuring these inspections.</p> <p>The prevention department (if existing) If existing, the prevention department of the company checks the pertinence and the correct application of the adopted protective measures and, if needed, it adapts them. The information collected should also be provided to the concerned workers.</p>	

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10 b: Checks on equipment and products

Aims	 <p>Examples</p> <p>Periodic plan of the company for checking its electrical equipment/ropes/machinery.</p> <p>Define criteria for changing the equipment.</p> <p>H&S parameters involved in buying or renting new equipment.</p>
<p>Ensure that:</p> <ul style="list-style-type: none"> - There is sufficient materials and equipment and that it is adapted to the type of work concerned; - the equipment is kept in good working order; - the conformity of products is ensured and that an assessment of their possible danger is undertaken. 	
Duties, task, responsibilities	
<p>The workers will be trained and authorised to:</p> <ul style="list-style-type: none"> - use the equipment and the products; - visually check the correct functioning of the equipment and identify any damage. <p>For each piece of equipment for which this is required:</p> <ul style="list-style-type: none"> - identify each piece of equipment; - decide upon the periodicity of the checks; - decide upon verification points for internal checks; - mark the checks; - ensure traceability for the checks. <p>Assess all products used.</p> <p>For all products which feature hazard pictograms:</p> <ul style="list-style-type: none"> - see the safety fact sheet; - take the medical opinion into account; - draw up the instruction fact sheet; - use a less dangerous product or another work process if possible. <p>The material services must also be subject to these checks.</p>	




11. MANAGEMENT OF ACCIDENTS, INCIDENTS AND NEAR ACCIDENTS

11 a: External declaration, recording of accidents and incidents


<p>Aims</p> <p>Ensure that the accident report adheres to the regulatory framework. Encourage feedback about all accidents and incidents in order to bring better awareness of the causes and circumstance of accidents, incidents, etc. Implement initiatives to prevent reoccurrence.</p>	 <p>Example</p> <p>Report sent by the company to the competent authority.</p>
<p>Duties, task, responsibilities</p> <p>Definitions for the purposes of this guide:</p> <ul style="list-style-type: none"> - Accident : bodily injury. - Incident: an accident with no bodily injury, but with damage to property. - Near accident: a malfunction or incident which does not cause any damage. <p>Every accident is declared using the procedures set out by the regulations.</p>	

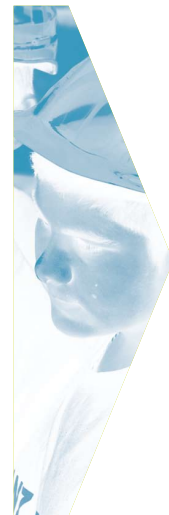
11 b: Internal recording and analysis of accidents, incidents and near accidents

<p>Aims</p> <p>Ensure that the accident report adheres to the regulatory framework. Encourage inquiry and feedback about all accidents, incidents and near accidents in order to bring about a better awareness of the causes and circumstance of accidents, incidents, etc. Implement initiatives to prevent reoccurrence.</p>	 <p>Examples</p> <p>Results of internal analysis of a specific incident occurred on a construction site.</p> <p>Changes in the work procedures of the company after an accident.</p>
<p>Duties, task, responsibilities</p> <p>Accidents are analysed by the prevention officer and/or the health and safety committee with the line management structure, in order to identify the causes precisely. Involve the concerned workers in an investigation at the scene of the event. Decide upon the most suitable preventive measures and implement them to avoid reoccurrence of the accident. Provide information (or training if needed) to the concerned persons. Update and record risk assessment. Record and pass every incident and near accident to the company's prevention department and/or management as soon as possible.</p>	

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11 c: Processing of observations made by the advisory and inspection bodies


Aims	 Example Inform about changes in the work procedures of the company after external inspection.
1 Ensure that the accident report adheres to the regulatory framework. Encourage the feeding back of information about all accidents and incidents in order to bring about a better awareness of the causes and circumstance of accidents, incidents, etc. Implement initiatives to prevent reoccurrence.	
Duties, task, responsibilities	
2 3 The company's management and the workers' representatives are always informed about their remarks and indications. All letters and reports are archived on the company's premises.	




12. IMPROVING THE SYSTEM

12

12 a: Lessons learned

<p>Aims</p>	 <p>Examples</p> <p>Evaluation of H&S performance of the company after completing a construction project</p> <p>Report in minutes from the annual evaluation meeting about the new objectives of the company.</p>
<p>Improve the company's prevention management system. Furthermore, it is aimed to foster a culture of prevention and, as an integral part of it, the active participation of all workers or their representatives.</p> <p>Duties, task, responsibilities</p> <p>The lessons learned are used to draw up the annual prevention report. Continual improvement should take into account, among others things:</p> <ul style="list-style-type: none"> - tracking and updating of the document on the risk assessment, - preventive action management (effectiveness, relevance) - the results of hazards and risk identification and assessments - the investigations of work-related injuries, diseases, ill-health and incidents - the recommendations for improvement from all members of the organization, - changes in national law and regulations, - the evaluation of tools for performance monitoring and measurement, - all changes in the company organisations and the manufacturing facilities. <p>Plan (after finalisation of a construction site) meetings to record the lessons learned incorporating safety and health protection as soon as work on the site begins.</p>	

12 b: Follow-up activities

<p>Aims</p> <p>Improve the company's prevention management system. Furthermore, it is aimed to foster a culture of prevention and, as an integral part of it, the active participation of all workers.</p>	 <p>Example</p> <p>Document good H&S practices and changes on website and letters for future cooperative customers, partners, etc.</p>
<p>Duties, task, responsibilities</p> <p>The management must undertake any action necessary following the evaluation activities, lessons learned and results indicators. Arrangements should be established and maintained for the continual improvement of the relevant elements of the OSH management system. Successful follow-up evaluation activities are very much dependent on the active participation of all workers. Management and the health and safety committee must involve all units of the company in feedback activities. Additionally, an outside body may be consulted to evaluate and improve the system. The annual prevention action plan must incorporate the evaluation activities. Organise worksite inspections by the prevention officer. Plan system audits at least once a year as part of the annual prevention action plan.</p>	

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