BEST PRACTICE GUIDES

SECTION 9 ORGANISATION







BEST PRACTICE GUIDES

Our series of Best Practice Guides will take you through what the Pride in the Job judges look for at each stage of construction and when considering the site manager's overall organisation and management skills.

The Pride in the Job marking sheet used by our judges has 44 marking lines split across 9 sections. The judges will give a score for each line - where there is no work to mark, that line will be left blank and no mark given. A mark of 4 indicates compliance with NHBC Standards and with Building Regulations. A mark of 5 indicates extra attention to detail over and above compliance standards. A mark of 6 would indicate that much of what the judges have seen cannot be improved upon. A mark less than 4 would indicate varying issues relating to workmanship and non-compliance with NHBC's Standards - the greater the issue or number of the same issue. the lower the mark. The final score will be all the marks awarded expressed as a percentage.

These Guides set out what the judges are looking for with clear hints and tips on the sort of practice that will lead to higher marks.

Clearly it is impossible in these short guides to cover every single point of construction - we try here to cover the main issues that are taken into account when considering a mark for each score line.

When looking at the photographs, consider each one in the context of the score line heading – don't be distracted by something else that isn't as good – that will be marked accordingly elsewhere.

SECTION 9 ORGANISATION

GENERAL PLANNING
HEALTH & SAFETY/WELFARE FACILITIES
STORAGE OF MATERIALS, SITE TIDINESS/WASTE CONTROL
PROTECTION OF WORK IN PROGRESS
QUALITY CONTROL PROCESSES AND PERSONAL IMPACT

In this final section we take a look at the site manager's skills and how they are influencing the quality of build by setting standards of workmanship and behaviour. Site discipline and good inter-trade co-operation don't happen by magic – it needs a strong manager.

The judges will be wanting to see evidence of a quality control system appropriate to the development, and evidence that it is being applied and followed by the site team.





GENERAL PLANNING







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The site manager should be able to demonstrate good planning in the organisation of their workforce and the constructional sequence as well as ensuring all materials are available when needed.

Even if there are assistant site managers present, the overall control and management of staff is the site manager's responsibility.

A decent working knowledge of plans for the development is expected.

For higher marks, judges will take note of the site manager's knowledge of where to find particular details of construction amongst working drawings. Are the drawings easily available and filed or hung in a logical order? The site manager also needs to demonstrate great awareness of current progress of work throughout the site.

Image 1: Making sure that construction is undertaken in an orderly fashion that shows respect for the finished product will attract good marks, for example making sure the back gardens are not used as an unofficial road for site traffic where possible.

In this image, the site manager is making sure that the topsoil is in place and the fencing is up nice and early to make sure site traffic can't enter, thus protecting the gardens and avoiding soil compaction which inhibits natural drainage for customer dissatisfaction. This is a simple idea but it is so effective. NHBC claims experience tells us this approach can help young gardens to `bed in' naturally.

The contrast would be construction excavators or forklift vehicles repeatedly driving up and down this area compacting the sub soil – an example is image 2 where top soil is simply being loaded on compacted subsoil. The drainage within the finished garden in this example will be compromised and may well lead to water-logging, boggy gardens and customer dissatisfaction, manifesting as valid Resolution claims within the two-year builder liability period.

The score for image 1 is a 5, although it would go a long way to a 6 depending on the other areas of planning that we consider under Section 9. Seeing activity as shown in image 2 would yield a 3 at best.





HEALTH, SAFETY AND WELFARE FACILITIES









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HEALTH, SAFETY AND WELFARE FACILITIES

Personal safety during the construction process is vital. Every operative should be protected with the correct footwear, helmets, coats, high-visibility jackets and other task-specific PPE.

Safe scaffolds and access around the site should be installed so as to prevent accidents. Trailing leads and other trip hazards should be avoided.

Whatever the level of welfare provision that is provided, it must be appropriate and maintained to an acceptable level of hygiene; the work force on site must be treated with respect.

For higher marks there should be clear evidence of the setting of a benchmark and a culture of health and safety on the site. It should be evident that the site manager is prepared to act on non-compliances and take swift, effective action when encountered.

Images 3, 4 and 5: Health and safety is of course site-wide, including within the compound area and certainly in areas where there is manoeuvring traffic. Image 3 shows good protection for staff working near to the mortar silos. Well-managed developments will have good and clear pedestrian separation and working areas so as to provide protection for staff out on site. Image 4 shows good pedestrian separation and a clear road crossing. Image 5 shows safe access for entry into a plot.

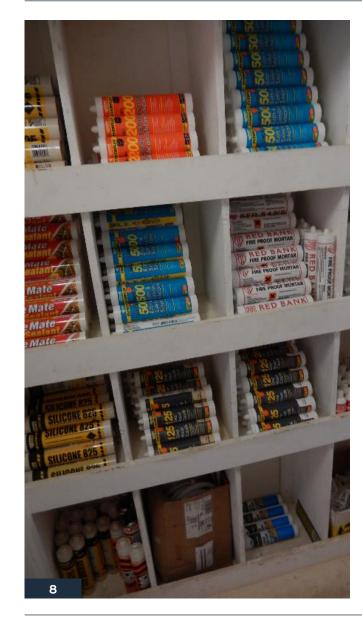
Images 6 and 7: More positive examples. Note in image 6 the mini-skips positioned at each plot to support clean and safe working areas. Image 7 shows good stable landing for ladders which is an important safety point.

The organisation shown in these images would support a mark of at least a 5 - a 6 is possible if this reflects the approach to the whole site.





STORAGE OF MATERIALS, SITE TIDINESS/WASTE CONTROL











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STORAGE OF MATERIALS AND WASTE MANAGEMENT

When new materials are delivered to site they should be kept in good condition until used. Good storage and protection will ensure this is the case.

The control of waste and its removal from work areas is also evidence of a well-managed site. Storage space for materials and waste is generally limited on high-rise and city or town centre blocks, so an exceptionally high level of control is generally regarded as being necessary in these cases.

For higher marks, the judges will be looking for planning of resources and adequate facilities for the materials on site, including clean and level storage areas, covers and racks and raising off the ground, where appropriate.

Clarity of labelling and organisation of materials to avoid incorrect usage or use on the wrong plots is important and there should be suitable facilities for waste and its correct segregation.

Images 8, 9, 10 and 11: Discipline on site starts in the compound. If it's a mess in the compound and welfare facilities, the site manager doesn't stand a chance of getting discipline out on site. These images show active sites and busy material storage areas but the level of discipline on site is such that everything is looked after. Image 11 shows a classic example of very poor storage where no respect has been given to the second fix timbers – they'll look second hand before they ever get out to the plot for fixing.

Images 12 and 13: The judges will also be looking for safe stacking of bricks and blocks. Keeping bricks and blocks off the ground to prevent that bottom layer getting damaged is great practice. There are usually plenty of pallets on site so put them to good use as a base for masonry products.

Images 14 and 15: Most housing sites have some form of truss storage. Image 14 shows how not to do it! Image 15 is much better!

With the exception of images 11 and 14 (which would score a very poor 2 at best) the respect shown to materials should earn a good 6.











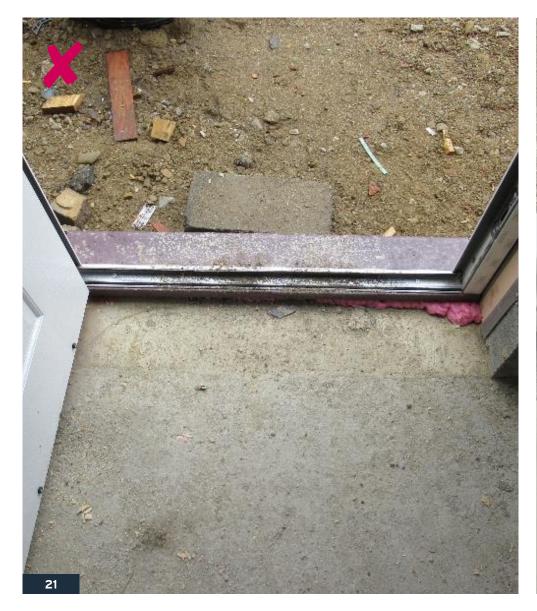








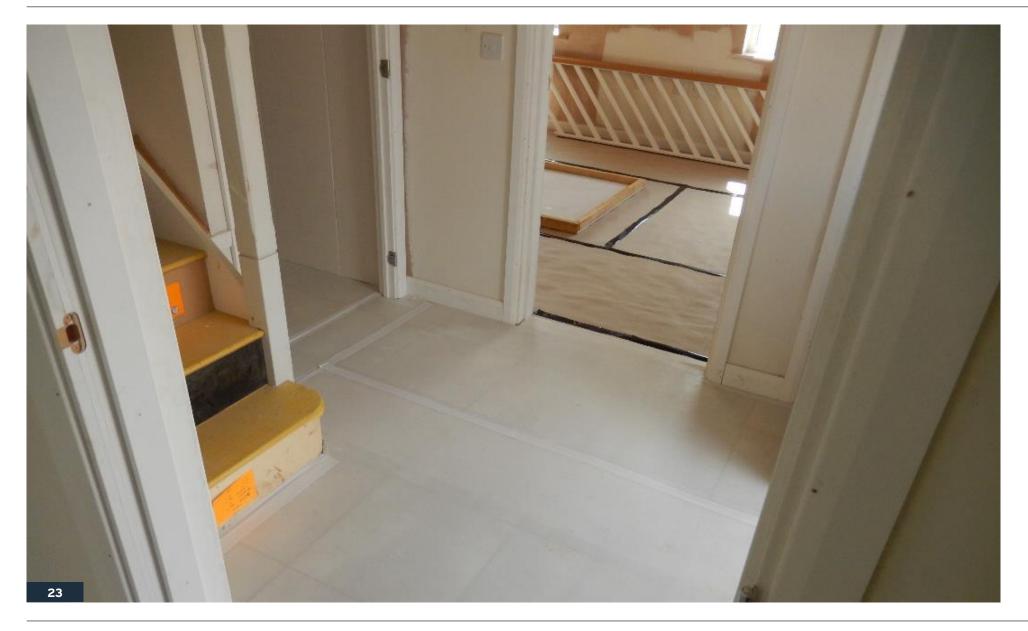
















PROTECTION OF WORK IN PROGRESS

The judges will expect to see all external construction being properly protected during adverse weather conditions as well as from falling materials and ongoing works.

Internal finished sections of work should also be protected from other work that is being carried out in the vicinity to prevent damage and any subsequent repair work.

For higher marks, judges will assess the timing of the application of protection and its maintenance during the build, appropriateness of materials used for the protection required and the inventiveness of the site manager to use waste materials for protection where a standard product has not been provided.

Images 16, 17 and 18: Brick jackets are not compulsory, but protection being provided to masonry in these circumstances if the weather is inclement is important, especially important with exposed cavity insulation e.g. on party walls.

When the scaffold is dropped, there should be someone on hand to either install the rainwater pipes or put something temporarily in place to stop facework becoming saturated. As image 17 shows, the brickwork is already beginning to show significant efflorescence. In Image 18, there is serious risk of damage to the fresh new render.

Images 19 and 20: Stone features can be exceptionally vulnerable to on-going works, so using DPC or plastic sheet to stop physical damage or damage from splashes of mortar or render is good practice.

It is very common to see scaffold leaning against facework. Special care should be taken to either have the scaffold stand off the masonry or use plastic end caps. It's quite expensive having to go back and replace individual bricks and the wall never quite looks right afterwards with a patch repair.

Images 21 and 22: One item particularly prone to damage whilst first fix, second fix and finishing trades are active is the external door threshold. It can look distinctly second hand by the time the home is finished.

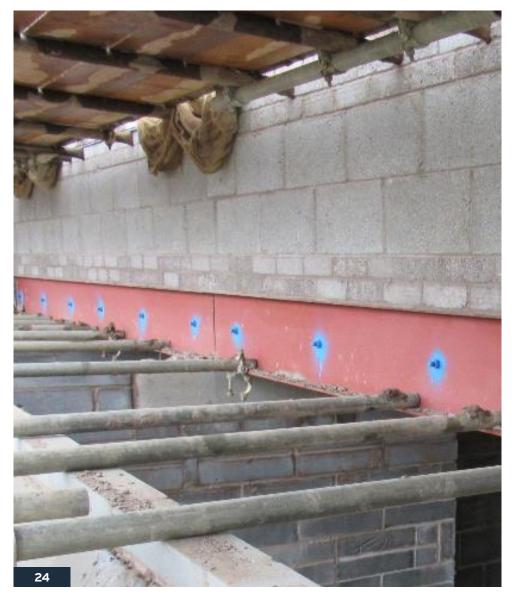
They can't always be removed, but where they can, we recommend taking them off and keeping them safe until the end of build. Otherwise some form of protection is essential – DPC, hessian, temporary timber step for example.

Image 23: Expensive tiling on floors will also need care and attention to make sure it is as pristine as possible prior to handing over the keys to the final customer. In image 23, a layer of plastic has been put down over the tile finish, but anything sturdy would be adequate to prevent mucky boots scratching the finished tiles. If the newel post was protected as well, then this would be worth a mark of 6.





QUALITY CONTROL PROCESSES AND PERSONAL IMPACT











QUALITY CONTROL PROCESSES AND PERSONAL IMPACT











QUALITY CONTROL PROCESSES AND PERSONAL IMPACTS

The site manager is responsible for quality control on site and should be aware of any shortcomings and take the appropriate action to rectify these, where required.

Every person will have their own style but the judges will appreciate efforts made to engage the site staff and evidence of the site manager encouraging an attitude of taking pride in their work and getting it right first time. The site culture is so important.

The level of co-operation provided to NHBC can also be a consideration on this score line e.g. call outs for key stage inspections at the correct time, with the construction checked and ready for inspection. The site manager should be leading by example and have the respect of all.

For potentially higher marks, as a starting point, a clear quality control process will be made evident by a lack of defects found and reported by inspection services. However, simply having a low RI count is not a guarantee of a Pride in the Job Award, it's simply a starting point and a demonstration of compliance.

The cultivation of a good team spirit amongst directly employed personnel and subcontract staff, encouraging a culture of co-operation and respect scores the highest marks here.

Images 24, 25 and 26: One of the secrets to being a successful site manager is having a system. Nothing happens by accident, only by design.

That system might for example include checking each connector bolt to make sure it is tight ready for the pair of beams to carry load and to demonstrate that it's been done by a quick squirt of paint spray. It helps others to know that these things are being checked and it's useful when walking the site to spot ones that have not been checked.

How many site managers have lost a loft hatch because the ceiling boarders have either not seen or ignored the signs. Putting something in place temporarily to interrupt the line of the boards can be a useful reminder. Image 26 - Not many working chimneys are built nowadays, but having a formal system for checking them is important.

Images 27, 28 and 29: Whilst the name on the Pride in the Job award certificate is that of the site manager, everyone who has ever won a Pride in the Job award will say that they could not have done it without having a good supportive team behind them.

The judges will be looking for how the site manager works with the trades on site so that they understand and believe in what is required to produce work of the highest quality - right first time every time.

This is a difficult section to show images of as there are as many ways of managing sites as there are site managers. However, the images here would merit 5s and 6s depending on how well the site workforce were following the quality management process put in place by the site manager.





GOOD LUCK!

We hope you have found this best practice guide useful in gaining a better understanding of what the judges are looking for at each stage of construction.

Remember, the six characteristics the judges are looking for in a site manager are:

- consistency
- attention to detail
- technical expertise

- leadership
- interpretation
- health and safety.

We wish you all the very best in the Pride in the Job competition as you strive for your very first win or to repeat or even improve on your performance in previous years.



