

IMPROVING CONTRACTOR'S SAFETY & MANAGEMENT IN ASIAN CONSTRUCTION PROJECTS

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Introduction

- Rapid industrial growth in Asia
- High demand of construction contractors
- Lack of experience, new work force, inadequate safety programs – accidents and loss
- Global players and multinational clients seeking high safety standards
- Challenges to get contractors meeting global safety benchmark
- Need effective strategy to manage available contractors, yet ensure safe construction

Objective

- Develop contracting strategy for MNCs and Safety focused clients in Asia
- Help contractors improve safety performance and meet higher HSE requirement

Challenges

- Small and medium range construction contractor's - inadequate safety program
- Large contractors not available for small / medium value projects (<10 million USD)
- Lack of experience, new work force, inadequate safety programs – accidents and loss
- Many local customer demand – not up to global standard
- Cost & Schedule tops chart. Safety takes a back seat.
- Absence of statutory enforcement and loose ends in legal provisions
- No database for contractors statistics and safety performance
- Lack of accountability
- Safety awareness and commitment still low among field personnel
- Frequent changing workforce.
- Workers with low safety awareness, social security and fatalism.

Result

- Clients fail to get the right contractor
- Safety issues keep coming up. Creates risk
- Delayed projects
- Accidents / Injuries
- Cancellation of contract midway
- Reduction of contract scope
- Bitter client – contractor relation

Strategy going forward : Contractor Selection

➤ Identification of prospective contractor

- Meeting project value criteria
- Identical construction sector
- Experience with MNCs & Safety conscious Clients
- Work with competing / similar business customer
- Specific Areas of expertise that is required

➤ Pre-bidding orientation

- Clients Safety requirements
- Share examples of expected safety practices vis-à-vis anticipated non-conformities
- Share Safety manual and procedures
- Show them future benefits

Strategy going forward : Contractor Selection

➤ Contractor evaluation process

- Visit ongoing construction sites
- Interact with key field personnel e.g. Construction Manager, Safety Engineer, Quality Engineer
- Review important safety program. JSAs, Work Permits, Incident reports, Inspection process etc.

Strategy going forward : Contractor Selection...cont.

➤ Existing customer feedback

- Contact key customer representative, if possible
- Get feedback on contractor's safety performance

➤ Cost: Safety doesn't come free

- Help contractor understand cost implication
- Provide support as responsible client
- Share Safety manual and procedures

Strategy going forward : Post selection – Pre-Startup.

➤ Field Orientation

- Lead contractor personnel taken to clients active sites
- Establish confidence and trust.
- Helps understand value of the required safety program.
- Practical methods of implementation

➤ Selection of Key Personnel

- Lead roles in construction and safety
- Interview and review past experience
- Should be part of contract

Strategy going forward : Post selection – Pre-Startup.

- Provide Training support
- Site mobilization Checklist
- Site Start up – Review / Kick off meeting
 - Review site set up and preparedness
 - Check critically in the field

Strategy going forward : Execution Phase Verification.

- Construction Site Safety Inspections
- Equipment on-arrival safety inspection
- Internal audits and reviews
- Corporate level safety audits
- Safety Observation program
- Job hazard analysis and Hazardous work Permit reviews
- Safety Meetings
- Incident investigation and Root cause analysis

Strategy going forward : Accountability and Recognition .

- Address non conformities immediately and seriously
- No room for resilience
- Recognize positive contributions and improvement
- Motivate

Strategy going forward : POST EXECUTION EVALUATION.

- Decision to take for continuing in future projects
- Safety statistics not the only criteria
- Evaluate using results of safety audits, inspections
- Willingness to improve
- Attitude towards safety

Conclusion.

- Help bonding between the right partners : Client + Contractor
- Set example for other construction contractors
- Steady overall improvement in Construction Safety and culture
- Little effort -- safer construction -- fewer accidents -- **BETTER FUTURE**