

Motivation of rewarding

Questionnaire		BAM Safety Audit (revision March 2011)					0	0			
Directive		Perc	Max	Par.	Minus	Bonus	Total				
Par.	C/P/S	Description						Observations	Findings	Recommendations	
3.2.1	C	Content of policy			100	0	0	60			
3.2.1a	C	Is there in place a satisfactory H&S policy which demonstrates management commitment (both corporate and regional) and are all employees aware of their personal responsibilities under the policy?	60	100		0	0	60			
3.2.2	C	Culture			100	0	0	60			
3.2.2a	C	Is H&S awareness and team spirit to enable experiences to be shared throughout the company actively encouraged by management?	60	100		0	0	60			
3.2.3	C	Sanctions and rewards			100	0	0	60			
3.2.3a	C	Is there in place a policy covering sanctions for violations of and rewards for compliance with the H&S rules and is this policy followed ?	60	100		0	0	60			
3.3.1	C	Identification of hazards			300	0	0	180			
3.3.1a	C	Can it be demonstrated that past experiences, the applicable legislation and regulations, health surveys and sector information have been considered when drawing up/updating the company's RI&E?	60	100		0	0	60			
3.3.1b	C	Have the job-related health and safety risks been identified for employees with a permanent working area (offices, workshops) as well as for employees without a permanent working area and have adequate measures been implemented?	60	100		0	0	60			
3.3.1c	C	Are adequate control measures in place to meet specific risks and statutory requirements for all regular workplaces (eg. workshops and offices) ?	60	100		0	0	60			
3.3.2	C	Legal and other relevant rules			100	0	0	60			
3.3.2a	C	Does the company have a system to identify, document and demonstrate its implementation of the current legislation and regulations at various levels?	60	100		0	0	60			
3.3.3	C	Objectives			100	0	0	60			
3.3.3a	C	Are 'SMART' H&S objectives set which are based on amendments to legislation and regulations, risk inventories, accident analysis, audit findings and management reviews?	60	100		0	0	60			
3.3.4	C	Plan of actions			200	0	0	120			
3.3.4a	C	Does the annual plan identify the responsibilities and authority needed in order to achieve the stated objectives?	60	100		0	0	60			
3.3.4b	C	Are the actions specified in the SMART action plan and is the current status evaluated and reported regularly?	60	100		0	0	60			
3.4.1	C	Tasks, responsibilities and authorities			200	0	0	120			
3.4.1a	C	Are H&S tasks and responsibilities clearly defined by job function and accepted by the employees?	60	100		0	0	60			
3.4.1b	C	Is a senior manager appointed to have responsibility for H&S at both corporate and regional level and do they keep themselves informed of current H&S requirements?	60	100		0	0	60			
3.4.2	C	Competence, training and appraisal			250	0	0	150			
3.4.2a	C	Have relevant H&S requirements regarding training, experience and skills been systematically determined for all job functions ?	60	50		0	0	30			
3.4.2b	C	Are all employees at every level given a safety briefing on recruitment and when changing jobs which includes BAM and working company H&S policy and the specific H&S requirements at their introduction to a workplace?	60	100		0	0	60			

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3.4.2c	C	Are employees assessed as to whether they correctly perform their health and safety duties, possess up-to-date knowledge and the necessary skills and share health and safety knowledge? If they are lacking in any of these areas, are coaching sessions organised?	60	100		0	0	60			
3.4.3	C	Communication				200	0	0	120		
3.4.3a	C	Does an effective communication structure exist at every level of the organisation (including Works Council participation and consultation forums) with H&S as a fixed item on the agenda, which provides employees with relevant information and by which information from the workforce can be communicated upwards?	60	200		0	0	120			
3.4.4	C	Management documentation				100	0	0	60		
3.4.4a	C	Is the H&S management system fully documented and registered where required and is management informed regularly, are they up-to-date and are these registers used to facilitate ongoing improvement?	60	100		0	0	60			
3.4.6	C	Process control				200	0	0	120		
3.4.6a	C	Is there in place a procurement policy which states, where appropriate, that only those materials and equipment will be used which comply with the highest HSE requirements?	60	100		0	0	60			
3.4.6b	C	Is there in place a written policy which states that the highest possible standards will be applied in joint ventures and is this policy implemented?	60	100		0	0	60			
3.4.8	C	Emergencies				50	0	0	30		
3.4.8a	C	Are regular drills undertaken to confirm the adequacy of emergency plans?	60	50		0	0	30			
3.5.1	C	Continuous improvement				250	0	0	150		
3.5.1a	C	Are data systematically analysed in order to identify trends and determine measures for improvement?	60	200		0	0	120			
3.5.1b	C	Do managers have sufficient information and feed-back in order to monitor the effectiveness of the H&S management programme?	60	50		0	0	30			
3.5.2	C	Performance measurement				200	0	0	120		
3.5.2a	C	Is actual H&S performance compared with proposals as stated in plans, standards and objectives (employees, equipment, design, monitoring)?	60	100		0	0	60			
3.5.2b	C	Considering the company's specific circumstances, are the safety targets defined in the action plans ambitious? Are they used, are they flexible and up-to-date and is the entire company informed about progress?	60	100		0	0	60			
3.5.3	C	Accident investigation				200	0	0	120		
3.5.3a	C	Is there a systematic approach to the reporting of observations, accidents, dangerous occurrences and near misses and is it such as to prevent under-reporting?	60	100		0	0	60			
3.5.3b	C	Are observations, accidents, dangerous occurrences and near misses investigated objectively in order to determine direct and root causes and is line management involved in the investigation?	60	100		0	0	60			
3.5.4	C	Reporting				100	0	0	60		
3.5.4a	C	Does the organisation have a system of H&S reporting at appropriate levels to the next level up and are these reports discussed?	60	100		0	0	60			
3.5.5	C	Audits				50	0	0	30		
3.5.5a	C	Are periodic H&S audits, both internal and external, part of the safety management system?	60	50		0	0	30			
3.6	C	Management review				200	0	0	120		

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3.6.1a	C	Does management give its opinion about the H&S management system to establish whether it meets current requirements and any potential changing circumstances?	60	200		0	0	120			
Total C (company)					3000						
3.3.1	P	Identification of hazards			600	0	0	360			
3.3.1a	P	During the acquisition phase, are all project-related health and safety risks identified and recorded systematically from the standpoint of the client, the architect or consultant and is the client informed of any unreasonable requirements?	60	200		0	0	120			
3.3.1b	P	Are risks identified systematically during the design phase and minimised wherever possible? Can it be demonstrated (risk file) that risks which cannot be eliminated during the design phase are carried over to the subsequent phases?	60	200		0	0	120			
3.3.1c	P	Are the risks in the work preparation phase evaluated systematically and is an indication given of the identified risks, components of the work or working methods for which specific work plans - including risk management measures - are developed?	60	100		0	0	60			
3.3.1d	P	Are the risks in the realisation phase adequately identified and are the prescribed management measures applied in accordance with the work plans?	60	100		0	0	60			
3.3.2	P	Legal and other relevant rules			200	0	0	120			
3.3.2a	P	Are all line managers made aware of relevant legislation, other rules and permit requirements (eg. of the client or the authorities) and that they are to be monitored?	60	200		0	0	120			
3.4.1	P	Tasks, responsibilities and authorities			150	0	0	90			
3.4.1a	P	Is there a procedure to assess change when the way the task is to be implemented differs from that planned?	60	50		0	0	30			
3.4.1b	P	Does the site documentation identify which activities are subject to permit-to-work systems and who has authority to issue them?	60	100		0	0	60			
3.4.2	P	Competence, training and appraisal			400	0	0	240			
3.4.2a	P	Are all employees (including labour only and subcontractors) inducted in the relevant parts of the H&S plan before starting work, with further briefings as necessary and are inductions effective and recorded?	60	200		0	0	120			
3.4.2b	P	Are all employees involved in tasks that require a method statement or permit-to-work briefed before the work starts with an emphasis on the risks involved and the control measures to be taken?	60	100		0	0	60			
3.4.2c	P	Are labour only and subcontract employees assessed for competence and is extra instruction/training offered and given where necessary?	60	100		0	0	60			
3.4.3	P	Communication			300	0	0	180			
3.4.3a	P	Is H&S discussed in regular meetings with the client and subsequently discussed with employees and the staff of the subcontractors and are there sufficient safety notice boards with relevant H&S information posted?	60	200		0	0	120			
3.4.3b	P	Are risks related to project planning, working methods and overlapping areas discussed with subcontractors in good time and is an effort made to promote positive working relations (in terms of cooperation and communication) with the subcontractors?	60	100		0	0	60			
3.4.5	P	Document control			200	0	0	120			

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3.4.5a	P	Is all H&S documentation adequately controlled and are there arrangements to prevent obsolete documents being used?	60	200		0	0	120			
3.4.6	P	Process control			700	0	0	420			
3.4.6a	P	Can it be demonstrated that the risk inventory in the acquisition phase and the learning experiences from similar activities were considered when drawing up the health and safety plan with (reference to) work plans for the implementation phase?	60	100		0	0	60			
3.4.6b	P	Are the H&S plan drafted in the design phase and the risk inventory from the tender phase upgraded to a construction phase H&S plan with reference to working arrangements and method statements as necessary?	60	100		0	0	60			
3.4.6c	P	Does safety performance (in addition to the price) play an important part in the choice of subcontractor and are the subcontractors informed?	60	100		0	0	60			
3.4.6d	P	When placing orders for materials, are H&S data sheets requested from suppliers, are the risks discussed with suppliers' management, and are suitable control measures for use implemented?	60	100		0	0	60			
3.4.6e	P	Has the subcontractor provided a project-specific and comprehensible health and safety plan at project level and have the risks relating to overlapping areas (also with other contractors) been addressed?	60	100		0	0	60			
3.4.6f	P	Is the subcontractors' health and safety plan discussed with their staff and is compliance monitored?	60	100		0	0	60			
3.4.6g	P	Are the H&S plan and (where relevant) method statements regularly reviewed and revised during the course of the project?	60	100		0	0	60			
3.4.7	P	Inspection			350	0	0	210			
3.4.7a	P	Do project managers and agents carry out planned H&S inspections, with the help of checklists, which take account of physical conditions and compliance with procedures, H&S plans and method statements?	60	50		0	0	30			
3.4.7b	P	Are regular planned H&S inspections (management, central office personnel, external parties) carried out by independent inspectors which concentrate on the effectiveness of the safety management system and the health and safety coordination?	60	100		0	0	60			
3.4.7c	P	Do inspections include checks on actions taken on findings from previous inspections and are these actions completed satisfactorily?	60	100		0	0	60			
3.4.7d	P	Are steps taken to ensure that all equipment and tools on the project site (incl. the equipment and tools belonging to subcontractors) conform to the (statutory) certification requirements?	60	100		0	0	60			
3.4.8	P	Emergencies			100	0	0	60			
3.4.8a	P	Is there an project-related emergency plan in place, reviewed by a competent person and is it known by line managers, is this plan practised periodically and have the measures in the plan been implemented?	60	100		0	0	60			
3.5.1	P	Continuous improvement			200	0	0	120			
3.5.1a	P	Are non-conformities and suggestions from incidents, inspections and reports investigated for structural improvement implemented and then evaluated?	60	200		0	0	120			
3.5.2	P	Performance measurement			700	0	0	420			
3.5.2a	P	Have H&S performance standards been set for the project (training, results of inspections, reviews of plans, lost time, subcontractor performance etc)?	60	200		0	0	120			
3.5.2b	P	Is project performance adequately analysed and used as the basis for ongoing improvement?	60	200		0	0	120			

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3.5.2c	P	Are both positive and negative project experiences shared such that the lessons from those experiences can be applied to tenders and projects during the realisation phase?	60	200		0	0	120			
3.5.2d	P	Have adequate measures been put in place to achieve the required performance?	60	100		0	0	60			
3.5.4	P	Reporting			100	0	0	60			
3.5.4a	P	Do project managers receive regular reports from the site supervisor project H&S issues?	60	100		0	0	60			
		Total P (project)			4000						
	S	Site visit									
1	S	Observations (not an inspection - general impression of working methods / conditions observed)			1000	0	0	600			
1.1	S	Are the construction site logistics, the access routes clear and safe (secure, tidy, signed)?	60	200		0	0	120			
1.2	S	Are welfare facilities provided and maintained to a satisfactory standard (seating, heated, tidy, drinking water provided, arrangements for non-smokers)?	60	100		0	0	60			
1.3	S	Is accommodation for equipment and material storage safely (stability, bunding, vandal-proof, accessible, guarded)?	60	100		0	0	60			
1.4	S	Are pedestrian walkways provided and segregated from vehicles?	60	200		0	0	120			
1.5	S	Are working places safe and tidy (access, equipment, materials, waste, weather conditions)?	60	200		0	0	120			
1.6	S	Are hazardous areas/activities guarded (work at height, excavations, temporary works, plant, services, traffic, water)?	60	200		0	0	120			
2	S	Questions for employees (minimum of four persons, seeking confirmation of awareness; calculate average score)			2000	0	0	1200			
2.1	S	Did you receive adequate instruction on the hazards/risks of the work you have to do and about what to do in case of emergency?	60	300		0	0	180			
2.2	S	Have you received instruction on the operation and risks of the plant and equipment you are using?	60	300		0	0	180			
2.3	S	Do you know the risks of the materials you are using and how to deal with any waste?	60	300		0	0	180			
2.4	S	Do you talk about H&S with your fellow workers (language, physical conditions, safety awareness, time)?	60	100		0	0	60			
2.5	S	Is the H&S information you have been given on site adequate?	60	200		0	0	120			
2.6	S	Are the risk management measures from the work plans and drawings observed, is this monitored and is work suspended in the event of irregularities to reconsider the risks and, where necessary, implement additional measures together with the supervisor?	60	300		0	0	180			
2.7	S	How are you managed, as an employee of a subcontractor, and how are you alerted to the risks associated with your work?	60	200		0	0	120			
2.8	S	Are suggestions for improvements in H&S by the workforce given proper consideration by managers?	60	200		0	0	120			
2.9	S	Do you think your company promotes safe working?	60	100		0	0	60			
		Total S (site)			3000			12000			