

The Delivery Hub health, safety and environment
Raising the bar 23
Site inductions

Objective

Background

Definitions

Minimum requirements

Desirable requirements

General

Legislation/guidance

Appendix 1

Example of an induction test

Appendix 2

Typical content of a full site induction

Appendix 3

Typical content of a delivery driver's and maintenance personnel induction

Appendix 4

Typical content of an occasional site visitors induction

Objective

To ensure the health and safety of all those that enter and work on our sites.

To maximise the opportunity at induction to foster a leading proactive health, safety and wellbeing culture and establish an effective dialogue with people who are new to the site.

To ensure the messages communicated are of a consistently high quality.

Background

Having identified inconsistencies by delivery partners in the approach to inductions during Highways England independent audits it was decided to raise a guidance document on the subject. The document was subsequently updated in February 2016 to specifically address the induction arrangements for occasional site visitors and delivery drivers.

Definitions

Full induction – the induction that allows unescorted access to site. (E.G. the Principal Contractor, Principal Designer and their supply-chains, Statutory/Utility Providers, the Client's own supply-chain and the Client's own project team). See Appendix 2.

Task/location specific briefings - Multi-site/location projects benefit by providing local task/location specific briefings. The aim of the briefing is to provide a short task specific briefing to inducted persons working on or around, or visiting the task. Task briefings are often delivered by the task foreman/supervisor or site/works gate guard.

The briefings content must be task specific and build on information available at induction; it should include key aspects from the RAMS (risk assessment method statement).

Delivery driver and maintenance personnel induction – inductions tailored to the role specific requirements. See Appendix 3.

Occasional visitors induction – short duration visits, where the inductees won't be conducting work, must be escorted by a fully inducted project staff. (e.g. Client's non-project employees (H & S, senior management, VIPs, Educational visits etc.)

See Appendix 4.

DABs/NABS – daily and nightly, pre-shift, activity briefings. Delivered to the workforce at the start of each working shift. They supplement the induction providing live information on key risks and applicable safe systems of work as well as a chance to undertake workforce engagement.

Minimum requirements

A summary of the provision for CDM duty-holders, their supply-chains and other visitors can be found in Table 1, page 7.

Inductee pre-requisites- Prior to or at induction the Principal Contractor (the inductor), where applicable, must collect the following information from the inductee.

Highways England Passport Scheme card (to be introduced in 2016/17)

Occupational Health assessment medical certificates and confirmation of their status, with those identified as 'fit with restrictions' incorporated into task specific RAMS. See 'Occupational Health' 'Raising the Bar' document number 12.

CSCS/CPCS card (Construction Skills Certification Scheme / Construction Plant Certification Scheme) for delivery partners and their supply-chain, or other affiliated competency schemes

or

WAFO (Working Away From the Office) cards for Highways England staff. (N.B., The WAFO card will be superseded by the passport scheme in 2016/17)

First impressions

Ensure that directions and facilities provided at the induction set the standard you wish to achieve throughout the project.

Induction content

Typical content of a full induction, occasional site visitor and delivery driver's specific inductions can be found in Appendices 2, 3 and 4.

Inductions must allow opportunities for the inductee(s) to ask questions and seek clarification.

Migrant workers where English is a second language

The increasing prevalence of migrant construction workers is a distinct characteristic of the UK construction labour market.

Effective site induction, and task/location briefings, is crucial to ensuring the right information is conveyed to migrant workers. Competent translation/ translator services may be required; moreover ways of establishing whether the appropriate learning has taken place need to be devised. See Appendix 1 and 'measurement' below.

Measurement

Inductions must include a measure to confirm understanding of the information that has been delivered. This could be achieved by an end of induction test (see Appendix 1) or interactive response card questions throughout the induction.

Handover

Following induction, inductees should be collected / directed to their supervisor for their risk assessment and method statement briefing.

New starter buddy system

New starters should be assigned to a colleague for their first few days on a new site or if they are new to working on Highways England.

Inductions should be opened by a senior manager to set the expectations (RtB 5 behavioural based safety)

<http://www.highways.gov.uk/publications/major-projects-delivery-hub-health-safety-action-group>

Induction presenter competence

As a general rule those carrying out site inductions should have attended either the construction skills site management safety training scheme (SMSTS) (preferred) or alternatively the IOSH managing safely in construction or equivalent. However, on low risk sites, two days safety management training is acceptable.

Where possible visual stimulus should be used to get the message across, e.g. photos / pictograms. This can be particularly useful when inducting non English speaking staff.

Example of an induction using a highly visual monopoly board approach.

Appropriate style / language – special consideration should be made when inducting staff to ensure memorable and effective communication styles and mediums are used. Staff may be non-English speakers and have varying levels of literacy it is essential that they understand the messages communicated at induction.



Table 1: Site induction - Summary of provision for different CDM duty holders, their supply-chains and other site visitors

	Project Team (CDM Duty Holders and their Supply Chains)						Others			
	PC & their SC	PD & their SC	Client (HE) Project Team	HE Suppliers (E.G. Technology)	Other HE employees (H&S, A&A, Senior Managers)	Delivery Driver & Maintenance Personnel (visiting/working on site)	Statutory/Utility Providers	Other Delivery Driver*** (visiting the compound/office only & for a very short duration)	Other site visitors (VIPs, Educational Visitors, MoP)	Emergency Services (Fire, Police, Ambulance, HE Traffic Officers)
Pre-requisites (inductee competence & OH provision)	Passport*, CSCS/ CPCS**, OH Medical Cert.	Passport*, CSCS, OH Medical Cert.	Passport* or WAFO	Passport*, CSCS/ CPCS**, OH Medical Cert.	Passport* or WAFO	Passport*, CSCS/ CPCS**, OH Medical Cert.	CSCS/ CPCS**, OH Medical Cert.	-	-	-
Induction Requirements	Full induction				Occasional Site Visitors	Deliver Driver etc.	Full induction	-	Occasional Site Visitors	-
	DABS/NABS and Task/location specific briefing as is applicable								Task/location specific briefing	-
Other RtB provision	PC's BBS Trg, 'Watch my back' sticker, Buddy system operated	PC's BBS Trg (if spending most of their time with the one PC)				-	-	-	-	Relationship developed with local services / crews , with an induction offered ****
Other associated H&S provision	-	Chaperoned whilst on site, unless working full-time on site.	-	Chaperoned whilst on site	-	The Utility attends site for pre-start mtg to share expectations	An induction provided if more than a very short delivery	Chaperoned whilst on site	Chaperoned onto and around site	

ASC - Asset Support Contract

BBS Trg – Behavioural Based Safety Training

CSCS / CPCS – Construction Skills/Plant Certification Scheme

DABS/NABS – daily and nightly, pre-shift, activity briefings

HE – Highways England OH – Occupational Health

MoP – Members of the Public

PC - Principal Contractor PD – Principal Designer

RtB – 'Raising the Bar', HE H&S documents

SC – Supply-Chain

WAFO – 'Working away from the office' (HE's own site visitor competence card), which will be superseded by the Passport scheme

*Passport - HE's Passport scheme to be introduced by HE during 2016/17

**CSCS/CPCS or other affiliated competency schemes

***Delivery Driver (compound/office only for very short duration), E.G. dropping off PPE at reception.

****Where the duration of the project or contract (E.G. ASC) warrants it.

Desirable requirements

Augmented reality

To help visualise the task when planning, conducting task briefings or completing inductions augmented reality can assist to consider interfaces and working methods before going to site.

Behavioural based safety (BBS) training

BBS training is seen as part of the induction process, with the tiers 2, 3 & 4 etc. of the supply-chain, and applicable Highways England employees undergoing BBS. This may or may not occur on the day of the site induction.

Emergency services provision.

For example Fire, Ambulance, Police, National Breakdown Service Providers and the Highways England's own Traffic Officers etc.

Where a site is to be running for some time (>6 months), or a Highways England Service Provider (MAC, ASC) has a contract covering an extended period (> 1 year) then the Principal Contractor should liaise with key local emergency service providers to offer them the opportunity to under-go an induction and other relevant awareness training.

Health – HAVS

Personnel who use tools that could cause hand arm vibration should complete a tier 1 HAVS assessment to indicate if there are any pre-existing conditions prior to starting work. Any symptoms that require further investigation should be arranged through an occupational health provider by the individual's employer.

ICE cards

In case of emergency (ICE) cards can be stuck to hard hats, these hold information on next of kin and medical details that would be useful to a first aider or paramedic.

Induction delivery off-site

It may be more pragmatic and efficient to deliver an induction at the location of the inductees. e.g. attending the Highways England Regional office to induct all NDD (Network Delivery and Development) employees who are likely to visit the MAC/ASC sites over the course of the contract, and visiting a delivery driver's depot or batching plant prior to them commencing work?

Presenters

Those presenting the induction would benefit from going on a presentation skills course.

Operational team members should lead inductions (supported by SHE team).

Watch my back

New starters have a watch my back removable sticker on their hard hat or high visibility top (or alternatively a different coloured hard hat) to indicate to others that they are new to the working environment.

Legislation/guidance

Highways England 'Raising the Bar' guidance documents can be found at
<https://www.gov.uk/government/collections/health-and-safety-for-major-road-schemes-raising-the-bar-initiative>

Health and Safety Executive training a brief guide
<http://www.hse.gov.uk/pubns/indg345.pdf>

Health and Safety Executive guidance migrant workers
<http://www.hse.gov.uk/migrantworkers/employer.htm>

Appendix 1 - Example induction test

Please answer the following multiple-choice questions below, to the best of your ability, circling one answer for each question.

Read the questions and answers carefully before answering!

1) Which of the following is a potential major environmental issue on this site?

- A Water run off
- B Contaminated land
- C Dust emissions
- D All of the above

2) You see someone wearing a blue hard hat, what does this mean?

- A They are a traffic marshal
- B They are a slinger/signaller
- C They are a first aider
- D They are a supervisor

3) What colour is a hand dig permit to dig form?

- A Green
- B Red
- C White
- D Any colour

4) What is HAVS?

- A Hand arm vascular syndrome
- B Holes and vats sign
- C Hand arm vibration syndrome
- D Height and vehicles system

5) When should you wear gloves on-site?

- A Never
- B When manually handling
- C At all times
- D When it is cold

6) What is an SoS briefing?

- A a weekly health and safety toolbox talk carried out by the supervisor
- B a RAMS briefing on a specific method statement carried out by the site manager
- C a daily briefing on the day's activities, hazards and control measures carried out by the supervisor
- D a weekly briefing on the weeks activities, hazards and control measures carried out by the supervisor

7) The following PPE is mandatory on this site?

- A Hard hat, safety glasses, gloves; high vis sleeved top, steel toe cap / midsole boots, high vis trousers
- B Safety glasses, hard hat, boots, high vis vest, high vis trousers
- C Gloves, steel toe cap / midsole boots, high vis sleeved top, hard hat, knee pads
- D Steel toe cap / midsole boots, high vis vest, safety glasses, gloves, shoulder pads

8) Where on site are you allowed to use a mobile phone?

- A Anywhere on site as long as you are wearing high vis clothing
- B While driving plant as long as you have a hands free kit fitted
- C Within a designated and signed safe area
- D Anywhere on site as long as it is for texting only

9) What is back to basics?

- A A scheme for basic hygiene
- B A daily start of shift briefing
- C A daily campaign to raise awareness on a specific health and safety issue
- D A monthly campaign to raise awareness on a specific health, safety or environmental issue

Appendix 2 - Typical content of a full site induction

A full induction must include site specific information and must include, but is not limited to;

Introduce yourself and explain the site management structure.

Explain the purpose of the induction and what it aims to achieve (ie the organisations approach to health, safety and wellbeing, behavioural expectations and essential health and safety information)

Explain the importance of health, safety and wellbeing and why the organisation cares about its people and drives to create a harm free environment. Use the Highways England vision that as a leading client we aim to ensure no one comes to harm as a result of their work for us. Reinforce this with the delivery partner's vision, values and approach to health, safety and wellbeing.

Explain the organisations approach to occupational health and why it is important (reference RtB (Raising the Bar) no. 12 'occupational health'.

Explain the occupational health provision and initiatives on the site. Ensure key OH hazards and risks are covered at induction.

Explain the organisations behavioural based safety approach (reference RtB no. 5 'behavioural based safety'. Explain what they can expect to experience on site and how they can get involved.

Explain that he/she must undergo a drugs and alcohol test at induction in line with the drugs and alcohol regime will not be allowed to start work if he/she fails the breath test or receives a non-negative result in the drugs test. Explain the company's random and with cause drugs and alcohol testing regime.

Explain that all personnel must comply with the competence card compliance policy. If the inductee is a nominated supervisor, ensure that he/she meets the requirements of frontline supervisor competency.

Explain that all workers classified as safety critical must undergo medicals and produce certificates confirming their fitness for work.

Describe the project and relay the current and future site-specific health and safety hazards / risks and environmental aspects / impacts involved/ identify key project staff. Highlight any exclusion and restriction zones in force and remind the inductee of the need to be vigilant of operations and any associated hazards.

Introduce and explain the Highways England personal commitments and aiming for zero strategy further information can be found at <http://www.highways.gov.uk/our-road-network/safety/construction-and-maintenance-strategy>

Ensure personal commitments cards are issued and promotional posters are used.

Inform inductee where the company SHE notice board, competency board, F10, health and safety law poster and other information such as environment related notices are located (these are for their information).

Explain the company's mobile phone requirements and identify designated area for the safe use of mobile phones.

Inform the inductee that they must obey all site SHE signage and instructions

Detail the fact that they must wear all items of protective clothing or equipment indicated in site rules, risk assessments or safety signs.

Explain the emergency procedures / fire plan and if appropriate walk the routes to the assembly areas and fire points. Identify who are the nominated fire wardens. Identify the appointed first aiders, the location of the defibrillator(s) and the associated project / office arrangements.

Show and discuss welfare arrangements, inform of waste management arrangements, housekeeping arrangements and material storage areas.

Explain that should they have any views, opinions or recommendations on any SHE matters on this site, they should relay them to their supervisor or principal contractor member of staff and these will be discussed at our SHE

meetings / forums – we value their engagement and subsequent opinions. Discuss how to raise issues of a confidential nature.

Inform them that should they consider anything is a danger to them, other workers or the public, they must report it immediately to their supervisor – this could prevent an accident.

Explain the disciplinary procedures for non-compliance with contract rules, or SHE management system requirements - including theft/vandalism, which can cause SHE incidents.

Additional induction content should be completed for those with particular safety critical roles, for example:

- Plant operators
- Supervisors
- Those accessing or leaving high speed traffic management.

Appendix 3 - Typical content of a Delivery Driver's and Maintenance personnel induction.

It may be necessary to deliver the induction off-site, for example at the driver's own, or a batching plant depot.

A Delivery Driver or Maintenance Personnel induction must include site specific information and must include, but is not limited to;

Over-view of the project / works

Highways England and the Principals expectations for H&S on the site

Key hazards, site traffic, site pedestrian and public interfaces

Emergency arrangements and provision (first-aid, action on a spillage)

Consideration for other site vehicles and personnel

Minimum PPE requirements

Smoking policy

Welfare provision

The driver/maintainer should be provided with a map of the site with key information provided

A list of site 'do's and don'ts', including the 'golden rules' (speed, PPE, tipping and reversing)

Information relating to the on-site 'traffic management plan', including but not limited to;

- Booking / reporting in
- Key contacts
- Access and egress, and highways temporary traffic management (TTM)
- Designated traffic routes and the use of 'holding points'
- Speed limits
- One way systems and reversing protocol
- Use of cab window 'display posters' confirming a site induction has taken place. (E.G. A4 sized – 'I have received a delivery driver / maintenance personnel induction')
- Site's use of 'Plant and Vehicle Marshall's' (see RtB no. 17) and banksmen
- Location of over-head powerlines / exclusion zones etc.
- Provision for task/location specific briefings
- Vehicle washing facilities
- Refuelling provision
- Requirements for flashing beacons (Amber, double unit or 2 independent light sources)
- Reporting of incidents, including near misses and opportunities to improve provision - and particularly what to do if the driver is unsure or is seeking advice
- Chapter 8 vehicle compliance

Appendix 3 continued

- Mandatory use of seatbelts
- Specific requirements for tipper lorries (sheeted, when raising ensure you are stationary and not under overhead services, structures or other exclusion zones)
- Vehicles not left unattended with engines running and keys left in the ignition
- Use, or non-use of mobile phones, Satnavs or other similar devices
- Carrying passengers prohibited, unless required to aid delivery/maintenance
- No children or pets
- Environmental provision (waste, re-fuelling, reporting spillages etc.)

Appendix 4 – Typical content of an Occasional Site Visitors induction, accepting they will be chaperoned around site.

An occasional site visitor induction must include site specific information and must include, but is not limited to;

- Over-view of the project / works
- Highways England and the Principals expectations for H&S on the site – sell H&S and the sites performance to date
- Key hazards on site, particularly on the day
- Emergency arrangements and provision (first-aid)
- Consideration for site vehicles and personnel
- Minimum PPE requirements
- Smoking and mobile phone policy and provision
- Welfare provision
- Reporting of incidents, including near misses and particularly opportunities to improve provision
- A list of site 'do's and don'ts', including the 'golden rules' (PPE, pedestrian segregation, ask questions of and listen to your chaperone and specific task/location briefings)

If you need help accessing this or any other Highways England information, please call **0300 123 5000** and we will help you.

© Crown copyright 2016.

You may re-use this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit <http://www.nationalarchives.gov.uk/doc/open-government-licence/> or write to the **Information Policy Team, The National Archives, Kew, London TW9 4DU**, or email: psi@nationalarchives.gsi.gov.uk.

This document is also available on our website at www.highways.gov.uk

If you have any enquiries about this publication email ha_info@highways.gsi.gov.uk or call **0300 123 5000***
Please quote Highways England publications code
Highways Agency media services Bedford s150813

* Calls to 03 numbers cost no more than a national rate call to an 01 or 02 number and must count towards any inclusive minutes in the same way as 01 and 02 calls. These rules apply to calls from any type of line including mobile, BT, other fixed line or payphone. Calls may be recorded or monitored.