

# BEST PRACTICE GUIDES

## SECTION 9 ORGANISATION



**PRIDE IN  
THE JOB  
AWARDS**



# 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.



## SECTION 9 - ORGANISATION

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### GENERAL PLANNING

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.

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## HEALTH, SAFETY AND WELFARE FACILITIES



## HEALTH, SAFETY AND WELFARE FACILITIES





## STORAGE OF MATERIALS, SITE TIDINESS/WASTE CONTROL





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## SECTION 9 - ORGANISATION

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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.

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## PROTECTION OF WORK IN PROGRESS



## PROTECTION OF WORK IN PROGRESS



## PROTECTION OF WORK IN PROGRESS





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# 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.