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What do we mean by the word responsibility?

the state or fact of being
accountable or to blame for
something

TASK Orientated

What do we mean by the word responsibility?

the state or fact of having a duty to
deal with something or of having
control over someone

OUTCOME Orientated

What do we mean by the word responsibility?

the opportunity or ability to act
independently and take decisions
without authorisation

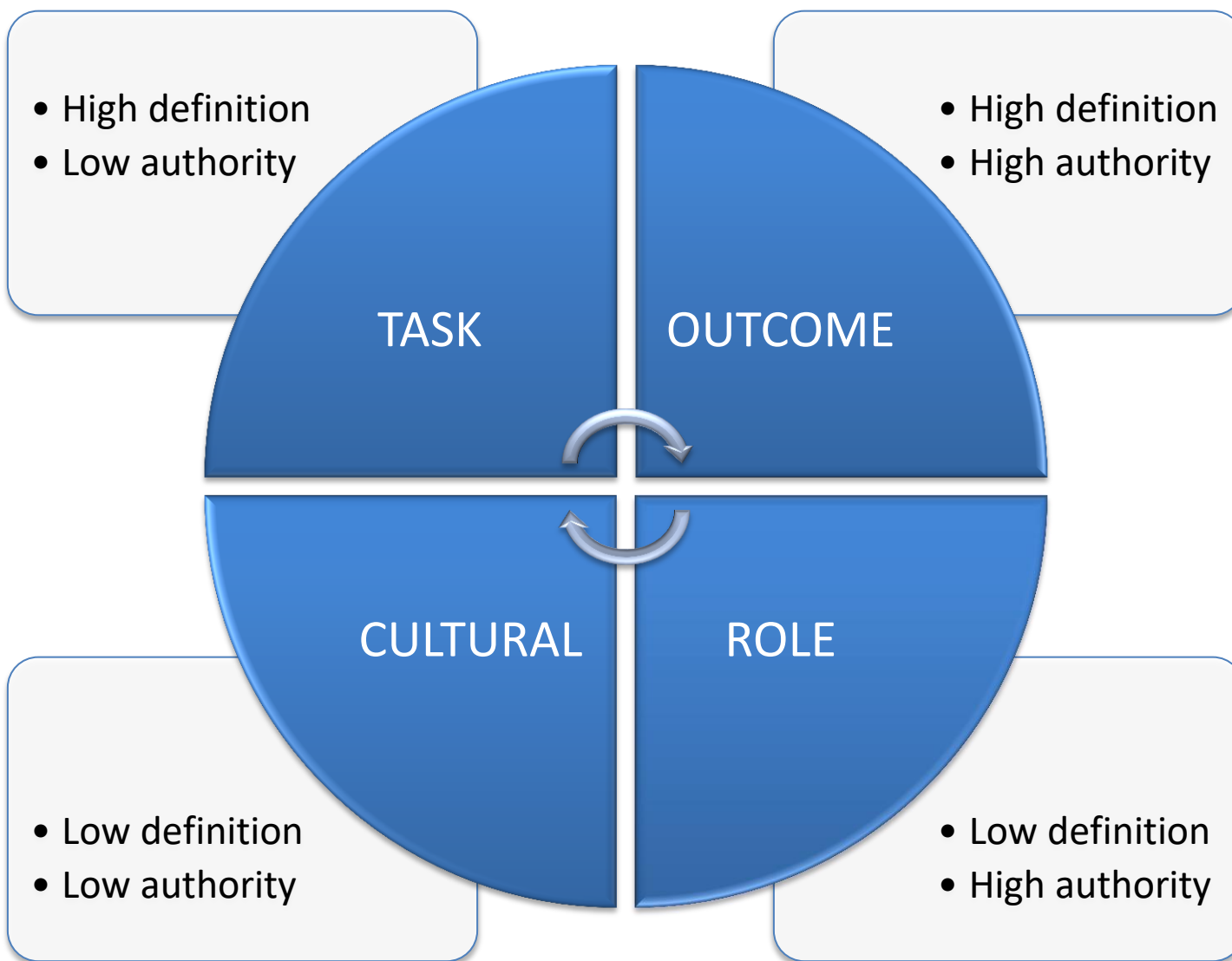
ROLE Orientated

What do we mean by the word responsibility?

a moral obligation to behave
correctly towards or in respect of

CULTURAL Orientated

- How defined is it?
- What level of authority is required?



Where do things go wrong?

Reliance on task orientation

How good are you!

The “f” test

- You have 20 seconds to count how many “f” ‘s are in the following paragraph and write the answer down.

The final construction of the bridge involved a lot of different people with different skills. The first actions were fact based scientific calculations followed by the the application of engineering knowledge.

How many did you get?



Take another 20 seconds and check
again

The final construction of the bridge involved a lot of different people with different skills. The first actions were fact based scientific calculations followed by the the application of engineering knowledge.

How many this time?

Did you spot all 12?

The **f**inal construction **o**f the bridge
involved a lot **o**f **d**ifferent people with
different skills. The **f**irst actions were **f**act
based scient**f**ic calculations **f**ollowed by the
the application **o**f engineering knowledge.

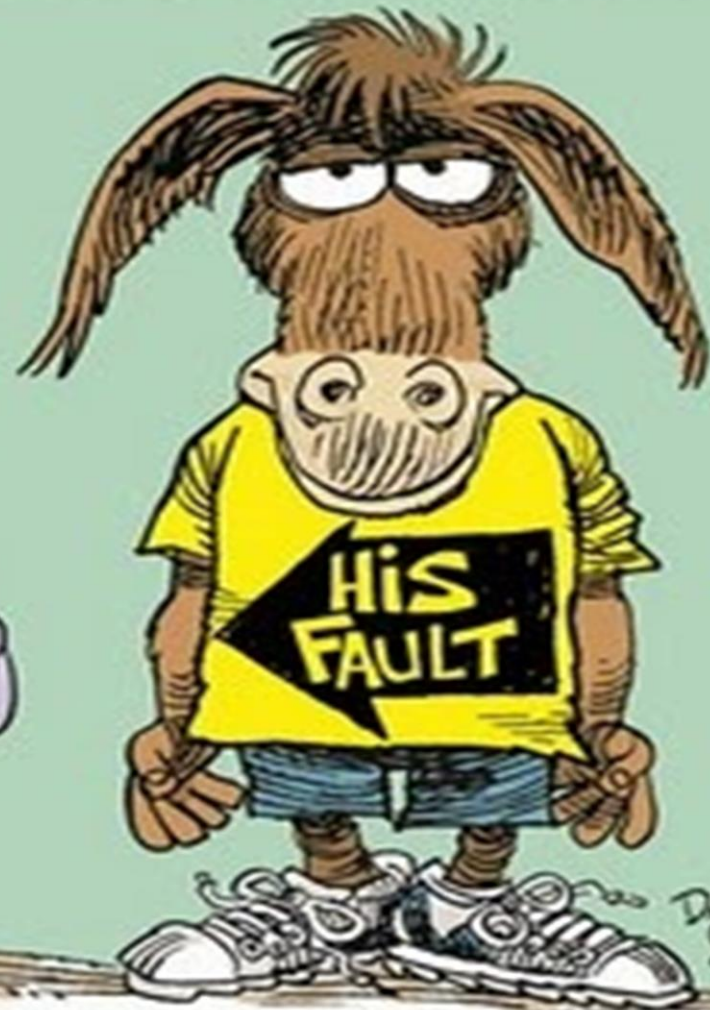
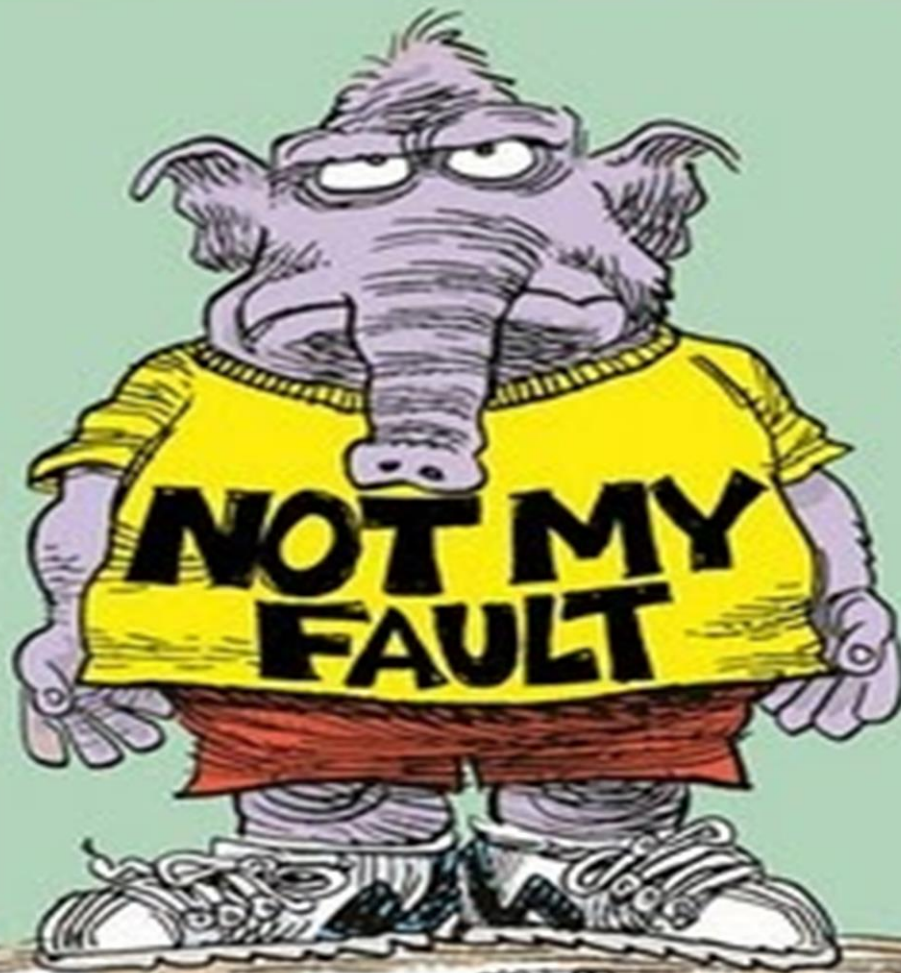
Did you spot anything else?

The final construction of the bridge involved a lot of different people with different skills. The first actions were fact based scientific calculations followed by **the** **the** application of engineering knowledge.

- Teach people how to check things.
- Treat quality responsibility as a core competence.
- Ensure definitions are clear.



- Know what, when, how and to whom the baton has to be taken from and then given to.
- Know what the baton needs to be.
- Don't assume understanding, get positive confirmation.



DARK
CIRCLE
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- Define authorities and responsibilities clearly.
- Failure is part of responsibility – blame is not.
- Collective responsibility is powerful.

Blended responsibility delivers best results

The



Approach



BAM Nuttall Management Manual



Testing Engineer

Responsible to the **agent/project manager** via the **chief engineer** for:

- managing the testing activities and interface with laboratories
- sampling, registration, storage, inspection and destruction of samples
- monitoring material test results and compliance with requirements/specified standards
- raising nonconformity records

Business Development

Nicholas McCormick

Business Development Director



Glasgow Road
Kilsyth
Glasgow
G65 9BL
01236 467 027
Nicholas.McCormick@bamnuttall.co.uk

- market intelligence
- strategic planning
- identification and acquisition of business opportunities
- customer relationship management
- public relations & communications
- qualitative submissions

Business Process & Quality

David Anderson

Head of Quality



St James House
Knoll Road
Camberley
GU15 3XW
01276 63484
david-anderson@bamnuttall.co.uk

- business process design, application and improvement
- quality management
- relationship management
- management system documentation
- materials technology

6 Roles and those Responsible, Accountable, Consulted & Informed (RACI)

Responsible Accountable Consulted Informed	BAM Nuttall Chief Executive	BAM Nuttall Management Board	Company Secretary	Divisional Director	Head of Bid Management	Head of Supply Chain	Corporate Risk Group	Business Development Manager	Bid Manager	Commercial Manager	Contract Reviewer	Tender Team	Notes
Stage Gate 0 – Tender Categorisation													
SG0.1 – Identify new opportunity & record on COMS		C		A				R					
SG0.2 – Discuss and decide whether to proceed or not		C		A				R					
SG0.3/0.4 – Record decision on COMS		C		A	I			R					
SG0.5 – Complete information to provide tender category score		C		A	I			R					
SG0.6 – Prepare SG 1 draft and submit to Monday WW Meeting		C		A	C			R					Draft SG1's issued to Preconstruction Business Systems Manager for collation and issue to Monday work winning meeting attendees.
SG0.7 – Monday Work Winning meeting reviews SG1 draft and decides	C	A/C		I	R			I					
Stage Gate 1 – Approval to prepare Prequalification													
SG1.1 – Not approved at Monday Work Winning meeting		A/C		I	R			I					Decision related with Divisional Directors and Business Development Managers via the Monday work winning minutes
SG1.2 – Approved at Monday Work Winning meeting		A/C		I	R			I					
SG1.3 – If SG1 approved issue for formal approval				A				R					Approval level will depend upon the tender categorisation – <i>refer section 6</i> .
SG1.4 – SG1 not approved				A				R					BDM to advise Client as necessary and record on COMS.



Quick Search

all Connect

[Home](#) > [Business Processes](#) > [Procedures](#)

Procedures

Section menu

[▼ Show contents table](#)

The company procedures are fundamental to the consistent, successful management of the business and are designated by the Board as mandatory. They are referred to as the BAM Nuttall procedures and are referenced 'NP' followed by the procedure number. They are arranged by process subject and each contains an overarching procedure with sub procedures as necessary.

NP12: Audit

This procedure describes the BAM Nuttall arrangements for audit of the BAM Nuttall management system and that of BAM Nuttall suppliers and subcontractors.



Click [here](#) for the procedure

DOCUMENT COORDINATOR

- [Margo Marsh](#)

DOCUMENT ADVISOR(S)

- [David Anderson](#)
- [Paul Tims](#)
- [Gavin Avery](#)
- [Richard Odro](#)
- [Stuart Willis](#)
- [Keith Wedlock](#)



BAM Nuttall – Annual HSQE Objectives 2018

Theme	Objective	Action	Measures	Collaboration	Date
Quality Owner – David Anderson	Manage planning for Lean business improvement	Embed Lean plan and objectives template within the Project Execution Plan and Divisional and Departmental Management Plans	Current good practice collected and collated	Lean Champions BPQ	Q1
			Develop templates and trial	BPQ Divisions	Q2/Q3
			Release updated templates to the business	BPQ	Q3/Q4
	Manage Cyber Security risks	Achieve Certification to ISO27001	Carry out GAP analysis of ICT management systems	ICT BPQ	Q1
			Develop system to meet any identified gaps	ICT BPQ	Q2
			Successful independent 3 rd party Certification of ICT management systems to ISO27001	ICT BPQ	Q3
	Improve efficiency of Quality control and assurance systems	Embed digital construction within the quality control and assurance systems	Embed digital methods within quality training	BPQ People Development Digital Construction	Q2
			Establish good practice and communicate	BPQ Digital Construction Divisions	Q4
	Increase understanding of BAM Nuttall Quality ethos	Review and update training and support material for the business	Develop a quality induction starter pack for projects	BPQ People Development Divisions	Q3
			Develop a modernised suite of quality training programmes using innovative technology where appropriate	BPQ People Development Innovation	Q4

Predictable Performance

'I deliver what I promise'



Proactive Ownership

'I take the initiative to prevent, rather than fix'



Open Collaboration

'I share so we all gain'



Scalable Learning

'I ask, listen and support, so that we learn collectively'



FUTURE Orientated

The Robot That Carries Out Site Inspections

Doxel | 1:07



For more information:

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QUESTIONS?

Email: david.anderson@bamnuttall.co.uk

Telephone: 01276 854816

Website: www.bamnuttall.co.uk