


Appendix XXX: Project Steering Group

The Scottish Building Federation (SBF)	
<p>The Scottish Building Federation was established in 1895 working with its members to bring together ideals, collective needs and collaborative business practices. SBF continues to represent the interests and aspirations of its members throughout Scotland. The membership is made up of hundreds of differing types of companies including large, medium-sized and small businesses working within construction, general contracting and other more specific areas. .</p> <p>SBF is an umbrella organisation made up of 17 Local Associations covering all of Scotland. As well as providing an extensive range of services for member companies, each Local Association is able to appoint its own President and a director of SBF, holding local meetings and events.</p>	
The Home Builders Federation (HBF)	Home Builders Federation (HBF)
<p>The Home Builders Federation (HBF) is the representative body of the home building industry in England and Wales. The HBF's member firms account for some 80% of all new homes built in England and Wales in any one year, and include companies of all sizes, ranging from multi-national, household names through regionally based businesses to small local companies.</p> <p>The Home Building Skills Partnership (HBSP) aims to develop, grow and sustain a programme to provide the workforce the industry requires to deliver the further increases in housing supply the country desperately needs. It will focus on attracting new entrants into the industry, and on providing focussed training to develop the qualified workforce needed to construct today's high quality new homes.</p> <p>The Home Building Skills Partnership works in three main areas:</p> <ul style="list-style-type: none">• Attract – how to attract new entrants into the industry.• Skills and development – how the industry trains its staff.• Supporting supply chain development – the training interface with subcontractors.	

The National Federation of Builders (NFB)



The National Federation of Builders (NFB) represents small to medium-sized builders, contractors and house builders across England and Wales. As one of the UK's longest standing trade bodies, it was created to represent the building profession and to promote conditions its members need to thrive and contribute to the economic success of the UK.

Its members range from the sole trader to large, multi-million pound construction companies, with turnover ranging from below £500,000 to £500 million. The federation provides expert advice, training, representation and business services for members so that they can comply with industry standards, excel in delivery, and grow successful businesses.

The Drilling and Sawing Association



The DSA's mission is to promote the work of professional drilling and sawing contractors by highlighting the main advantages of cutting concrete with diamond tools, which include precision cutting within the shortest time scale, reduced noise, dust and debris and maintenance of structural integrity.

The DSA was the first "Specialist Contractor Association" to develop and implement its own apprenticeship scheme in association with CITB, with Competency cards being issued well before CSCS cards and NVQ's.

DSA members benefit from approved operator training courses and the adoption of national safety standards and working codes of practices, as well as affiliation with other recognised construction industry international and national associations. The DSA also provides a forum for members to meet within an organised framework to discuss and share best practice and the future development of the industry as a whole.

Construction Industry Training Board (CITB)



CITB is the Industry Training Board and a partner in the Sector Skills Council for the construction industry in England, Scotland and Wales. The CITB work with industry to encourage training, which helps build a safe, professional and fully qualified workforce. The support and funding CITB provide helps companies to improve skills, increase their competitiveness and respond to challenges such as the low carbon agenda, reducing costs on site and recruiting the best talent for their sector.

Construction Scotland



Construction Scotland is a unique leadership organisation for the construction industry in Scotland. Formed to unite, progress and grow the industry, it provides leadership and direction, and act as the voice of the industry as a whole.

The Demolition Contractors Association (DCA)



With the launch of the Demolition Contractors Association we intend to bring the same comprehensive business support services enjoyed by our existing associations to the industry membership including;

- A united voice for Scottish construction
- Cementing your company's reputation
- Scottish Construction Monitor
- Business support
- Commercial advice
- Other free membership services

Unite the Union

LOGO

Unite is dedicated to serving the best interests of its members, protecting workers rights and equality and diversity in the workplace by negotiating with employers and government.

As a primarily industry-based union, our structure means we can effectively represent your interests and welfare rights in the workplace, no matter where you work or what sector you're from. We work to enforce work adequate health and safety at work and ensure equal pay for all, and even if you're not employed, you'll be welcomed into the family through Unite's Community membership.

Members of Unite are entitled to a large range of legal and member services, such as help with personal injury claims, employment rights matters, wills, conveyancing and many other issues, both inside and outside the workplace.

Appendix XXX: Consultee List

<ol style="list-style-type: none"> 1. Access Drilling Services 2. Allied Infrastructure 3. Ashleigh (Scotland) Ltd 4. Avant Homes 5. Barratt 6. Barratt Developments PLC 7. Barratt Homes 8. Bellway Homes 9. Bernard Watson 10. Bovis 11. Bovis Homes Limited 12. Cala 13. Champion Homes 14. Cavanna Homes 15. CHAP Group 16. Clement Dickens & Sons 17. Coleman & Co 18. Consign Construction Skills 19. Countryside 20. Countryside Properties Plc 21. Crest Nicholson 22. Cruden Buildings and Renewals Ltd 23. D.A. Cook (Builders) 24. D-Drill 25. Deeley Construction 	<ol style="list-style-type: none"> 26. Diacutt 27. EMDD 28. Gipping Construction 29. GT Diamond Drilling 30. Hadden Group 31. Hart Builders (Edinburgh) Ltd 32. Henry Boot Construction 33. Hill 34. Hilti UK 35. Holemasters 36. Hopkins Homes 37. Husqvarna 38. Ian Williams Ltd 39. J. Smart & Co. (Contractors) PLC 40. John Perkins 41. Keltbray 42. Kilnbridge 43. Knox & Wells 44. Lagan Homes 45. Linden Homes 46. Linden Homes 47. Lockwoods Construction 48. Lovell Homes 49. MacLeod Construction Ltd 50. McCarthy and Stone 	<ol style="list-style-type: none"> 51. MDS 52. Miller Homes 53. Mixbrow Ltd 54. Muir Group 55. NAW Commercial Services Ltd 56. NHBC 57. Ogilvie Group 58. Pearce Construction 59. Pentrunder 60. Persimmon 61. Randall Orchard Construction 62. redrow plc 63. Robertson Group 64. Robore Cuts 65. Russell Building Services 66. Sangwin Holdings 67. SEH French 68. Stewart Milne Group 69. Story Homes 70. Taylor Wimpey 71. Tesni Properties Limited 72. TrueCut 73. Tyrolit 74. Walker Construction 75. Wates 76. William Waugh & Sons (Builders) Ltd
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Appendix XXX: Consultation Framework for WP1

Human Factors FAQs

What are the Human Factors?

Those skills and behaviours which (when applied in a technical context) support safe, efficient, quality-driven and productive workplace activities.

Why is this important in a technical work environment?

The need for a range of Human factors is not new . Many working environments now have some form of Human Factors training/qualifications in place. This includes aviation, rail, aerospace, nuclear, medicine (including operating theatres), mining and oil/gas. Weaknesses in one or more of the six Human Factors have been a contributory factor or the root cause itself of many high profile (often catastrophic) accidents.

Where did these 6 Human Factors come from?

Extensive research has been carried into the Human Factors as they apply to technical, safety-critical working environments. The outcome kept coming back to the importance of these 6 areas. The key here is that each sector/industry takes the 6 areas and moulds them into the required shape. The purpose of this consultation is to ensure that UK industry has the opportunity to contribute to the moulding of these 6 Human Factors in a way which is beneficial and useful to the UKCBE.

Why are we doing this now?

Many attempts have been made to address the non-technical skills in the UKCBE. Many of these have failed or worked for a short period of time because they were prepared for a small, specific audience for a specific reason. This project aims to show genuine leadership by identifying and developing the Human Factors for the entire UKCBE. The work is funded by CITB and is designed to form a part of the emerging competency framework. This means that everyone involved in Human Factors is finally talking the same language.

What are we asking YOU to do?

As part of our UK-wide consultation we are asking you to read through and understand the Human Factors Framework (it's all on one page) and give us feedback on whether the information contained within it is acceptable to you or you think it can be improved. If the latter then we ask you to tell us how it can be improved. Please provide a rationale with this improvement so that we can fully understand the nature and context of your suggestions. There is also a free text box where you can provide any relevant comment e.g. what you think the next stage of Human Factors work should look like or how you would use it.

What happens next?

All feedback will be collated, analysed and reported. The results will be discussed and agreed by our Project Steering Group. All agreed amendments will be made to the Human Factors Framework. It is our intention that the completed Framework is used as the starting point for a follow-on project which would seek to develop a standardised Human Factors solution and a range of relevant supporting materials.

Appendix XXX: Consultation Documentation

About You

Name	
Position (job title)	
Email	
Organisation (on whose behalf you are responding)	
Number of <u>direct</u> employees of that organisation	
Location of the HQ of that organisation	

HFF Consultation

1		Acceptable	Can be improved	Suggested improvement (with rationale)
Human Factor	Situational Awareness			
Definition	The ability to recognize, understand and project the events that take (and may			

	take) place within the working environment.			
Outline Indicators	<ul style="list-style-type: none"> Establishes and communicates current situation/goals Monitors situation Identifies change, potential change and implications Communicates with team (report up and down) 			

2

		Acceptable	Can be improved	Suggested improvement (with rationale)
Human Factor	Decision Making			
Definition	The ability to recognize and understand the range of options and to decide and communicate the chosen option within the working environment.			
Outline Indicators	<ul style="list-style-type: none"> Identifies the need and timescale for a decision Involves relevant stakeholders Identifies information required Makes and communicates decision 			

3

		Acceptable	Can be improved	Suggested improvement (with rationale)
Human Factor	Communication			
Definition	The ability to consistently and effectively provide/receive appropriate information in a range of formats within the working environment			
Outline Indicators	<ul style="list-style-type: none"> • Identifies the need and timescale for communication • Seeks/receives relevant information • Communicates clearly in a range of formats as appropriate • Responds positively to questions 			

4

		Acceptable	Can be improved	Suggested improvement (with rationale)
Human Factor	Team Working			

Definition	The ability to work effectively and consistently within a team that may experience changes in membership and work scope over time.			
Outline Indicators	<ul style="list-style-type: none"> • Constructively acknowledges the views of colleagues • Provides clear, accurate and sufficient information to enable other team members to effectively carry out their work and makes suggestions of realistic improvements to team performance • Highlights issues within the team and seeks to resolve • Builds positive relationships based on trust and respect 			

5

		Acceptable	Can be improved	Suggested improvement (with rationale)
Human Factor	Leadership			
Definition	The ability to lead safe work through taking responsibility and influencing others in a working environment.			
Outline Indicators	<ul style="list-style-type: none"> • Establishes the team vision. 			

	<ul style="list-style-type: none"> • Positively communicates the purpose and objectives of the team. • Ensures each team member has personal work objectives and encourages them to achieve these • Encourages team members to take the lead when they have the knowledge and expertise 			
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6		Acceptable	Can be improved	Suggested improvement (with rationale)
Human Factor	Managing Workplace Behaviours			
Definition	The ability to recognize, understand and manage workplace behaviour (positive and negative) in self and others.			
Outline Indicators	<ul style="list-style-type: none"> • Recognises the range of workplace behaviour • Recognises the causes of workplace behaviour <ul style="list-style-type: none"> ○ Positive (could include expertise, professionalism, potential, ambition etc) 			

	<ul style="list-style-type: none"> ○ Negative (could include stress, pressure, personal reason, lack of training/expertise, etc) ● Develop/implements a strategy to deal with the stress ● Monitors the effectiveness of the strategy ● Identifies potential changes to work methods and/or processes in order to address specific workplace behaviour 			
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Additional Comments

Appendix XXX: Human Factors Framework

Human Factor	Situational Awareness
Definition	The ability to recognize, interpret and anticipate the events that take (and may take) place within the working environment.
Outline Indicators	<ul style="list-style-type: none"> • Establishes and communicates current situation/goals • Monitors situation • Identifies change, potential change and implications • Communicates with team (report up and down)
Detailed Indicators	<ol style="list-style-type: none"> 1. Continuously seeks and accurately monitors the information sources relevant to the working environment. 2. Continuously checks actual operations against expected operations. 3. Accurately identifies the current status and risks based on information received. 4. Identifies changes and potential changes as tasks are being undertaken. 5. Anticipates how the current situation might evolve and prepares for possible options. 6. Accurately projects the potential impact of an evolving situation on people, plant and process. 7. Discusses and agrees common situational understanding with key stakeholders as appropriate. 8. Communicates relevant information at a time which optimizes the potential for safe and compliant operations.

Human Factor	Decision Making
Definition	The ability to recognise and understand the range of options and to decide and communicate the best/optimal option within the working environment.
Outline Indicators	<ul style="list-style-type: none"> • Identifies the need and timescale for a decision • Involves relevant stakeholders • Identifies information required • Makes and communicates decision
Detailed Indicators	<ol style="list-style-type: none"> 1. Identifies the stakeholders who may be affected by the decision. 2. Involves, where possible, those who are capable of contributing to the decision-making process. 3. Establishes the objectives/timescale of the decision to be taken. 4. Identifies the information needed to take the decision and the sources of this information. 5. Obtains relevant and accurate information to allow the decision to be made. 6. Analyses the information to identify facts, patterns and trends that may impact on the decision. 7. Identifies and evaluates the range of options. 8. Draws conclusions supported by reasoned arguments clearly stating any assumptions made and risks (and mitigation options) that may be involved. 9. Makes decisions: <ol style="list-style-type: none"> a. in line with objectives. b. within the scope of own authority. c. in time for necessary action to be taken. 10. Obtains help and advice if: <ol style="list-style-type: none"> a. there is insufficient information available. b. the decision is outside own area of responsibility or scope of authority. c. the decisions are likely to conflict with values, regulations and standards. 11. Communicates the decision clearly to stakeholders.

Human Factor	Communication
Definition	The ability to interpret and convey written, verbal and non-verbal information in a range of formats within the working environment.
Outline Indicators	<ul style="list-style-type: none"> • Identifies the need and timescale for communication • Seeks/receives relevant information • Communicates clearly in a range of formats as appropriate • Responds positively to questions
Detailed Indicators	<ol style="list-style-type: none"> 1. Effectively recognizes and overcomes barriers to communication. 2. Seeks and receives information from the appropriate sources in a range of format, style and nature. 3. Actively seeks clarification in an appropriate manner. 4. Appropriately confirms receipt and understanding of the information. 5. Clearly and assertively disseminates information in an appropriate format, style and nature which promotes unambiguous understanding. 6. Ensures that all information disseminated accurate, useful, timeous and in accordance with organisational procedures and policies. 7. Invites and responds positively to questions and requests for clarification. 8. Verifies that the communication has been received and is understood.

Human Factor	Team Working
Definition	The ability to work effectively and consistently within a team that may experience changes in membership and work scope over time.
Outline Indicators	<ul style="list-style-type: none"> • Constructively acknowledges the views of colleagues • Provides clear, accurate and sufficient information to enable other team members to effectively carry out their work and makes suggestions of realistic improvements to team performance • Highlights issues within the team and seeks to resolve • Builds positive relationships based on trust and respect
Detailed Indicators	<ol style="list-style-type: none"> 1. Demonstrates support of team decisions other team members by individual actions. 2. Communicates effectively and timeously with other team members 3. Constructively acknowledges the views of colleagues. 4. Provides clear, accurate and sufficient information to enable other team members to effectively carry out their work and makes suggestions of realistic improvements to team performance 5. Highlights issues within the team and seeks to resolve within limits of own responsibility. 6. Accurately summarises issues in the team that cannot be resolved and passes this information on to someone who has the authority and capability to reach a solution. 7. Maintains confidentiality wherever appropriate. 8. Builds positive relationships based on trust, transparency and respect. 9. Makes suggestions of realistic improvements to team performance. 10. Identifies personal development requirements and opportunities in support of team performance.

Human Factor	Leadership
Definition	The ability to lead safe work through development of a positive workplace culture and motivating/influencing others in a working environment.
Outline Indicators	<ul style="list-style-type: none"> • Establishes the team vision. • Positively communicates the purpose and objectives of the team. • Ensures each team member has personal work objectives and encourages them to achieve these • Encourages team members to take the lead when they have the knowledge and expertise
Detailed Indicators	<ol style="list-style-type: none"> 1. Acts as a role model for team members by demonstrating and promoting a safety-conscious culture 2. Establishes the team vision based on operational and strategic requirements. 3. Positively communicates the purpose and objectives of the team. 4. Involves members in planning how the team will achieve its objectives. 5. Ensures that each member of the team has personal work objectives and understands how achieving these will contribute to achievement of the team's objectives. 6. Encourages and supports team members to achieve their personal work objectives and those of the team and provides recognition when objectives have been achieved. 7. Takes ownership of issues relating to crisis and/or poor performance/quality/productivity. 8. Drives workplace change. 9. Earns the team trust and motivates them through own performance and clearly taking responsibility. 10. Positively influences others. 11. Encourages team members to take the lead when they have the knowledge and expertise and shows willingness to follow this lead. 12. Monitors activities and progress across the team and intervenes when required.

Human Factor	Managing Workplace Behaviours
Definition	The ability to recognize, understand and manage workplace behaviours (positive and negative) in self and others.
Outline Indicators	<ul style="list-style-type: none"> • Recognises the range of workplace behaviours • Recognises the causes of workplace behaviours <ul style="list-style-type: none"> ○ Positive (could include expertise, professionalism, potential, ambition etc) ○ Negative (could include stress, pressure, mental health, lack of training/expertise, etc) • Develop/implements a strategy to deal with the stress • Monitors the effectiveness of the strategy • Identifies potential changes to work methods and/or processes in order to address specific workplace behaviours
Detailed Indicators	<ol style="list-style-type: none"> 1. Recognises the range of workplace behaviours. 2. Recognises the causes of workplace behaviours: <ol style="list-style-type: none"> a. Positive (could include expertise, professionalism, potential, ambition etc) b. Negative (could include stress, pressure, personal reason, lack of training/expertise, etc) 3. Recognises how own behaviour impacts on the behaviour of others 4. Actively identifies opportunities to positively influence workplace behaviours within limits of own responsibility and expertise. 5. Develop/implements a plan/strategy to improve workplace behaviours in self and others. 6. Monitors the effectiveness of the plan/strategy. 7. Communicates the outcome of the plan/strategy to the relevant stakeholders. 8. Identifies potential changes to work methods and/or processes in order to improve specific workplace behaviours. 9. Confirms the effectiveness of the implemented plan/strategy. 10. Encourages an environment where members of the team feel free to express their views in a respectful way free from criticism or judgement. 11. Completes and maintains documentation in regard to managing workplace behaviours.

Appendix XXX: Human Factors Framework by Role Relevance

Human Factor	Role Relevance		
	A	B	C
Situational Awareness	<ol style="list-style-type: none"> 1. Regularly seeks and accurately monitors the information sources relevant to the working environment. 2. Regularly checks own activities against expected activities. 3. Accurately identifies the current work status and associated risks. 4. Anticipates how the current situation might evolve and prepares for possible options. 5. Contributes to identification of the potential impact of an evolving situation on people, plant and process. 6. Contributes to the common situational understanding with colleagues as appropriate. 7. Communicates relevant information at a time which optimizes the potential for safe and compliant operations. 	<ol style="list-style-type: none"> 1. Continuously seeks and accurately monitors the information sources relevant to the working environment. 2. Continuously checks actual operations against expected operations. 3. Accurately identifies the current status and risks based on information received. 4. Identifies changes and potential changes as tasks are being undertaken. 5. Anticipates how the current situation might evolve and prepares for possible options. 6. Accurately projects the potential impact of an evolving situation on people, plant and process. 7. Discusses and agrees common situational understanding with colleagues and key stakeholders as appropriate. 8. Communicates relevant information at a time which optimizes the potential for safe and compliant operations. 	<ol style="list-style-type: none"> 1. Continuously seeks and accurately monitors the information sources relevant to the project schedule. 2. Monitors actual operations and costs against expected operations and costs. 3. Accurately identifies the current project status and risks based on information received. 4. Identifies changes and potential changes as tasks are being undertaken. 5. Anticipates how the current situation might evolve and prepares for possible options. 6. Accurately projects the potential impact of an evolving situation on project, people, plant and process. 7. Discusses and agrees common situational understanding with internal and external key stakeholders as appropriate. 8. Communicates relevant information at a time which optimizes the potential for safe and compliant operations and project completion.

Human Factor	Role Relevance		
	A	B	C
Decision Making	<ol style="list-style-type: none"> 1. Identifies colleagues who may be affected by the decision. 2. Identifies the information needed to take the decision and the sources of this information. 3. Obtains relevant and accurate information to allow the decision to be made. 4. Identifies and evaluates the range of options. 5. Makes decisions: <ol style="list-style-type: none"> a. in line with objectives. b. within the scope of own authority. c. in time for necessary action to be taken. 6. Obtains help and advice if: <ol style="list-style-type: none"> a. there is insufficient information available. b. the decision is outside own area of responsibility or scope of authority. c. the decisions are likely to conflict with values, regulations and standards. 7. Communicates the decision clearly to colleagues. 	<ol style="list-style-type: none"> 1. Identifies the colleagues and stakeholders who may be affected by the decision. 2. Involves, where possible, those colleagues who can contribute to the decision-making process. 3. Establishes the objectives/timeframe of the decision to be taken. 4. Identifies the information needed to take the decision and the sources of this information. 5. Obtains relevant and accurate information to allow the decision to be made. 6. Analyses the information to identify facts, patterns and trends that may impact on the decision. 7. Identifies and evaluates the range of options. 8. Draws conclusions clearly stating any assumptions made and risks (and mitigation options) that may be involved. 9. Makes decisions: <ol style="list-style-type: none"> a. in line with objectives. b. within the scope of own authority. c. in time for necessary action to be taken. 10. Obtains help and advice if: <ol style="list-style-type: none"> a. there is insufficient information available. b. the decision is outside own area of responsibility or scope of authority. c. the decisions are likely to conflict with values, regulations and standards. 11. Communicates the decision clearly to colleagues and stakeholders 	<ol style="list-style-type: none"> 1. Identifies all relevant stakeholders who may be affected by the decision. 2. Involves, where possible, those colleagues and stakeholders who can contribute to the decision-making process. 3. Establishes the objectives/timeframe of the decision to be taken. 4. Identifies the information needed to take the decision and the sources of this information. 5. Obtains relevant and accurate information to allow the decision to be made. 6. Analyses the information to identify facts, patterns and trends that may impact on the decision. 7. Identifies and evaluates the range of options. 8. Draws conclusions supported by reasoned arguments clearly stating any assumptions made and risks (and mitigation options) that may be involved. 9. Makes decisions: <ol style="list-style-type: none"> a. in line with objectives. b. within the scope of own authority. c. in time for necessary action to be taken. 10. Obtains help and advice if: <ol style="list-style-type: none"> a. there is insufficient information available. b. the decision is outside own area of responsibility or scope of authority. c. the decisions are likely to conflict with values, regulations and standards. 11. Communicates the decision clearly to all relevant stakeholders

Human Factor	Role Relevance		
	A	B	C
Communication	<ol style="list-style-type: none"> 1. Effectively recognizes and overcomes barriers to communication. 2. Seeks and receives information from the appropriate sources in a limited range of format, style and nature. 3. Actively seeks clarification in an appropriate manner. 4. Appropriately confirms receipt and understanding of the information. 5. Clearly and assertively disseminates information in an appropriate format, style and nature which promotes unambiguous understanding. 6. Ensures that all information disseminated is accurate, useful, timeous and in accordance with organisational procedures and policies. 7. Invites and responds positively to questions and requests for clarification. 8. Checks that the communication has been received and is understood. 	<ol style="list-style-type: none"> 1. Effectively recognizes and overcomes barriers to communication. 2. Seeks and receives information from the appropriate sources in a range of format, style and nature. 3. Actively seeks clarification in an appropriate manner. 4. Appropriately confirms receipt and understanding of the information. 5. Clearly and assertively disseminates information in an appropriate format, style and nature which promotes unambiguous understanding. 6. Ensures that all information disseminated accurate, useful, timeous and in accordance with organisational procedures and policies. 7. Invites and responds positively to questions and requests for clarification. 8. Verifies that the communication has been received and is understood. 	<ol style="list-style-type: none"> 1. Effectively recognizes and overcomes barriers to communication. 2. Seeks and receives information from the appropriate sources in a range of format, style and nature. 3. Actively seeks clarification in an appropriate manner. 4. Appropriately confirms receipt and understanding of the information. 5. Clearly and assertively disseminates information in an appropriate format, style and nature which promotes unambiguous understanding. 6. Ensures that all information disseminated accurate, useful, timeous and in accordance with organisational procedures and policies. 7. Invites and responds positively to questions and requests for clarification. 8. Verifies, by self or through others, that the communication has been received and is understood.

Human Factor	Role Relevance		
	A	B	C
Team Working	<ol style="list-style-type: none"> 1. Demonstrates support of team decisions other team members by individual actions. 2. Communicates effectively and timeously with other team members 3. Constructively acknowledges the views of colleagues. 4. Provides clear, accurate and sufficient information to enable other team members to effectively carry out their work 5. Highlights issues within the team and seeks to resolve within limits of own responsibility. 6. Accurately summarises issues in the team that cannot be resolved and passes this information on to someone who has the authority and capability to reach a solution. 7. Builds positive relationships based on trust, transparency and respect. 8. Makes suggestions of realistic improvements to team performance. 9. Identifies personal development requirements and opportunities in support of own performance. 	<ol style="list-style-type: none"> 1. Demonstrates support of team decisions other team members by individual actions. 2. Communicates effectively and timeously with other team members 3. Constructively acknowledges the views of colleagues. 4. Provides clear, accurate and sufficient information to enable other team members to effectively carry out their work 5. Highlights issues within the team and seeks to resolve within limits of own responsibility. 6. Accurately summarises issues in the team that cannot be resolved and passes this information on to someone who has the authority and capability to reach a solution. 7. Maintains confidentiality wherever appropriate. 8. Builds positive relationships based on trust, transparency and respect. 9. Makes suggestions of realistic improvements to team performance. 10. Identifies personal development requirements and opportunities in support of own/team performance. 	<ol style="list-style-type: none"> 1. Demonstrates support of team decisions other team members by individual actions. 2. Communicates effectively and timeously with other team members 3. Constructively acknowledges the views of colleagues. 4. Provides clear, accurate and sufficient information to enable other team members to effectively carry out their work 5. Highlights issues within the team and seeks to resolve within limits of own responsibility. 6. Accurately summarises issues in the team that cannot be immediately resolved and discusses with others until a resolution is found. 7. Maintains confidentiality wherever appropriate. 8. Builds positive relationships based on trust, transparency and respect. 9. Makes suggestions of realistic improvements to organisational/team performance. 10. Identifies personal development requirements and opportunities in support of organisational/team performance.

Human Factor	Role Relevance		
	A	B	C
Leadership	<ol style="list-style-type: none"> 1. Acts as a role model by demonstrating and promoting a safety-conscious culture. 2. Contributes to the team vision based on operational requirements. 3. Positively communicates the purpose and objectives of the team. 4. Involves members in planning how the team will achieve its objectives. 5. Ensures that own personal work objectives will contribute to achievement of the team's objectives. 6. Encourages and supports team members to achieve their personal work objectives and those of the team and provides recognition when objectives have been achieved. 7. Takes ownership of issues relating to crisis and/or poor performance/quality/productivity. 8. Earns the team trust and motivates them through own performance and clearly taking responsibility. 9. Positively influences others. 10. Encourages team members to take the lead when they have the knowledge and expertise and shows willingness to follow this lead. 11. Monitors activities and progress across the team and intervenes when required. 	<ol style="list-style-type: none"> 1. Acts as a role model for team members by demonstrating and promoting a safety-conscious culture 2. Establishes the team vision based on operational and strategic requirements. 3. Positively communicates the purpose and objectives of the team. 4. Involves members in planning how the team will achieve its objectives. 5. Ensures that each member of the team has personal work objectives and understands how achieving these will contribute to achievement of the team's objectives. 6. Encourages and supports team members to achieve their personal work objectives and those of the team and provides recognition when objectives have been achieved. 7. Takes ownership of issues relating to crisis and/or poor performance/quality/productivity. 8. Drives workplace change. 9. Earns the team trust and motivates them through own performance and clearly taking responsibility. 10. Positively influences others. 11. Encourages team members to take the lead when they have the knowledge and expertise and shows willingness to follow this lead. 12. Monitors activities and progress across the team and intervenes when required. 	<ol style="list-style-type: none"> 1. Acts as a role model for colleagues and stakeholders by demonstrating and promoting a safety-conscious culture 2. Identifies the team vision based on operational and strategic requirements. 3. Positively communicates the purpose and objectives of the team. 4. Involves colleagues and stakeholders in planning how the organisation will achieve its objectives. 5. Encourages and supports team members to achieve their personal work objectives and those of the team and provides recognition when objectives have been achieved. 6. Takes ownership of issues relating to crisis and/or poor performance/quality/productivity. 7. Identifies need for workplace change and specifies the nature of that change. 8. Earns the colleague/stakeholder trust and motivates them through own performance and clearly taking responsibility. 9. Positively influences others. 10. Encourages team members to take the lead when they have the knowledge and expertise and shows willingness to follow this lead. 11. Monitors activities and progress across the team and intervenes when required.

Human Factor	Role Relevance		
	A	B	C
Managing Workplace Behaviours	<ol style="list-style-type: none"> 1. Recognises the causes of workplace behaviours: <ol style="list-style-type: none"> a. Positive (could include expertise, professionalism, potential, ambition etc) b. Negative (could include stress, pressure, personal reason, lack of training/expertise, etc) 2. Recognises how own behaviour impacts on the behaviour of others 3. Actively identifies opportunities to positively influence workplace behaviours within limits of own responsibility and expertise. 4. Contributes to the organisational plan to improve workplace behaviours in self and others. 5. Communicates issues with plan to the relevant colleagues. 6. Identifies potential changes to work methods and/or processes in order to improve specific workplace behaviours. 7. Encourages an environment where members of the team feel free to express their views in a respectful way free from criticism or judgement. 8. Completes and maintains documentation in regard to managing workplace behaviours. 	<ol style="list-style-type: none"> 1. Recognises the range of workplace behaviours. 2. Recognises the causes of workplace behaviours: <ol style="list-style-type: none"> a. Positive (could include expertise, professionalism, potential, ambition etc) b. Negative (could include stress, pressure, personal reason, lack of training/expertise, etc) 3. Recognises how own behaviour impacts on the behaviour of colleagues 4. Actively identifies opportunities to positively influence workplace behaviours within limits of own responsibility and expertise. 5. Develop/implements a plan/strategy to improve workplace behaviours in self and others. 6. Monitors the effectiveness of the plan/strategy. 7. Communicates the outcome of the plan/strategy to the relevant colleagues. 8. Identifies potential changes to work methods and/or processes in order to improve specific workplace behaviours. 9. Confirms the effectiveness of the implemented plan/strategy. 10. Encourages an environment where members of the team feel free to express their views in a respectful way free from criticism or judgement. 11. Completes and maintains documentation in regard to managing workplace behaviours. 	<ol style="list-style-type: none"> 1. Recognises the range of workplace behaviours. 2. Recognises the causes of workplace behaviours: <ol style="list-style-type: none"> a. Positive (could include expertise, professionalism, potential, ambition etc) b. Negative (could include stress, pressure, personal reason, lack of training/expertise, etc) 3. Recognises how own behaviour impacts on the behaviour of colleagues and stakeholders 4. Actively identifies opportunities to positively influence workplace behaviours within limits of own responsibility and expertise. 5. Identifies/develops a plan/strategy to improve workplace behaviours in self and others. 6. Monitors the effectiveness of the plan/strategy. 7. Communicates the outcome of the plan/strategy to the relevant colleagues and stakeholders. 8. Identifies potential changes to work methods and/or processes in order to improve specific workplace behaviours. 9. Confirms the effectiveness of the implemented plan/strategy. 10. Encourages an environment where members of the team feel free to express their views in a respectful way free from criticism or judgement. 11. Completes and maintains documentation in regard to managing workplace behaviours.

HFF in CITB Framework: Suggested profile

Role	Situation Awareness	Decision Making	Communication	Team Working	Leadership	Managing Workplace Behaviours
Operatives	A	A	A	A	A	A
Occupational Supervisors	B	B	B	B	B	B
On Site Technicians	B	B/C	B	B	B/C	B/C
Site Supervisors	B	B	B	B	B	B
Site Managers	C	C	C	C	C	C
Off Site Technicians	B	B	B	B	B	B
Construction Managers	C	B/C	B/C	C	B/C	B
Engineers	B	B	B	B	B	B
Professionals	C	C	C	C	C	B/C
Construction Company Owner Operator <50 FTE	C	C	C	C	C	C
Construction Company Leader >50 FTE	C	C	C	C	C	C

Appendix XXX: HFF Behaviours by Role Relevance

A	B	C
<ol style="list-style-type: none"> 1. Take responsibility for own decisions 2. Challenge unsafe behaviours/activities 3. Make suggestions for improvements of work practices 4. Identify and manage risks to self and others 5. Keep work area clean and tidy 6. Manage own time effectively 7. Think logically and accordance with the demands of the situation using clear and valid reasoning when making decisions to undertake the work instructions 8. Work effectively individually and in a team 9. Work in accordance with quality requirements 10. Work productively, efficiently and in accordance with all legal, environmental and safety considerations 11. Work safely and ensure the safety of others 12. Work within own level of competence and seek advice from others where appropriate 	<ol style="list-style-type: none"> 1. Take responsibility for decisions affecting self and team 2. Challenge unsafe behaviours/activities 3. Assess suggestions from self and others for improvements in work practices and: <ul style="list-style-type: none"> • Implement practical solutions within own area of responsibility and where demonstrable benefits can accrue • Make recommendations to senior management where the suggested improvement has greater operational or strategic impact 4. Identify and manage risks to self and others 5. Keep work area clean and tidy 6. Manage the time of self and relevant others effectively 7. Think logically and accordance with the demands of the situation using clear and valid reasoning when making decisions to meet project requirements 8. Work effectively as an individual and provide leadership and direction for the team 9. Ensure that the work of self and team is in accordance with quality requirements 10. Work productively, efficiently and in accordance with all legal, environmental and safety considerations 11. Work safely and ensure the safety of others 12. Work within own level of competence and seek advice from others where appropriate 	<ol style="list-style-type: none"> 1. Apply professional judgement and support 2. Challenge unsafe behaviours/activities 3. Develop, support and communicate innovative solutions (from self and others) for improvement in work practices where demonstrable benefits can accrue 4. Identify and manage risks to self and others 5. Keep work area clean and tidy 6. Manage the project time and schedule effectively 7. Think logically and accordance with the demands of the situation using clear and valid reasoning when making decisions to meet project requirements and client expectation 8. Work effectively individually and provide strategic leadership for the project team 9. Ensure the project output is in accordance with quality requirements and client expectation 10. Work productively, efficiently and in accordance with all legal, environmental and safety considerations 11. Work safely and ensure the safety of others 12. Work within own level of competence and seek advice from others where appropriate

HFF Behaviours: Role Relevance Tool

Role	Outcome
Operatives	A
Occupational Supervisors	B
On Site Technicians	A/B
Site Supervisors	B
Site Managers	C
Off Site Technicians	A/B
Construction Managers	C
Engineers	B/C
Professionals	C
Construction Company Owner Operator <50 FTE	C
Construction Company Leader >50 FTE	C

Appendix XXX: HFF Use Cases

Users	This user would use the HFF to:	This user would use the Behaviours to:
Individuals	<ul style="list-style-type: none"> • Recognise and understand their own develop needs • Enhance career progression, to help with CPD, perform GAP analysis and help with financing courses. • Understand what is expected of them in their job role in various non-technical skills. • Develop themselves 	<ul style="list-style-type: none"> • Improve the way they interact with others • Understanding expectations at that level, requirements for promotion, GAP analysis of CPD. • Understand what is expected of their behaviour and conduct while at work. • Develop themselves
Employers	<ul style="list-style-type: none"> • Understand organisational strengths and weaknesses. Forward plan necessary interventions for proactive improvement. • Used for job descriptions, competency requirements, duties involved, GAP analysis, CPD, finance constraints, pathway to membership to professional organisations. • Understand to what level of competence is expected on various non-technical skills for various levels of employees. • It may aid recruitment and retention • Organisational Development 	<ul style="list-style-type: none"> • Improve overall organisational performance. • Duties involved, training requirements, role requirements, interview guide, GAP analysis. • A base point to clearly communicate to employees (from an evidence based perspective) on what is expected of them in their roles while they are at work. • Develop clear person specifications for employment opportunities. • Set TNA and strategically develop individuals within the organisation.
CITB	<ul style="list-style-type: none"> • Support priorities and the more rounded role requirements as oppose to technical biased. Grant scheme recognition. • Continued development of awarding organisation, requirements for award, funding, Grants, entry levels required for courses, course description • Support with development of clear standards for a variety of supervisory, leadership and management roles in the sector. 	<ul style="list-style-type: none"> • Recognise the importance of more rounded roles outside of technical competencies. • Course design, minimum requirements, recruitment guidelines, interview guidance. • Develop Material

	<ul style="list-style-type: none"> • Support with identifying gaps in training provision to meet the expectations of these roles - this could lead to future funding commissions. • Strategic Development 	
FE	<ul style="list-style-type: none"> • Support for enhancing curriculum with a holistic approach to embed HFF as well as identifying individual's needs. • Minimum requirements, course design, development of award, funding, interview guidance, learner guidance, recruitment, course description. • As starting point for curriculum design for standalone courses, qualifications or awards. • As a tool to support with developing existing curriculum to be more in-line with construction industry needs/ preparing students for site. • Compare with other material. Focus on Industry defined specific. 	<ul style="list-style-type: none"> • Embed well for New Entrants – it's 'part of the sector / part of the package' • Course design, minimum requirements, recruitment guidelines, interview guidance. • Support with development of clear standards for a variety of supervisory, leadership and management roles in the sector. • Write/Develop Material
HE	<ul style="list-style-type: none"> • Support for enhancing curriculum with a holistic approach to embed HFF as well as identifying individual's needs. • Minimum requirements, course design, development of award, funding, interview guidance, learner guidance, recruitment, course description. • As starting point for curriculum design for standalone courses, qualifications or awards. • As a tool to support with developing existing curriculum to be more in-line with construction industry needs/ preparing students for site. • Compare with other material. Focus on Industry defined specific. 	<ul style="list-style-type: none"> • Embed well for New Entrants – it's 'part of the sector / part of the package' • Course design, minimum requirements, recruitment guidelines, interview guidance. • Write/Develop Material

Private Training Providers	<ul style="list-style-type: none"> • Support for enhancing curriculum with a holistic approach to embed HFF as well as identifying individual's needs. • Training requirements, minimum standards, pathways to other qualifications, course design, learner guidance, CPD guidance, funding. • Support development of training provision which supports the application of human factors for a variety of supervisory, leadership and management roles in the sector. • Marketing Management Development 	<ul style="list-style-type: none"> • Embed well for New Entrants – it's 'part of the sector / part of the package' • Expectations at that level, understanding requirements of duties, development of learner, • Further support the development of training provision which supports the application of human factors and develops an understanding of what behaviour and conduct is expected while at work for a variety of supervisory, leadership and management roles in the sector. • Write/Develop Material/ Sell Courses, Programmes
Trade Associations	<ul style="list-style-type: none"> • Provide collective support to smaller organisations who did not have internal resource • Job description, interview guidance, GAP analysis, financing, requirements of specialised consultants, CPD levels, knowing which awarding body can advise. • Drive awareness of the important of human factors in industry. • Lobby / support any industry development of training provision which supports the application of human factors. Either through new courses or development of those already standardised and recognised by industry. • Sector Development 	<ul style="list-style-type: none"> • Recognise the importance of more rounded roles outside of technical competencies. • Knowledge of requirements, guidance on role requirements, interview guidance, • A base point to clearly communicate to employees (from an evidence based perspective) on what is expected of them in their roles while they are at work. • Develop clear person specifications for employment opportunities. • Write/Develop Material/ Sell Courses, Programmes
Professional bodies	<ul style="list-style-type: none"> • Support for enhancing membership with a holistic approach to embed HFF as well as existing factors. • Promotional requirements, funding, GAP analysis, learner guidance, training & development, job descriptions, interview guidance, awarding criteria, • Support development of training provision which supports the application of human factors. 	<ul style="list-style-type: none"> • Recognise the importance of more rounded roles outside of technical competencies. • Awarding bodies requirements, expectations, minimum requirements, duties involved, recruitment and interview guidance • Set benchmark for Members

	<ul style="list-style-type: none"> • Sector and Individual Development 	
Funding agencies	<ul style="list-style-type: none"> • Support priorities and the more rounded role requirements as oppose to technical biased. Embed within wider funding opportunities. • Finance requirements, training guidance, GAP analysis, Job description, funding, guidance for directing to other trainers and professional bodies. • Understanding Gaps 	<ul style="list-style-type: none"> • Recognise the importance of more rounded roles outside of technical competencies. • Duties involved, training requirements, role requirements, interview guide, GAP analysis. • Assist with funding needs
Clients	<ul style="list-style-type: none"> • Recruitment of principles, job descriptions, guidance on duties, expectation levels, guidance on which awarding bodies can advise, interview guidance, minimum standards, financing. 	<ul style="list-style-type: none"> • Duties involved, training requirements, role requirements, interview guide, GAP analysis, CPD level, experiences,
Recruitment Agencies	<ul style="list-style-type: none"> • Recruitment of designers and contractors, job descriptions, guidance on duties, expectation levels, guidance on which awarding bodies can advise, interview guidance, minimum standards, financing. 	<ul style="list-style-type: none"> • Duties involved, training requirements, role requirements, interview guide, GAP analysis, CPD level, experiences,