

When Disaster Hits

The SACPCMP's role in SA's recent construction disasters

The long overdue overhaul of SA's Construction H&S

SA's George

Incident Opinion Piece:

A TALE OF HUMAN TRAGEDY AND INDUSTRY INCOMPETENCE

Unpacking
the cidb
Amendment
Bill

Understanding the New CPD Policy

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- Where are they now? Construction Studies' Student Focus
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- Mentor Speed Date



Shape Shifter Publisher

The South African Council for
the Project and Construction
Management Professions

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Message from the Desk of the Registrar

Recent weeks forced us as a Council to stop and think. We were seemingly engulfed by a spate of construction incidents that left us in shock and disbelief, as we watched the death toll of our construction peers rise and rise. What was happening? What was going on? These questions, and more, reverberated through our thoughts and overwhelmed our discussions.

When the initial shock of such disasters wears through, it is often the case that blame is apportioned liberally in our grappling with trying to understand how such a terrible thing could happen. But as a council and regulatory authority in the Built Environment, it is vital that we understand the underlying causes of such disasters. This information can assist us in determining if and where there may be gaps in our work to protect and regulate the Construction Sector.

As such, the SACPCMP will be working alongside the relevant authorities, and support the Department of Employment and Labour in its investigations of the recent collapse-incidents that rocked our Built Environment.



It is our intention to understand the why's and the how's so that we can contribute, along with our fellow entities, in establishing the necessary actions to ensure that these things don't happen. They shouldn't happen... ever!

Asking Tough Questions

This edition of Shape Shifter has a number of opinion pieces that were submitted by our sector peers and experts, also looking into the state of Construction Health and Safety in South Africa.

These pieces ask the tough questions and make bold statements that we, as citizens of the Built Environment must ask and discuss. To turn away from the tough conversations will not do anything to strengthen us in our continuing work towards improvement and development.

While this Shape Shifter issue is a sombre one, let us use it

to offer thought to those who lost their lives while working to build our world;

Let us also remember the rescue teams who worked literally day and night to save as many lives as possible;

And let us acknowledge the communities who have come together to offer support, prayer, food, clothing, shelter, and kindness to those whose lives were shattered by disaster.

Always Remember

Finally, let us also remember the responsibility we have - as custodians of construction health and safety, and of construction project management - that it is our duty and responsibility to ensure a safe built environment for all, be they the ones involved in the actual construction processes, or the ones who utilise, live, learn, work and play in the structures that are developed. We are a line of defence, a shield of the law and regulation, that is to protect one and all.

This is a serious thing, never to be taken lightly and never to be forgotten.

It is tragic that tragedies must remind us of this responsibility. So let us never forget why the professionalisation of our Construction Industry is vital to our South Africa and its wellbeing.

Best wishes everywhen,

MIB Matutle
SACPCMP Registrar

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When Tragedy Hits

SACPCMP's role in South Africa's recent construction disasters

The spate of construction incidents in South Africa during the month of May shook South Africa's construction industry to the core. From the shop-wall collapse in Ngcobo in the Eastern Cape and the KwaZulu-Natal Ballito construction incident, to the multi-storey construction disaster in George, in the Western Cape, local and international media outlets watched in horror as death tolls rose to unbelievable heights. Amongst the shocked and saddened stood the SACPCMP. As a Council, the entity held its breath in disbelief that a Built Environment surrounded by strict legislation and regulation of construction project management and health & safety processes would fall victim to such disaster.

Working together with the Department of Public Works and Infrastructure, as well as the various entities of the Built Environment, such as the Council for the Built Environment and the SACPCMP's sister councils, we set about developing a plan of action.

This would need to be something that would not impede ongoing investigations on what had been deemed a crime scene (in the case of George) and were still active rescue sites, but would show that we stood together as a Built Environment, in solidarity with those that would investigate the disasters, in gratitude to those rescue workers who tirelessly gave of their time and energy to search for the injured and the fallen, and in mourning with the families who had lost their loved ones.

Joining the Ministerial visit to George in mid-May, the SACPCMP accompanied the delegation to the site-collapse as well as to an event where families of the site-employees were addressed and informed of progress. Both were grim.

The heaviness that clouded the collapsed site accompanied by the grit and determination of the rescue teams was a surreal combination. Followed by this, the addressing of the families was peppered by wailing mothers and the crying babies tied to their backs, as they waited to hear of their loved ones' fates. It too was grim.

When looking back at the time, and the frustratingly slow release of information, one needs to be reminded that the George construction area was an active rescue site for a number of days - the importance of saving lives was vital, and while it impacted not only visits to the site by authorities in terms of investigation, the time was needed to save as many as possible.



When Tragedy Hits: The SACPCMP's role in SA's construction disasters

It did put concern forward that evidence on this site could be affected by rescue operations, and there was also a concern that evidence may be tampered with before the Department of Employment and Labour could properly and safely commence with their investigation.

The SACPCMP will support these investigations in the coming weeks and eagerly awaits more information to help us make sense of these tragedies.

SACPCMP Involvement in Relation to the Recent Construction Incidents

The SACPCMP was very involved in supporting co-ordinating entities in terms of stakeholder communication.

The DPWI's Minister Sihle Zikalala has tasked the CBE to work with sector councils under its wing – specifically, the SACPCMP to work together with the relevant authorities, including the

Department of Labour and Employment to fully investigate incidents. Working with the relevant entities, the investigations will look to determine the root cause of the collapse, as well as any possible contributing factors.

Furthermore, as regulatory representatives of the Built Environment, the SACPCMP will investigate the extent to which competent professionals are providing the necessary experience and skills to ensure that projects are executed safely and within the guidelines of quality-control.

Under the Occupational Health and Safety Act, there are very specific guidelines pertaining to professional competence and the scope of works related to persons working within the construction industry. The SACPCMP is in the process of appointing the relevant and qualified Health and Safety Professional(s) to investigate whether works, undertaken at the various sites that were recently affected by disaster, were aligned to the guidelines stipulated under the law.

The SACPCMP, through the outgoing communication, has reiterated that South Africa is not a country without regulation but has stringent regulatory guidelines, standards and requirements pertaining to its Built Environment.

Lastly, Council communication via media has reiterated the need for professional registration, as well as the need for professionals to work within their scopes.



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The long overdue overhaul of South African Construction Health and Safety (H&S)

Authored by Professor John Smallwood PhD (Construction Management) Pr CM Pr CHSA FCIIOB FCMSaioSh MACHASM MACPM MARCOM MESSA MICOH MIOSSH; Professor of Construction Management, Department of Construction Management, Nelson Mandela University

Notable events in the South African construction industry over decades indicate a need to overhaul South African construction health and safety (H&S), and for that matter, quality management, which requires a range of interventions.

'Chapter 1 The need for construction health and safety' in the title *Applied Construction Health and Safety* (Haupt & Smallwood, 2023) clearly presents the case for addressing construction H&S, H&S compliance and the prevention of fatalities, injuries, and disease, which although critical, are merely two of 18 reasons.

This article will be on record for years, as is the article 'NMMU releases report on Prevention of the Collapse of Reinforced Concrete (RC) Structures' published online on 21 February by SA Builder (2016). The latter mentioned article enabled access to the *Draft Feedback Report on an Exploratory Study 'Preventing the Collapse of Reinforced Concrete (RC) Structures, Support Work and Formwork During*

Construction' (Smallwood, 2016a). It is notable that the report, which was posted on the KZN Master Builders Association (MBA) H&S Forum page on 1 February 2016, recorded 675 views as of 7 May 2024, and a related keynote address delivered to the 9th Construction Industry Development Board (cidb) Postgraduate Conference, 1 - 3 February 2016, posted on 14 March 2016, recorded 536 views as of 7 May 2024. As of 17 May the Forum has 2 641 members.

Furthermore, this article constitutes the first phase of the development of a major 'document', and is intended to conscientise, and mobilise stakeholders.

'Safetyitis'

The use of safety as an alleged all-encompassing term must cease! With respect to South Africa, the Occupational Health and Safety Act (OHSA) replaced the Machinery and Occupational Safety Act (MOSA) in 1993. Then, the health issues are greater than the safety issues, and worse, are latent as opposed to

patent. There are two aspects in terms of health, occupational and primary health, which in cases, are inter-related (Smallwood, 2022). Furthermore, the No. 1 H&S issue in construction, globally, is mental health, which is a health and well-being issue (Smallwood, 2023).

'Cost, quality, and time'

The reference to the passé paradigm of cost, quality, and time as the set of criteria by which projects' success are measured must cease! Doing so marginalises H&S and confirms ignorance with respect to the synergistic role H&S plays in overall project performance, including client satisfaction. Such reference also marginalises developing an H&S culture and reflects a lack of respect for people.

'H&S costs money!'

A further term that must cease to be used! The cost of accidents (COA) is a prompt in terms of the 'economics of H&S', ideal as all stakeholders can relate thereto, and it can be expressed as a percentage of the

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cost or value of a project, or the value of completed construction on a macro scale. In South Africa this was estimated to be between 4.3% and 5.4% of the value of completed construction, whereas the cost of implementing H&S (prevention) is estimated to be between 0.5% and 3% of project costs (Smallwood, 2004).

H&S is a value not a priority

Often H&S is referred to as a priority. Given that priorities may change daily, H&S should be a value i.e., H&S must always be the first consideration and all activities must be 'structured around it'. Consequently, construction stakeholders must be able to deal with conflicting 'priorities'.

Respect for people and 'People are our most important resource'

Respect for people is the catalyst for the value 'people are our most important resource'. However, inadequate welfare facilities on site, among others, are not a manifestation of respect for people.

It must be remembered that supervisors and workers that are exposed to hazards and risk are people that have a body, mind, and a soul. They invariably have a partner, a family and are derived from a community. This value is the foundation and catalyst for H&S culture, performance on projects, and the sustainability of an organisation. Then, there is the issue of working hours per day, and working days per week. Fatigue is a major issue, which militates against construction H&S, including mental health and well-being, productivity, quality, and time performance. The question arises as to which project stakeholder(s) determine a project's duration, and on what basis?

'Failure of management' versus 'accident'

There is no such thing as an 'accident' (myth). Traditional definitions include, among others: 'An unplanned event'. Are 'accidents' unplanned? Absolutely not! Any

review will indicate that they are meticulously planned by default i.e., through actions and or omissions. Consequently, given that the five functions of management work are planning, organising, leading, controlling, and coordinating, then unplanned events such as 'accidents' = 'failure of management' (reality). Effectively, this approach constitutes a philosophy, and 'a state of mind'. It should be noted that Schwartz (1995) refers to this 'reality' in *The Magic of Thinking Big*.

However, the term management must not be construed to apply solely to contractors, as there is a management echelon in all built environment stakeholder organisations, including client, construction H&S agent (CHSA), construction project manager (CPM), designer, and quantity surveyor.

Elimination/Mitigation of 'excusitis'

Schwartz (1995) maintains unsuccessful people suffer from a mind deadening thought disease called 'excusitis', and that every failure has the disease in its advanced form. However, the more successful the individual, the less inclined he / she is to make excuses.

Statistics

The Federated Employers Mutual Assurance Company (RF) (Pty) Ltd (FEM) provides continually updated injury statistics relative to approximately 50% of the South African construction workforce, which they insure, which includes motor vehicle accidents (MVAs) during employment. The Compensation Fund was flagged on p. 38 of the cidb's H&S status report (cidb, 2009) in terms of the most recent injury statistics

available being for the year 1999. Perhaps the responsible Minister can advise with respect to the status quo in 2024? Suffice to say, if the Department of Employment and Labour (DoEL) cannot resolve this immediately, then they must hand the data over to an entity that can deliver. The DoEL should consider FEM.

"There is no such thing as an 'accident'. Traditional definitions include: 'An unplanned event'. Are 'accidents' unplanned? Absolutely not!"

It should be noted that the fatality rate (FR) / 100 000 workers in South African construction for 2022 is 17.5, and the accident rate (AR), 2.11 / 100 workers (FEM, 2024). The FR in Australian construction for 2021 is 2.1 (Safe Work Australia, 2023), and UK construction for 2022/23 is 2.1 (HSE, 2024).

A further disease is 'numberitis' relative to injury statistics i.e., employment levels change, and therefore rates are the only option to monitor the level of injuries and trends.

Leading (performance) versus trailing (outcome) indicators

Although injury statistics are referred to as 'trailing' or 'outcome' indicators, they are of value in that they enable benchmarking and constitute motivators for action and

"Suffice to say, if the Department of Employment and Labour cannot resolve this immediately, then they must hand the data over to an entity that can deliver. The DoEL should consider FEM."

interventions. They include, among other, the AR, FR, and disabling injury incidence rate (DIIR). However, 'leading' or 'performance' indicators' constitute predictors of performance, and include, among others: percentage of supervisors that have received H&S training, percentage of workers that have received hazard identification and risk assessment (HIRA) training, and percentage of designers that have received design HIRA training.

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The role of clients in construction H&S

Clients initiate projects, provide the finance, or secure the finance therefore, and influence construction H&S directly and indirectly. Indirectly through, among others, nature of the project, number of storeys, project location, project duration, selection and appointment of consultants, and ensuring adequate principal contractor financial provision for construction H&S. Directly, through, among others, choice or influence of structural frame, and choice of materials. Although 'better practice' construction H&S clients influence construction H&S, and have done so prior to the 2003 Construction Regulations, many clients are not knowledgeable or very knowledgeable with respect to construction H&S and quality management, and to exacerbate the situation, neither many non-CPM principal agents (PAs).

The role of project financiers

The Environmental, Health, and Safety (EHS) Guidelines of the International Finance Corporation (IFC) (2007), which is part of the World Bank Group, constitute an example of the extent to which project funders endeavour to influence construction H&S. Project financiers must 'protect their interests', which are all encompassing, not just H&S, and quality, and time being an obvious issue. Therefore, they should conduct rigorous project risk assessments, and include construction H&S and quality management criteria when pre-qualifying requests for project funding.

Construction H&S agents (CHSAs)

CHSAs are invariably appointed after Stage 1 'Project initiation and briefing', and even worse, at stage 4 'tender documentation and procurement'. Then CHSAs are often not appointed by the client, but by PAs or another member of the design team. The Construction Regulations are very clear with respect to a direct appointment.

The Construction Regulations

The 2017 Construction Regulations Guidelines cannot be deemed guidelines! The DoEL and the built environment in general must read the title *Applied Construction Health and Safety* (Haupt & Smallwood, 2023). This title constitutes guidelines, and the designer-related chapters are likely to be illuminating to both the DoEL and designers. These include 'Chapter 4: Designing for construction H&S', 'Chapter 6: Designer H&S specification', 'Chapter 7: Design hazard identification and risk assessment', and 'Chapter 8: Designer report'.

The industry confusion with respect to what an H&S specification should include must be addressed, including the difference between a 'designer' H&S specification, and a 'contractor' H&S specification.

Then, the now 'infamous' H&S file, which

is not an H&S file, but a collection of contractor collated project H&S documentation, must be addressed. The abovementioned title and the Health & Safety Executive (HSE) (2015), United Kingdom (UK), are very clear with respect to this matter. The H&S specification and H&S file issues were flagged on p.39 of the cidb's H&S status report (cidb, 2009).

Hopefully, the people involved with the revision of the Construction Regulations understand and appreciate, among others, the structure of the industry, 'project managing construction H&S', and 'designing for construction H&S'. Furthermore, they must not exclude mentioning and tasking CPMs as in the case of the 2003 and 2014 versions, which leads to the question: 'Who should be responsible for integrating construction H&S into projects?' Given that CPMs manage design delivery, the procurement process, and oversee the construction process,



The poster features the Master Builders South Africa logo at the top, which consists of a stylized blue and white building icon above the text 'MASTER BUILDERS SOUTH AFRICA'. Below the logo, the text '2024 CONGRESS' is written in large, bold, white letters. Underneath, '06 SEPTEMBER' is written in white, and 'EASTERN CAPE' is written in yellow. A photograph of a person wearing an orange hard hat and a high-visibility vest is shown from the back, framed by a thin orange border. At the bottom left, there is a phone icon followed by the number '+27 11-205-9000'. Below that, the website 'WWW.MASTERBUILDERS.ORG.ZA' is displayed in white text on a yellow background. At the very bottom, it says 'Registration forms will be made available in March 2024'.

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they are ideally suited to integrate construction H&S into projects, and to accept 'single point' responsibility for the integration thereof.

Barriers to entry

Are there barriers to entry, and if so, what do they entail? What generic, H&S, and quality skills training did most supervisors, skilled, semi-skilled, and general construction workers receive? What qualifications does a contractor's staff need to possess, what resources does a contractor need to possess, and what H&S and quality management interventions do they need to undertake, to register with the cidb? This applies to contractors applying for membership of employer associations. Then, the reality is that contractors do not have to register with the cidb or become a member of an employer association to undertake private sector work.

However, should contractors become a member of an MBA or the South African Forum of Civil Engineering Contractors (SAFCEC), they will receive H&S-related communications and their projects are likely to be visited by H&S advisors who are indirectly funded by FEM, regardless of the degree of contractors' commitment to H&S.

Furthermore, the MBSA, MBAs, and SAFCEC organise H&S competitions and manage an H&S star grading programme. Do the cidb, Department of Public Works and Infrastructure (DPWI), and National Home Builders Registration Council (NHBR) undertake similar interventions?

Inclusion of construction H&S in registration and membership processes

Criteria such as H&S management systems, and quality management systems must be included in the cidb and NHBR contractor registration processes, and employer associations' e.g., MBAs and SAFCEC, membership application processes.

The 'Scope of Work for Categories of Registration'

The six statutory built environment councils must review their respective 'Scope of Work for Categories of Registration' to ensure that they reflect 'better practice' H&S, and quality management, and reality.

Currently, the focus of registration is on projects. However, the construction of projects is undertaken from the business of construction, and not *vice versa*, the reality being that a construction business, including the owner, may not be knowledgeable with respect to construction, and/or H&S and quality management. Furthermore, the business of construction influences H&S and quality management on projects. This analogy applies to many clients.

Procurement

Clients must pre-qualify, prior to appointment, CPMs, CHSAs, designers, and quantity surveyors (Qs) in terms of 'designing for construction H&S' competencies, systems, and processes, and quality management competencies, systems, and processes. Clients must pre-qualify contractors in terms of H&S management systems, workers' compensation insurance claims (loss) ratios, other H&S performance measures, and quality management systems relative to both private and public sector projects.

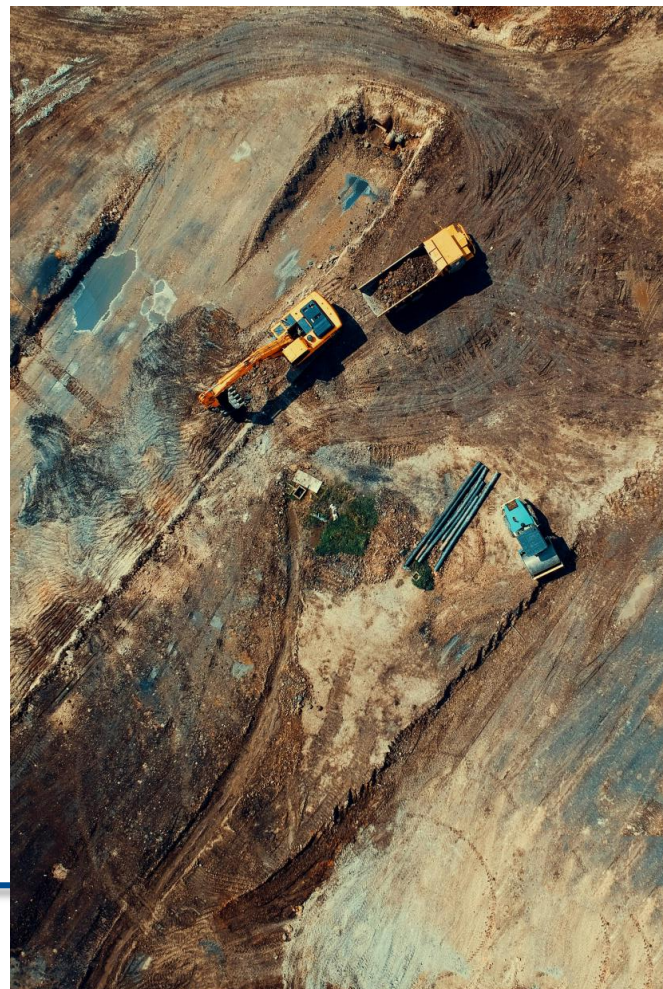
The assessment of private and public sector bids or tenders must include H&S and quality management criteria. A 'letter of good standing' is a given in terms of H&S management, and hardly constitutes a 'filter'.

Financial provision for construction H&S

Although a procurement issue, it requires special 'treatment'. The author has been lobbying the Joint Building Contracts Committee (JBCC) with respect to recognising the need for the inclusion of a detailed H&S Preliminaries section in Bills of Quantities since 2013. This need has been confirmed courtesy of extensive research conducted by the author and several co-researchers/authors, and published globally, among others, by Emuze & Smallwood (2014).

Construction H&S documentation

One of the conclusions arising from the study *H&S documentation in construction* is current H&S documentation "is inappropriate in that it can be complex, generic, lengthy, onerous, repetitive (duplicative), and vague; it engenders dubious practices; it generally 'does not add the potential value'; it shifts the focus from the physical process, and it could be improved." (Smallwood & Bester, 2020).



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Construction H&S became a 'paper exercise' upon the gazetting of the Construction Regulations in 2003. At the very best, it can be argued to constitute unintended consequences. Although H&S documentation is necessary, it must never compete with, or overshadow the 'physical process and activities'. Constant HIRA relative to excavations is more important than 'ticking' 'Excavation inspected prior to commencement of work' in an excavation register!

Multi-stakeholder project H&S plans

The need for such plans has been recommended, including to the cidb (Smallwood & Haupt, 2010). Such plans should clearly indicate the construction H&S interventions per stakeholder for each of the six stages of projects. However, such plans should be complemented by similar plans for the environment, risk, and quality.

Construction H&S is a construction management line function

Construction H&S should and must be a construction management line function, as cost, environment, productivity, quality, and time. The Construction Regulations' requirement to appoint a construction H&S officer (CHSO) resulted in the perception that construction H&S is the function of the CHSO. Although CHSOs are and can fulfil a staff function, they are invariably not included in the site management of a project. Furthermore, the construction manager is responsible for the physical construction process.

Then, the gazetted requirement that CHSOs register, resulted in a plethora of applications to register. As the applications intensified, the author commented to the then Registrar, and CHS Executive, The South African Council for the Project and Construction Management Professions (SACPCMP), that the South African

Institute of Occupational Safety and Health (Saiosh) did not even have that many members, the point being that many applicants perceived the requirement to register as a 'job opportunity', with its inherent dangers.

Inspections and review

The OH&S Inspectorate, DoEL, must review client and designer contributions to construction H&S. In the case of clients, the baseline risk assessment, and H&S specification (designer and contractor versions), including the processes adopted. In the case of designers, the designer report including interrogation of raw and residual risk, and the design HIRA process. The HSE's initiatives in the UK in this respect should be noted (Charnock, 2004).

"Currently, the focus of registration is on projects. However, the construction of projects is undertaken from the business of construction, not vice versa, the reality being that a construction business, including the owner, may not be knowledgeable in to construction, and/or H&S and quality management."

However, it is necessary to remind the reader that 'construction H&S cannot be inspected into the built environment' and that H&S compliance is the third stage in a five-stage journey (Figure 1; following page). Imagine only complying with the requirement to inspect excavations daily, prior to the commencement of each shift - even hourly is insufficient as excavations are a dynamic process.

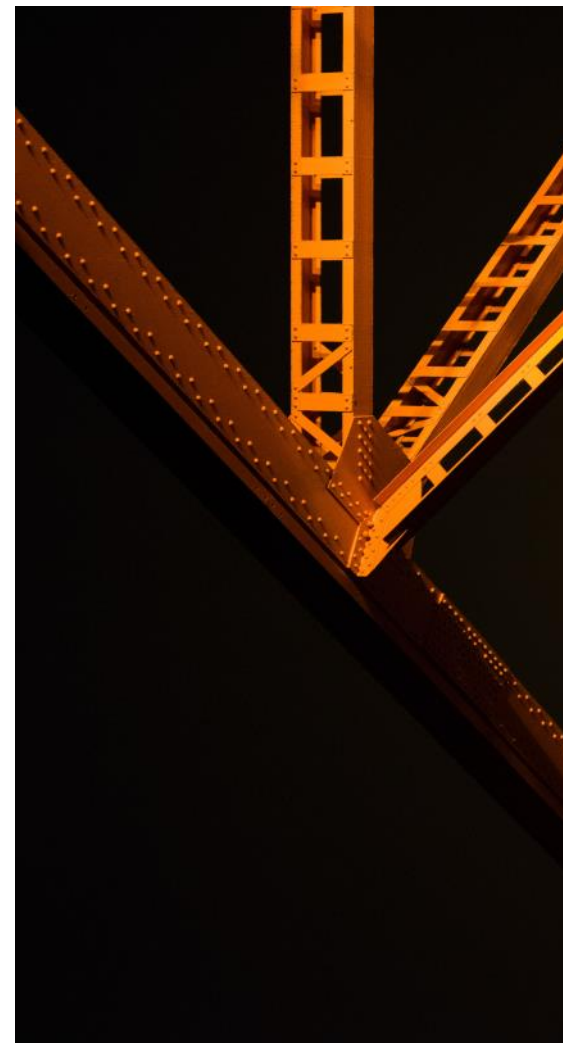
Section 32 Inquiry Reports and Professional Association/Statutory Council 'investigations'

These must be expedited expeditiously bearing in mind the families of deceased workers and others, the need for closure, and to communicate 'lessons learnt'. However, prevention through continuous improvement and 'better practice' H&S is preferable to 'testing projects on people'.

Then, how many construction-related Section 32 reports have been published other than the *Section 32 Investigation Report into the Injaka Bridge Collapse of 6 July 1998* (Department of Labour, 2002)?

The H&S journey model

Figure 1 presents Anglo American plc's H&S journey model (Foster & Hoult, 2013). It is notable that compliance, which includes compliance with legislation and regulations, does not constitute the 'end' of the journey, but a stage in the journey. Thereafter, the 'proactive' stage precedes the 'resilient' stage, manifested in world class H&S performance - creating a process of continuous improvement / innovation. However, the challenge in South African construction is realising



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'compliance'! During visits to 1 415 construction sites by Department of Labour (DoEL) inspectors, 52.5% of contractors were determined to be H&S non-compliant (cidb, 2009). Can the now DoEL advise with respect to the level of compliance in 2023? Then, there are the other stakeholders – to what extent do they comply?

Continuous improvement

The author was honoured and privileged to conduct a study 'Improving H&S performance in WBHO' and to present to two WBHO Annual Conferences in 2016. The top management, and Group H&S Manager of WBHO championed the study. Question 2 required respondents to indicate the importance of 122 (note the

No.) aspects/interventions/issues / stakeholders in terms of improving WBHO's H&S performance. Furthermore, factor analysis conducted relative to question 2's data, resulted in the development of nine pattern matrices, and the conclusion that the requisite 'cocktail' of aspects/interventions/issues/stakeholders must be in place, and each to an optimum extent. This relates to stage 4 'Proactive' and stage 5 'Resilient' in Figure 1 above.

Surface competencies, core competencies, and emotional quotient

Competency and more specifically, 'competent' person is frequently referred to, and certainly within legislation, regulations, and standards. Competent

generally refers to knowledge, training, and experience, and where applicable, qualifications specific to the work or task. Is this sufficient? No!

Singh (2004) suggests that competencies are divided into two categories; the surface, which are required to be at least effective, and core, which distinguishes superior performance from average performance. The core competencies are: self-concept (values, aptitude, attitude, and self-image); traits (self-confidence, team player, and

handle ambiguity), and motives (focus on client success, and preserves organisation / personal integrity). Although the surface competencies are important, it is core competencies that are invariably critical in a dynamic environment such as construction e.g., values, aptitude, ability to handle ambiguity, and preservation of integrity.

Smallwood, Emuze, and Bloomberg (2014) investigated the role of emotional quotient (EQ) in terms of managing construction H&S. All 15 EQ attributes / states are more than important in terms of managing construction H&S and contribute to optimising H&S performance on construction projects to more of a major than a minor extent.

Skills training

Given that construction H&S and quality are inter-related, workers must be empowered to 'do work right, first time, every time', while working in a healthy and safe manner and environment. Training in the South African construction industry must be reviewed, as the 'abolition' of the apprenticeship scheme, changed industry structure, and lack of 'barriers to entry' have collectively marginalised training, H&S, productivity, and quality.

Adopting a developmental approach to support small contractors

This recommendation is recorded on p.ii of the cidb's H&S status report (cidb, 2009). 'Breaking news' is the initiation of a mentoring programme by FEM, which will be facilitated by the MBAs. This structured programme is likely to contribute to an improvement in small contractors' H&S performance.

Tertiary built environment education

The findings and recommendations relative to the *Final Report on the Construction H&S Framework for Tertiary Built Environment Education* prepared for the



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Council for the Built Environment by the author, 7 July 2016, must be implemented (Smallwood, 2016b). The report includes, among others, a table, which indicates the degree of support for the inclusion of 25 aspects in 13 disciplines' tertiary-built environment programmes. Either a construction H&S subject, or a component of a subject.

Statutory council and professional association accreditation panels must focus on and interrogate (note the word) the extent to which construction H&S and quality management are embedded (not addressed) in such programmes.

Funding of construction H&S training, tertiary education, and research

The industry must fund H&S-related training, tertiary education, postgraduate studies, and research - 'What are the Rand sub-totals relative to the aforementioned?'

'Other than the National Research Foundation, and universities to a degree, which other entities fund H&S-related tertiary education, postgraduate studies, and research?' It should be noted that FEM funds H&S-related training via the MBAs and SAFCEC.

Digitalisation of construction

This has the potential to contribute to improving, among others, construction H&S and quality performance on projects as determined by the author and other researchers. However, it is not the panacea for the H&S challenges, and will require commitment, funding, and training.

Establishment of an 'H&S Agency'

This recommendation is recorded on p.ii of the cidb's H&S status report (cidb, 2009). Such an agency, as the HSE in the UK, should be an H&S focus point for construction H&S promotion, awareness, information, advice, and related research.

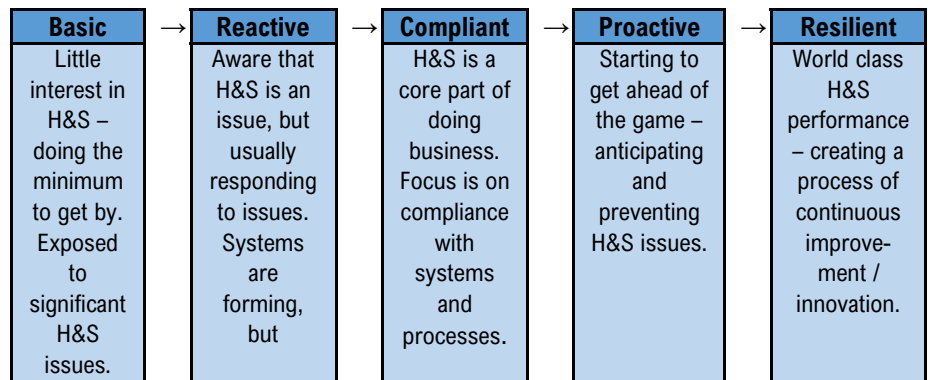


Figure 1: Anglo American plc's H&S journey model

Genuine concern for and commitment to construction H&S by the media as opposed to sensationalism

The study 'The role of the media in construction H&S' (Smallwood & Venter, 2001) interrogated a range of related issues. The point is, the media must address construction H&S on a consistent basis, not only when an 'accident' occurs, as the former reflects commitment to construction H&S, as opposed to the latter. However, it should be noted that several contemporary H&S and construction magazines have addressed construction H&S over decades. Media editors must conduct a self-audit!

Conclusions

Construction H&S is a multi-stakeholder issue, which requires an integrated effort managed by a single-point responsible 'conductor' who must be well versed in terms of, among others, construction H&S and quality management. There is an unhealthy 'H&S culture' in South African construction in the form of: 'safetyitis'; a focus on cost, quality, and time; the beliefs that 'H&S costs money', and H&S is a 'priority'; a lack of respect for people; people are not the most important resource, 'excusitis'; the use of the word 'accident' as opposed to 'failure of management', and a pre-occupation with trailing as opposed to leading H&S indicators.

A pre-requisite for the realisation of optimum status for, and focus on H&S are respect for people, people-related values, H&S culture, surface and core competencies, EQ in general, which in turn requires comprehensive construction skills training, and tertiary built environment education, which includes construction H&S and quality management. The general construction environment, structure of the industry, no barriers to entry, pseudo registration of contractors, non-inclusion of construction H&S and quality management as criteria for registration or membership, and appointment to undertake projects, individually and collectively militate against construction H&S and quality.

Recommendations

A paradigm shift is necessary in terms of how construction H&S is viewed, promoted, and approached. Legislation constitutes a template, however it represents minimum requirements not 'better practice' construction H&S. Therefore, continuous improvement is the ideal. 'People are our most important resource' and 'H&S is a profit centre' represent rallying points to mobilise the built environment. The Construction Regulations must

The Long Overdue Overhaul of SA Construction Health and Safety

be re-visited, proper guidelines published, and a 'conductor' must be identified to ensure that H&S is integrated into construction projects using, among others, multi-stakeholder project H&S plans.

In terms of the building sector of the construction industry, this should be a CPM. The challenge will arise when projects do not entail the appointment of a CPM, but a traditional PA, and then, in a similar vein, with respect to civil engineering projects. The 'Scope of Work for Categories of Registration' relative to the six statutory built

environment councils must be re-visited to ensure that they reflect 'better practice' H&S, and quality management, and reality.

'Barriers to entry must exist', and construction H&S and quality must be included as criteria in registration and membership processes, and during the assessment of tenders or bids in both the private and public sectors. Contract

documentation must include detailed references to construction H&S, and facilitate financial provision, therefore.

Generic mandatory skills training must be reinstated, and tertiary built environment education is a must for registered persons, and practitioners involved in the construction industry. Such education must address construction H&S and quality management.

The OH&S Inspectorate, DoEL, must review client and designer contributions to construction H&S, and intensify inspections of H&S practices on construction sites, followed by

appropriate reports. Furthermore, Section 32 Inquiry Reports and Professional Association/Statutory Council 'investigations' must be expedited expeditiously, and in the case of the latter, followed by accessible reports. An H&S Agency must be established, and the industry must fund tertiary construction H&S education, and research.

"There is an unhealthy 'H&S culture' in South African construction in the form of: 'safetyitis'; a focus on cost, quality, and time; the beliefs that 'H&S costs money', and H&S is a 'priority'; a lack of respect for people'; and the use of the word 'accident' as opposed to 'failure of management'..."

Acknowledgements/Thanks

In the personal capacity as a 4th year construction management trainee, M&R (EP) (Pty) Ltd., working on the Holiday Inn project, Summerstrand, Port Elizabeth, 1983, to Roy Larkin and Andre Lombard, representing BIFSA's newly established 'Safety and Loss Control' division. This constituted an important milestone in the author's construction H&S journey.

Thereafter, in the capacity as the Assistant Contract Manager, and H&S Coordinator, Mount Road Police Station project phase 2, Port Elizabeth, to the M&R (EP) (Pty) Ltd. team, and Roy Larkin and Andre Lombard, for the gargantuan effort resulting in the achievement of the second ever BIFSA 5-Star H&S grading in 1986. Those stakeholders who have contributed, as opposed to, marginalised construction H&S. These were acknowledged on p.ii of the cidb's H&S status report (cidb, 2009), and in 'Chapter 23: Multi-Stakeholder Construction Health and Safety' in *Applied Construction Health and Safety* (Haupt & Smallwood, 2023).

The associations, councils, entities, and organisations who facilitated research conducted by the author and co-researchers, in particular, Dr Claire Deacon, Prof Fidelis Emuze, and Prof Theo

Haupt, at various stages since the early 1990's: Building Industries Federation South Africa (BIFSA); CBE; cidb; DPW; FEM; GVK-Siya Zama; MBAs (EC, KZN, and WC); Master Builders South Africa (MBSA), NMC, SACPCMP; SAFCEC; Saioosh, and

Photo 1: 'Better Practice' Construction H&S, Greenacres Shopping Centre, Port Elizabeth (Smallwood, May 2026)

(copyright 2016: Prof. JJ Smallwood



The Long Overdue Overhaul of SA Construction Health and Safety

WBHO. The 10 000's (note) of respondents to surveys, and interviewees who participated in construction H&S and quality management studies undertaken by the author and co-researchers since the early 1990's – you know who you are. The editors of several magazines who have requested construction H&S articles, and the conference, forum, seminar, webinar, and workshop organisers who requested the author and co-researchers to present since the early 1990's.

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PMI-Construction Professional (CP) Now Available!

In 2022, the SACPCMP entered into a collaboration agreement with the Project Management Institute (PMI) to offering a construction-specific learning and development course that will boost international recognition for SACPCMP registered persons.

PMI launched a suite of online courses and micro-credentials to address the unique challenges faced by construction professionals.

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More Questions than Answers

Opinion
Piece

A TALE OF HUMAN TRAGEDY AND INDUSTRY INCOMPETENCE
by Prof Theo C. Haupt

The grim reality of the tragic and preventable building collapse in George is captured by this clip posted on 9 May 2024 at 08:22: *The rescue operation passed 72 hours; Workers retrieved – 37; Deceased – 8; Hospitalisation -16 (critical), 6 life threatening and 7 with minor injuries; 44 workers remain unaccounted for.*

The human pain and suffering are unimaginable of those counting the minutes hoping for some word of the fate of their loved ones trapped under the rubble of the collapsed building. This

event was not the consequence of a planned terrorist attack. Rather it was the consequence of construction industry incompetence.

There will be the promised investigations into what the “actual causes” of the collapse were. The collapse itself was the consequence of either a single trigger event or a series of contributing trigger events, which unfortunately will not be the true cause/s. The cause will most likely lie upstream of the actual collapse itself. Accusations and

counter-accusations are already flying around.

This event, labelled as a national disaster, exemplifies and amplifies several strong beliefs and convictions that I have held for many years, namely that *all construction accidents are failures of management*, that *all construction accidents are preventable*, and that *construction workers will do whatever management allows or tolerates*.

These views have come under criticism

In May this year, the SACPCMP accompanied the Department of Public Works and Infrastructure's Ministerial visit to the site of the collapsed building in George, in the Western Cape.



Opinion Piece: More Questions than Answers

from various quarters over the years – and I expect even more now.

As I mourn the tragic, unnecessary and preventable injuries and loss of life, I reflected on the notorious reputation of an industry that not only causes too many occupational diseases, but maims and kills its workforce at considerable consequent cost to family, communities and society at large. More questions than answers spring to mind.

Arguably, all parties in the construction process must take and accept responsibility for this tragedy given that they all have a role to play in the construction health and safety effort.

Our famed Constitution requires all employers to provide working environments that do not present threats to the health, safety and wellbeing of their workforce. Clearly the consequences of the collapse confirm that this constitutional obligation was not met in George. Further, the South African construction health and safety legislative and regulatory framework holds all participants in the construction project supply chain responsible and accountable for construction health and safety.

By implication, therefore, owners/clients, designers, engineers, plan approvers, quantity surveyors and estimators, funders, inspectors, contractors, specialty contractors and sub-contractors, material manufacturers and suppliers, and construction workers themselves are responsible for

construction health and safety. I have always held that construction health and safety is a non-delegable responsibility. Do they hold themselves responsible? Or is everyone else except themselves responsible?

All parties involved in the construction delivery process are either expressly or tacitly required to be prequalified in terms of demonstrated competence, adequate resources, and experience. For example, owners/clients are expected to employ designers, engineers, and contractors who are competent and have the necessary

“As I mourn the tragic, unnecessary and preventable injuries and loss of life, I reflected on the notorious reputation of an industry that not only causes too many occupational diseases, but maims and kills its workforce at considerable consequent cost to family, communities and society at large. More questions than answers spring to mind.”

resources to execute the contracted work in a manner that does not present a threat to the health and safety of all parties involved in the project. Were the appointments made on this basis?

This prequalification process extends, for example, to approval of the adequacy of the project and site specific construction health and safety plan. This plan is required to be developed based on the baseline project and site specific construction health and safety specification arising from a specific hazard identification and risk assessment (HIRA) process provided by owners/clients to designers and subsequently included in tender documentation for contractors to consider in their bids. Was this procurement process followed? If not, then why not?

Further contractors need to be given the opportunity to provide evidence that they have made adequate financial allowance for project construction health and safety in their tender submissions. Based on the adequacy of this allowance they are contractually appointed to execute the work.

Similarly, specialty contractors and sub-contractors must demonstrate that they are competent and have the resources to execute their part of the project in a manner that does not present a threat to the health and safety of their own workers. Was the financial allowance adequate? How was the adequacy determined? Who made this adjudication? Was this process of prequalification followed on this project? Who approved the design and on what basis? Were workers made aware of the risk of exposure to residual hazards on this project after others were mitigated, quantified and prioritized? Was the hierarchy of construction health and safety controls considered by all stakeholders?

The extremely low barriers to entry to conduct business in the construction industry are responsible for the many unqualified, inexperienced “bakkie builders” that contract and execute projects they have no business being involved in. How qualified and experienced are the contractors involved in the building that just collapsed? What process was followed to procure their services in a complex and hazardous industry?

The Construction Education and Training Authority (CETA) is on record for stating that “they do not deliver construction skills and crafts training”. Instead, CETA facilitates training by other “accredited service providers” who have in the main, with few exceptions, I argue, seized the commercial opportunity to deliver

Opinion Piece: More Questions than Answers

“training” of suspect quality. Instead of producing “bricklayers” the training system produces “layers of bricks”. Instead of producing “skilled carpenters” the system produces “hammerers of nails”.

The well-respected apprenticeship schemes of the past are gone and have been replaced by questionable learnerships. Is it any surprise that buildings collapse? Were the construction workers sufficiently trained and skilled to execute construction activities on this project? What kind of training did they receive and by whom? How long was the training period? How were the training outcomes assessed?

Is it not time to revisit the way crafts-persons were in the past and reintroduce those training programs? Should the well-funded CETA not cease their role of being mere facilitators of



SACPCMP President, Lufuno Ratsiku, speaks to media regarding the tragedy of the collapsed building in George, in the Western Cape.

training in favour of quality industry-led and driven training as is the case in other parts of the world?

It is no secret that the various building inspectorates in South Africa have been for many years, and still are, under-resourced. It has been suggested that because of this shortage the construction industry should be capable of self-regulating itself. In the past this claim might have been valid. However, to make this claim today is a pipe dream – and irresponsible. Many building inspectors lack the requisite construction qualifications and experience to adequately assess the health and safety competence and adequacy of resources of contractors to execute work on their projects in a safe manner. As the work proceeded on this project what quality of inspections were conducted? If so, when and by whom?

Since their introduction, Construction Health and Safety

Officers (CHSOs) and Construction Health and Safety Managers (CHSMs) have largely been ineffectual with no significant, visible and tangible positive impact on the construction health and safety performance of the industry.

Statistics by the Federated Mutual Assurance (FEM) which is the only reliable and up-to-date source of construction statistics in South Africa confirm this claim. Why does the Department of Labour not publish regular official statistics? These categories of CHS practitioners lack the requisite construction and construction health and safety qualifications, knowledge, and experience to make the difference and improvement so desperately needed in the industry.

I have held and continue to hold the view that the only registered construction health and safety practitioner with the SACPCMP in South Africa should be suitably qualified, knowledgeable, and experienced Construction Health and Safety Agents (CHSAs) appointed by owners/clients because of their demonstrated and proven expertise



The DPWI Ministerial Delegation speaking to the families of those affected by the collapsed building in George.

Opinion Piece: More Questions than Answers

and experience in construction health and safety. Unfortunately, CHSAs with generic occupational health and safety qualifications are allowed to masquerade as registered construction health and safety experts when by its very nature the industry is different to and more complex than other sectors and industries. Who was the CHSA appointed by the owner/client on this project? Would the CHSA have had the requisite knowledge and experience of construction and construction health and safety on this type of project? What level of expertise was the owner/client able to rely on and benefit from on the project?

The South African construction health and safety legislative and regulatory framework requires all stakeholders in the construction process from designers to contractors to be adequately qualified in construction health and safety. Further, construction health and safety

should be considered in all the phases of a construction project from ideation to the final demise of a facility/structure at the end of its lifespan with deconstruction.

“...construction health and safety should be considered in all the phases of a construction project from ideation to the final demise of a facility/structure at the end of its lifespan with deconstruction.”

Upon reflection, how much construction health and safety content were the registered built environment professionals on this project exposed to during their academic programs at their various institutions? Were these institutions accredited based on the construction health and safety content in their curriculums?

Two final questions remain: To what extent was the notorious construction

mafia involved in what happened on this project? If they were involved, what impact did their involvement have on the execution of the project? When one considers all the aspects I have referred to in this introductory commentary, is it any wonder that the building in George collapsed?

Unless everyone involved in the project in George acknowledges their contribution to, and accepts responsibility for, the factors that led to the collapse and its unfortunate and sad consequences, we will sadly have many more such headlines in our beloved country. Already there have been reports in the media of further collapses in other parts of the country. It should be a reality check and wake-up call on the state of construction and construction health and safety in South Africa. When will the killing fields in our industry stop? Will they ever?

I conclude with what someone once said: We cannot change anything unless we accept it! Are we willing to accept that all is not well in our industry and that it needs urgent fixing?

Aluta continua!

SACPCMP

The South African Council for the Project and Construction Management Professions

— CONSTRUCTING NEW PERSPECTIVES —

Examination Support Sessions

To support its examination applicants, the SACPCMP has placed Exam Support Sessions on its YouTube Channel. These free sessions, for various registration categories, can be found via:

SACPCMP Construction Health and Safety Officers - <https://www.youtube.com/watch?v=WcK2yyUVQ-w>

SACPCMP Construction Health and Safety Managers - <https://www.youtube.com/watch?v=yOKMmjIHIKM>

SACPCMP Building Inspectors Exam Support Session - <https://www.youtube.com/watch?v=Hc7hykQYORs>

Understanding the New CPD Policy

Authored by
Khutso Mokgehele

In its efforts to improve professional competency within the South Africa Built Environment, the SACPCMP recently updated and gazetted its new Continuing Professional Development (CPD) Policy. The following article explains what you need to know about the new policy, and how it benefits Registered Persons going forward.

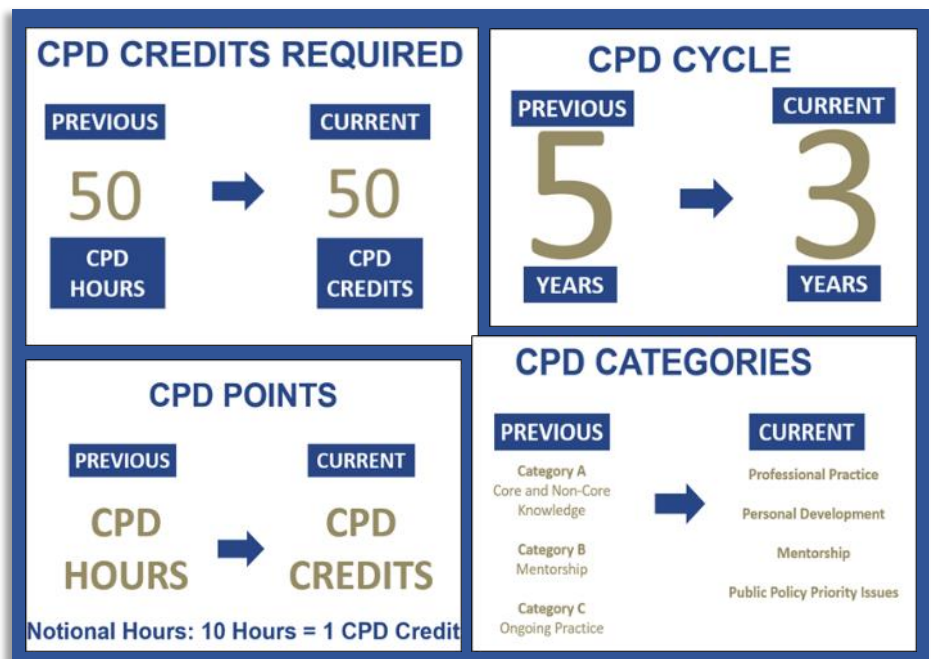
Where does CPD come From? The South African legal system, through its various “Acts” requires that industry professionals across various categories ensure they develop their skills and knowledge on a regular basis. The SACPCMP must, under the law, also subscribe to this practice. It therefore prescribes CPD as a means to encourage professional growth and development for Registered Persons (RPs) by participating in activities that enhance industry knowledge.

In May 2019, the SACPCMP had a CPD Policy that was gazetted; although the policy proved to be effective, engagements with the SACPCMP’s Voluntary Associations highlighted that there was a need to upgrade the policy.

The new CPD Policy is competency-based and aims to maintain and enhance competency, which leads to achieving progression in expertise throughout the RPs’ professional practice. There are two key elements connected to this:

- Based on competency standards frameworks for the relevant category identifying gaps in professionals’ skills, which are occasioned by the evolving scope of professional practice, to guide ongoing learning.
- Demonstrating competence through the assessment of milestones, which are linked to the compliance cycle.

CPD made Easier: In March 2023, a new CPD Policy was approved and came into effect on 1 April 2024. The approach was to have a CPD system that will be easy to understand and less cumbersome. Here are the changes:



Understanding the new CPD Policy

The aim of competency-based approach is to:

- Improve performance in the workplace and the standards of service rendered by Registered Persons, addressing Section 14(h) of the Act.
- Describe the competencies that must be maintained in general.
- Identify professional practice-specific needs.
- Guide professionals who are striving to acquire new competencies in response to, amongst others, changes in professional practice, new technology and community norms.

What is CPD? Continuing Professional Development (CPD) is a systematic process of engaging in activities that enhance professional development. These activities should be documented and traceable. Registered Persons of the SACPCMP are required to participate in CPD activities to maintain professional registration with the Council in line with the requirements of the PCMP Act.

Persons. However, some elements of the policy have a direct impact on CPD Accreditation.

Competency-based CPD

Because of the policy focus on competency-based CPD, service providers are encouraged to develop CPD activities that are relevant to the competency standards frameworks of the Council.

Validation of CPD Activities

Service providers are required to register on the SACPCMP CPD System and CPD activities will be accredited/ validated as per the Criteria and Process for CPD activities (visit www.sacpcmp.org.za for details).

Note: *If you have already registered as a service provider, you do not have to go through the registration process again.*

New Unit of Measurement for CPD

The previous CPD Policy made use of the term "CPD Hours" to refer to CPD Credits. This caused confusion as it was often mistaken for notional hours. Thus, the Council will now refer to CPD

Hours as CPD Credits. The previous CPD accreditation assessment outcome was impacted by the following (to name a few):

- Duration of the activity
- Merit of the application based on
 - * Presenter details
 - * Course details
 - * Relevance to the industry professionals
 - * Activity learning outcomes

With the new CPD Policy, the SACPCMP has adopted a different approach. The Council now utilises the SAQA NQF standard. Therefore:

1 CPD Credit = 10 notional hours

(The time it takes the average person to master the embedded knowledge skills and understanding required as per SAQA Criteria and Guidelines for Short Courses and Skills Programmes.)

Got more questions about CPD?

The Council will be hosting CPD Workshops throughout the year. Diarise these dates for virtual (online) workshops using Microsoft Teams.

All workshop registration details are available on the SACPCMP website.

- 29 August 2024
- 28 November 2024
- 20 February 2025

For more information regarding CPD please email cpd@sacpcmp.org.za

CPD Accreditation Changes

Changes pertaining to the new CPD Policy will affect mainly Registered



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Understanding the new CPD Policy

This allows the Council to definitively recognise and measure learning activities which are registered on the NQF (such as registered Unit Standards and qualifications), that have been undertaken by registered person, as well as use the same concept to measure all forms of CPD.

As of April 2024, all accreditations will be accredited as per the new CPD Policy.

Historical CPD Accreditation

All accreditations that were valid at the time of the Policy-changeover were re-evaluated by the Council based on the new developments. This was done at no charge to any service providers. During March, a formal report with the new CPD credits was sent to all of the relevant service providers.

Free Marketing for Accredited CPD Activities

The Council offers free marketing to all service providers for CPD activities that have been accredited by the SACPCMP.

Service providers are advised to submit their marketing material regarding their SACPCMP-accredited activities in JPEG or PDF formats to the Council well in advance.

These will be communicated, in line with the Council's marketing timetable, to Registered Persons via the SACPCMP's marketing platforms as follows:

- Social Media* (Facebook, Instagram and X)
- Bulk Mailers*
- The SACPCMP magazine, the Shape Shifter*

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Understanding the new CPD Policy

** All placements are subject to availability of space and timing of placement.*

Timing of CPD Marketing via the SACPCMP

The SACPCMP has received an outcry over too many emails being received by Registered Persons, resulting in them missing some crucial Council updates and notices.

As such, the SACPCMP Stakeholder Relations and Communications Department will schedule service-provider mailers for once a month.

One email will be drafted with all the links of the service providers who have supplied the Council with their marketing materials.

Mailers will be sent out on the last Monday of each month; service providers who desire to be featured in the monthly mailers should send their marketing materials by the **15th day of each month to cpd@sacpcmp.org.za**



SACPCMP CPD Suspension: What does it mean?

The SACPCMP recently announced a CPD-related suspension. This was regrettable but necessary under the law. Over the past three years, numerous interventions have been made by the SACPCMP to remedy non-compliance. However, after missing countless deadlines and not utilizing the Council-remedial programmes, a number of CPD non-compliant persons have had to be placed on suspension.

The suspension will run for a period of a year and is a result of Registered Persons not having the necessary CPD hours/credits to maintain their professional registration, as noted under the Project and Construction Management Professions (PCMP) Act.

The following breaks down some of the details related to the suspension:

What is a CPD Suspension?

This is the state of being suspended from uploading CPD evidence on the SACPCMP CPD Portal while awaiting deregistration. This happens when a Registered Person **fails to be CPD compliant over a period of five (5) years** (in line with the previous SACPCMP CPD Policy), after a year-and-a-half remedial programmes as well as the recent CPD Amnesty.

Will I get my annual registration certificate if I am CPD-suspended? Yes – Registered Persons will have access to their annual registration certificate, provided they have paid their annual fees.

Is it necessary to pay my annual fees if I am CPD-suspended? Yes – Registered Persons can only access their registration certificates if their account is up to date.

Am I allowed to work in the Built Environment if I am CPD-suspended? Your registration will be valid until the 31st of March 2025, following which you will be deregistered and no longer allowed to legally practice in the Built Environment.

What will happen from the 1st of April 2025? Persons who have been CPD suspended will be deregistered, meaning that they will not have access to their annual registration certificate anymore and will not be legally able to work as a professional within the Built Environment.

What can I do to be re-registered (reinstated)? Persons who have been deregistered will need to follow the SACPCMP's Re-registration Process.

How long is the CPD Suspension?

The CPD Suspension will last for a period of one (1) year, commencing from 1 April 2024 to 31 March 2025.

(Continued...)

SACPCMP CPD Suspension: What does it mean?

Should I wait until 2025 to start the re-registration process? No. Persons who have been CPD suspended can start doing re-registration activities immediately. However, they will only be able to apply for re-registration (reinstatement) from the 1st of April 2025.

Where can I get details of the re-registration Process? For more information, kindly email one of these email addresses depending on your registration category:

- Project Construction Managers (PCM) and Building Inspectors (BI): cpd.pcm@sacpcmp.org.za
- Construction Health and Safety (CHS): cpd.chs@sacpcmp.org.za

Suspension Workshop Details coming soon!

There is no cost to attend CPD Suspension Workshops; it is advisable that persons who have been CPD suspended and desire to continue with their professional registration attend CPD workshops.

SACPCMP Cautions Against Use of Suspended 2022 Fees

The SACPCMP has again cautioned Built Environment professionals against using the suspended 2022 Guidelines on Professional Tariff of Fees.

The Council has stated that the 2022 fees were never officially confirmed and gazetted, and Registered Persons who persist in the use of the 2022 fees can be charged with improper conduct under the Code of Conduct for Professionals (empowered by Section 29 of the PCMP Act).

As per its mandated requirements, the SACPCMP, in December 2021, published

a Call for Comments in the Government Gazette on the 2021 (rebased to 2022) Professional Guideline Tariff of Fees.

These guideline fees had been rebased from the 2019 fees. The Call for Comments on the 2022 Fees was published in the Government Gazette: *Board Notice 182 of 2021, Number 45649* on 17 December 2021.

Following the Call for Comment gazette, the SACPCMP subsequently suspended the final publication of GTF, which had been scheduled for March 2022. This suspension was communicated by the SACPCMP on 15 April 2022 via an

industry notice titled "Temporary Suspension of Publishing the 2022 Guideline Tariff of Fees".

It has come to the attention of the Council that Registered Persons have been utilising the 2022 Fees, despite the suspension of these fees.

It must be noted that the gazetted 2019 Professional Guideline Tariff of Fees are still in force, and the practice of SACPCMP Registered Persons using fees that were not officially gazetted is prohibited.

Where are they now?

Nkanyiso Mbatha

Age: 32

**Nelson Mandela University
graduate (honours completed 2013)**

In conjunction with the SACPCMP's accredited universities, Shape Shifter looks into some of South Africa's Built Environment studies' graduates and where they are now in their Construction Industry journeys.

Who do you work for?

I am based in Cape Town. I currently work as a Project Manager (Developments) for Nedbank.

What path did you follow before ending up with your current company?

I first worked as a Junior Construction Manager for Integrated Solutions where we specialised in hotel refurbishments and retail fitouts. I was also fortunate to work cross boarder in Central West Africa.

In 2017, I joined a Cape Town-based property development company called Rabie Property Group (Pty) Ltd where I worked as a Project Manager for high-end residential, mixed-use, and commercial developments. In 2018 I joined Mace as a Project Manager on the Ridge development at the V&A Waterfront.

I then joined Abland Property Developers as a Project/Development Manager specialising in industrial developments. In March 2023, I joined

Nedbank as a Project Manager (Developments) and I am currently based in their Cape Town office.

What does your current position and role entail?

I am responsible for ensuring that contract documentation and building projects are completed in accordance with Nedbank policy and procedures, and building drawings are made in accordance with loan agreements, thereby protecting the interests of the bank and its clients.



NELSON MANDELA
UNIVERSITY

Graduate

Built Environment Graduate Progress - Where are they now?

I work on project monitoring, and ensure that pro-active contact is maintained with developers, joint venture partners, and contractors to keep abreast of the overall project status. Facilitating the development loan process and ensuring that projects are completed in line with approval and specifications provided to Nedbank. I am also responsible for progress payments, and manage building loan progress payments and compliance with any authorities' zoning and subdivision conditions.

My responsibilities also include that I ensure that projects are completed in line with budgets and programmes provided to the Bank. Viability and cost assessment are also in my role. I



assess and verify the building and civils cost estimate contained in the viability presented by the developer. I keep up-to-date with changes in building/ development costs, viability, financing, structuring of development loans, and management of property developments.

Furthermore, I assess and monitor the risk/ reward profiles of developments, and take a proactive approach on projects, highlighting risks and potential mitigants to all key stakeholders during the development

process. I am also involved in pre-condition scrutiny, which ensures all conditions are met prior to payment, including municipal approvals, town planning approvals, and project contractual information.

Finally, I look at building and maintaining relationships with clients and stakeholders, as well as understand, advise, and report on green and sustainability elements in the building during construction.

What advice would you give current Construction Management students?

Construction Management studies can be challenging but also very rewarding. Maintain good relationships with your peers and your lecturers as you may need them for networking and business opportunities in the future.

You can have the best CV and pass all your modules with distinction, but ultimately in the real world what matters the most is who you know.

If a respected individual in the industry can vouch for you – their opinion will



Built Environment Graduate Progress - Where are they now?

matter a lot more to potential employers / clients than 'fancy' words written on a piece of paper.

What was your favourite module?

My favourite module was KBS – Structures. It was very challenging, and I enjoyed the maths / physics behind it.

Who was your favourite lecturer?

Both John Smallwood and Chris Allen

What are your plans for the next five to ten years?

In the next five years, I would like to further my career in the property development sector of construction. There is a lot of opportunity out there despite the economic challenges.

Within the next 10 years, I would like to be 'my own boss' and have my own property development company.



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Reflections on Construction Health and Safety in South Africa

When it comes to construction health and safety (H&S), the claim by a construction firm that it is complying with the law begs the question, which law is it claiming to be complying with?

There are a vast number of laws and regulations in South Africa and the rest of the world that affect construction H&S either directly or indirectly. In many cases there are even overlapping requirements. The current construction H&S legislative and regulatory framework is complex and comprehensive. Despite the presence of these laws and regulations the H&S performance of the construction sector continues to leave much to be desired as it remains consistently the sector that kills and maims the largest proportion of workers in the country. Further, most H&S laws and regulations arguably merely

set out the minimum requirements that must be complied with. Therefore, to make the claim of legal compliance suggests that the firm is aware and satisfies the requirements of every aspect of the H&S framework, which is nonsensical, unrealistic, and impractical.

It also suggests that the firm is focused on only being willing to do the minimum with respect to H&S compliance which has historically been shown not to improve the overall H&S performance of the firm and industry.

Rather the firm should be committing to and striving for doing whatever it takes including exceeding the legal requirements to ensure the health and safety of every one of its workers as well as the public that might be affected by its construction activities.

A paradigm shift is required. There needs to be a shift from one of an obsession with mere legal compliance with legislation, regulations, codes of practice and minimum standards to one of better practice to improve the quality of life and the work environment of all workers and industry participants. However, since the focus of most construction firms is to either make the minimum investment in construction H&S or not make any investment at all, laws are necessary to enforce minimum compliance.

The constitution of a country contains those sets of laws that establish a state; an array of laws that constitutes the state, in the sense that the state is established, exists, and operates within the parameters of those rules. The birthplace of the South African construction H&S legislative and regulatory framework is the Constitution of

Reflections on Construction Health and Safety In SA

the Republic of South Africa Act No. 108 of 1996 as amended. The Constitution entrenches and protects the basic human rights of all people in South Africa which includes all workers. The Constitution is the supreme law in South Africa. Therefore, any law or conduct inconsistent with it is invalid and the obligation imposed by the Constitution must be fulfilled. It supersedes all other rules contained in statutes, common law and custom. Further, any rule inconsistent with a constitutional rule is an invalid rule. Any conduct that contradicts the Constitution, including failing to fulfil an obligation imposed by the Constitution is also invalid.

The Constitution is the supreme law in South Africa. Therefore, any law or conduct inconsistent with it is invalid and the obligation imposed by the Constitution must be fulfilled. It supersedes all other rules contained in statutes, common law and custom.

No Act of Parliament or Regulations or Municipal Bylaws can contradict the Constitution - otherwise it can be challenged in the Highest Court of Law in South Africa, namely The Constitutional Court. A recent prominent example of the supremacy of the Constitutional Court involved the former President, Jacob Zuma, and his unwillingness to appear before the Zondo Commission of Inquiry. The Constitutional Court ordered him to be incarcerated for a period of 15 months for failing to comply.

In South African construction, all construction firms must satisfy as a minimum the requirements of two primary pieces of legislation and regulation, namely the OHS Act 85, 1993 as amended and the Construction Regulations of 2014. These place very specific responsibilities and duties on all stakeholders participating in the construction process from the inception of a project through to its sad demise at the end of its life through demolition. However, the recent emphasis worldwide has shifted from a paradigm of demolition to one of deconstruction so that what is taken down or out of a structure

can be re-used. Several other Acts and regulations also have to be complied with.

While it should not be the only reason to implement construction health and safety, the South African legislative and regulatory framework for health and safety on construction projects and sites places responsibilities on all stakeholders involved in the construction process from clients to workers on site. These responsibilities are required to be met during all the phases of a construction project.

Each of the various stakeholders can influence the overall

construction health and safety performance on a project to various degrees if they have the will to do so irrespective of the legal requirements to do so which are minimum requirements at best. The overall responsibility for construction health and safety is a non-delegable one and the principle of vicarious liability applies in that the client remains liable for construction health and safety of his project.

Given the likelihood that clients are not knowledgeable enough to be able to fulfil the important non-delegable functions expected from them in terms of ensuring optimum construction health and safety performance on their construction projects, they must consider the formal appointment of a construction H&S (CHSA) agent who is competent and is adequately resourced to perform the duties of the client instead.

Where such an appointment is made by the client, the CHSA who must be registered with the SACPCMP must manage all aspects of the health and safety on the construction project for the client as if he were the client himself.

Therefore, the CHSA cannot be a novice given the level of responsibility placed on him to perform all the H&S duties and functions of the client on his behalf. Therefore, the CHSA should have at least five years' practical experience in the construction industry, and have been assessed by the SACPCMP as competent to provide professional health and safety services across the six construction H&S project stages as shown in the following table:

SACPCMP Construction Project Stages
Stage 1: Project Initiation and Briefing
Stage 2: Concept and Feasibility
Stage 3: Design and Development
Stage 4: Tender Documentation and Procurement
Stage 5: Construction Documentation and Management
Stage 6: Project Close-out

The level of competence and knowledge required as a minimum, as well as accountability are considerable as the CHSA represents the client as its agent in matters relating to construction H&S throughout the entire project life cycle. The level of H&S competence and knowledge needs to enable the CHSA to relate to the complexity of the project design.

Designers dictate the various aspects relating to the components of a facility through their design documents. Because designers give professional advice to their clients during the concept and general design phases of a construction project they are well-positioned to directly influence the impact of their designs on construction H&S when they select the structural frame, develop sections and



details through elements of the structure, identify positions of services to the structure taking into account ergonomic considerations, and specify materials, finishes and processes.

Designers have the opportunity to consider H&S during the co-ordination of their designs and during constructability or buildability reviews of their designs as they are developed. Designers also set the parameters for civil, electrical, interior, landscape, mechanical and structural designers who use their designs as the basis or template for the design and layout of their own specialist installations.

There are many opportunities for designers to refer to construction H&S throughout the project delivery process. Many of the common health and safety problems encountered during the construction and operation phases could be avoided if due consideration and effort were invested during the project brief and design phases. Arguably the greatest opportunity to implement technological controls for H&S risk, namely those that eliminate or reduce a risk by adopting engineering solutions, is present during the early project planning and design stages.

For too long, contractors were held solely responsible for construction H&S and other stakeholders in the construction process supported this view and as a result saw H&S as the domain of contractors only. The findings of research conducted all over the world, particularly in Europe and the United Kingdom are well documented and show that the up to 67% of the causes of accidents that were investigated occurred upstream from the involvement of contractors. These causes ranged from client choices and poorly designed features in buildings. In the EU, for example, the Commission found that more than 50% of work-related accidents on construction sites were as a result of unsatisfactory architectural and/or organisational options, or poor planning of the works at the early project preparation stage.

The Commission also found that a significant amount of accidents stemmed from inadequate coordination especially where various undertakings worked simultaneously or in succession at the same construction site. The accidents that occurred were accidents just waiting to happen as soon as the contractor began working on the construction site.

Consequently, there has been a major paradigm shift to redistribute the responsibility for construction worker health and safety away from the contractor, who was previously solely responsible, to include all participants in the construction process from the client through to the end-user. However, given that contractors are involved in more aspects of the actual construction process than other stakeholders the responsibility on contractors to contribute to a team approach to construction H&S is not insignificant.

South Africa is a rich multi-cultural and multi-lingual country with no less than 11 official



Construction is universally accepted as a major provider of employment of labour and the strategic position and reputation as a Sub-Saharan economic superpower of South Africa makes it an attractive destination for workers from other countries in the region to seek employment opportunities in the sector.

languages. Some argue that if sign language is included then there would be 12 official languages. It would be foolhardy to ignore the impact of these cultural and lingual differences on construction health and safety especially when one considers the widely recognized transient nature of employment in the industry.

Rarely are construction workers employed on a permanent basis considering the changes in the structure of the industry and construction organisations in recent times. Most construction organisations outsource major portions of a construction project by means of sub-contracting arrangements which could be on a labour-only or labour and material basis.

Construction is universally accepted as a major provider of employment of labour and the strategic position and reputation

Reflections on Construction Health and Safety In SA

as a Sub-Saharan economic superpower of South Africa makes it an attractive destination for workers from other countries in the region to seek employment opportunities in the sector. These foreign workers bring with them their culture and languages which might be different from the official languages already recognised in the country. Unless fully appreciated and understood these cultural and language differences will be challenging to manage in the context of construction projects.

In recent times xenophobia has raised its ugly head creating tensions between foreign and local workers resulting in violence and criminal activity. These situations need to be managed effectively on construction projects.

While culture is a term that is frequently bandied about, it is an extremely difficult concept to define as it has been deeply contested for many years. In South Africa culture in terms of what it is and what it

means in practice is hotly debated. During the period between 1920 and 1950 there have been more than 157 attempts to define what culture is. For practical purposes in the context of construction H&S, culture is defined as those:

individual patterns of behaviour, values, and beliefs that impact how individuals think, decide, and behave.

It is therefore likely that on any construction site in South Africa there may be differing values among the labour force about work ethic, honesty, responsibility, race, gender, and company loyalty – all of which need to be managed effectively to create a safe and healthy working environment.

Other descriptions of what culture is, include, for example, the thinking of individuals evidenced by the words, ideas, symbols, noises, and images with which they are confronted every day the meaning placed upon their experiences by individuals a consistent pattern of thought and action.

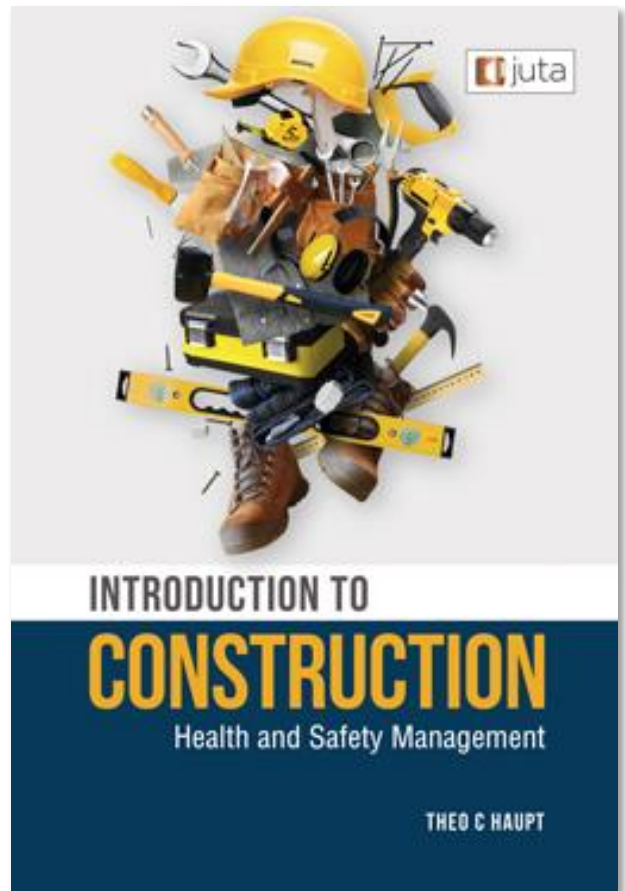
Therefore, the thought processes of construction workers who spend most of their time on the various construction sites where they work are influenced by what they experience and see at work every day. If they see unchecked and ignored unsafe and unhealthy behaviour or conduct on the site, they are

likely to behave and act in the same way, and presume that such behaviour and actions are acceptable to the management of the organisation.

It has been found that construction organisations with a positive H&S culture are typically characterized by communications that are based on mutual trust, by shared perceptions of the importance of H&S and by confidence in the efficacy of the various preventive measures adopted by these organisations.

As a minimum, H&S culture is reflected in the willingness of an organisation to at least develop and learn from errors, incidents, and accidents if they prefer to be reactive rather than being proactive.

(Extracted from various chapters of Introduction to Construction Health and

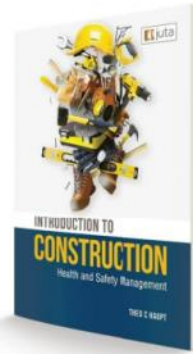




JUTA'S LATEST ENGINEERING PUBLICATIONS

Introduction to Construction Health and Safety Management

An introductory construction health and safety text will change the way that entry-level South African, and health and safety practitioners elsewhere, see the subject. This foundational text is a must-read and an excellent addition to all practitioners' and academic reference material when navigating the construction health and safety space. The text is a blend of research-based theory and industry-based practice which will assist in meeting good standards in the workplace for those just entering the field after graduating from college or university, or even the seasoned practitioner who needs a refresher. A selective range of foundational subject areas relating to construction health and safety are covered in the text. Areas generally not well managed on construction sites, specifically in the field of occupational health, are extremely important in managing employee well-being, primary health care and limiting occupational diseases. The author has included his knowledge, and decades of experience in construction health and safety across many countries, into this introductory text.



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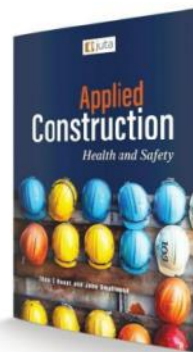
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- Chapter 1:** Legal Principles
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- Chapter 4:** Responsibilities of Construction Process Stakeholders
- Chapter 5:** Culture and Leadership
- Chapter 6:** Managing Construction Health and Safety
- Chapter 7:** Managing Common Construction Safety Hazards
- Chapter 8:** Managing Common Construction Health Hazards
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Applied Construction Health and Safety

This book aims to fill the gap between the theory and application of construction health and safety. It teaches users to manage construction health and safety through the practical application of knowledge and understanding the legal requirements for construction health and safety at work. It explores the implementation of health and safety management systems, the identification of workplace hazards, and methods of hazard control. The content of the book is developed and presented according to the following fundamental elements of a construction project as advocated by the South African Council for the Project and Construction Management Professions (SACPCMP).



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Understanding the cidb Amendment Bill

In order to unpack the cidb Amendment Bill, the SACPCMP has worked with MDA Attorneys to provide their thoughts on the proposed amendments. This article has been provided by Alex Goddard (BCom Law, University of Pretoria; LLB, University of Pretoria) Associate of MDA Attorneys.

On 3 May 2024, the Draft Construction Industry Development Board Amendment Bill (“*the draft bill*”) was gazetted for public comment. If passed, this bill would amend the Construction Industry Development Board Act (“*the CIDB Act*”). Public comments on the bill were to be submitted by 31 May 2024 (later extended to mid-June 2024).

The draft bill has been published in the midst of a turbulent and fast paced election season which saw the National Health Insurance Bill passed. The majority of the changes canvassed in the draft bill are, for the most part, superficial, relate mainly to the structure of the Construction Industry Development Board (which in terms of the draft bill appears to have been converted to a “council”, however on a close reading of the draft bill, it appears as though the board will remain in existence in conjunction with the new “council”), and these proposed changes are of no real substance to the functioning of the industry.



Construction & Technology Attorneys

Understanding the cidb Amendment Bill

However, there are two changes which are potentially worrisome.

The first of these is that the board is to establish a national register of professional service providers. This register is intended to be integrated into both public and private sector procurement of professional services for construction works. The draft bill does not provide guidance as to the date by when this register will become effectual, how exactly it will be integrated into procurement processes, what exactly constitutes a professional service and the registration process (and grading system) which will need to be followed.

Professional Services Register

The cidb Act is largely given effect to through the regulations published in terms of such Act (which regulations are published at the sole discretion of the Minister of Public Works and Infrastructure).

The professional services register provisions will be clarified, expanded upon and given effect to by the regulations published by the Minister.

The draft bill is however clear that undertaking, carrying out or completing any construction works for both public and private sector contracts while unregistered will be an offence in terms of the Act. These obligations will be in addition to the obligations placed on professional service providers by other legislation and professional rules

(prescribed by professional bodies) already.

Contractors in both Public and Private Sectors

It is no secret that the South African construction industry is plagued with challenges, be it the construction mafia, a considerable underspend on the part of organs of state on infrastructure projects and non-payment. Many of the challenges faced are highlighted in the preamble to the cidb Act.

The second of these is that contractors (undertaking construction works in both the public and private sector) now need to be registered in terms of the cidb Act.

Further, and importantly, private sector employer's are now required to procure construction works from the register of contractors (apart

from specific contractors exempted in terms of regulation 4 and specific projects exempted in terms of regulation 19).

Liability

Both employers and contractors will be respectively liable for an offence in terms of the cidb Act in the event that either a contractor is appointed by an employer to conduct construction works without being registered or a contractor undertakes construction works without being registered. Once again, these amendments will be

given effect to through regulations published at the discretion of the Minister.

These two amendments highlighted above will have serious implications on both contractors and professional service providers, as well as the industry as a whole.

The theme is clear, government wishes to exercise greater control over and place additional requirements on procurement within the industry (for both private and public sector) – should the Minister publish regulations which place further stringent requirements, this may result in a “codification” of all construction sector procurement.

Further, it is likely that the board will now be in a position to impose penalties and sanctions on a failure to procure private sector work in accordance with



Understanding the cidb Amendment Bill

the prescripts of the CIDB Act – this attempt to “police” private sector construction procurement may well be overly administrative and bureaucratic.

Detrimental

The effect of this is likely to be detrimental to the growth and effective functioning of the industry.

It is no secret that the South African construction industry is plagued with challenges, be it the construction mafia, a considerable underspend on the part of organs of state on infrastructure

projects (in particular SANRAL and Transnet) and non-payment (often exacerbated by the prevalence of “paid when paid” arrangements for subcontractors). Many of the challenges faced are highlighted in the preamble to the cidb Act.

These problems are however in no way uniquely South African. The Latham Report, a report identifying key challenges faced in Britain’s construction industry in the 1980’s and 1990’s (many of which align with the challenges currently experienced in the South African industry currently) and

proposing specific legislative measures to address such issues, has been given effect to through the passing of robust legislation which, *inter alia*, has outlawed “paid when paid” provisions, mandated adjudication to allow for prompt and cost-effective dispute resolution and introduced the “construction industry scheme” which, *inter alia*, allows contractor’s to make tax deductions on behalf of their subcontractors (which assists in cash flow for both subcontractors and contractors).

Despite the CIDB Act being in place for over twenty years the challenges faced by the construction industry have not been addressed – and in fact are now greater.

It does not appear that the legislative regime in place in South Africa allows for proactive arrangements which benefit all industry participants (being contractors, employers, subcontractors, government and labour). The draft bill seems to be a continuation of this.



Construction & Technology Attorneys



About the Author

This has been submitted as an independent piece on the cidb Amendment Bill on behalf of Alex Goddard (BCom Law, University of Pretoria; LLB, University of Pretoria) Associate, MDA Attorneys.

Alex started as a Candidate Attorney at MDA in January 2022. Alex completed his articles in January 2024 and was admitted as an attorney in May 2024.

Since joining MDA, Alex has been exposed to and involved in all of the services offered by the firm including contract drafting, contracts management, contractual disputes (including adjudication and arbitration proceedings) and commercial litigation.

YOUR HOSTS



ANTHONY AFORDOFE

ACPM President
CEO – Akweni Group
ACPM Corporate



NOMVULA RAKOLOTE

ACPM CEO
Adjunct Prof:
Built Environment

IN CONVERSATION WITH



MR BEV MITCHELL

Mitchell du Plessis Projects (MDA) – ACPM Corporate Member
Bev Mitchell - Chairman and Founder
B.Sc (Civil) Eng, Pr. Eng, PrCPM, MSAICE, MACPM, MICE, MStructE

Mr Bev Mitchell has an impressive 55 years of built environment project experience. Established and led the Cape Town office of a national construction management and design practice for 15 years (1964 - 1979). Established, led and continues to lead MDA project management (1979 - present).

The firm is recognised as one of the best project management practitioners in the Western Cape

To view this this podcast, visit:
[https://www.youtube.com/watch?
si=t3VzrDzmoAZSNhDt&v=8xcAJBpC9x8&feature=youtu.be](https://www.youtube.com/watch?si=t3VzrDzmoAZSNhDt&v=8xcAJBpC9x8&feature=youtu.be)



ACPM Spotlight Podcast

A Conversation With Bev Mitchell

Question by Anthony Afordofe:
Can you share some insights into your early years?

Answer: I started with a Bachelor's degree in Civil Engineering from the University of Natal Durban in 1959. My journey included a part-time job in reinforced concrete building design, followed by a pupillage at ZAI. This led me to a Resident Engineer role in Cape Town, overseeing the construction of a cardboard mill.

After returning to Durban, I was sent back to Cape Town to establish a new regional office for ZAI, where we focused on design-build-manage operations. After 14 years leading that team, I decided to part ways and

founded MDA (Mitchell Du Plessis Associates). Our focus was clear: emphasize bottom line accountability and concentrate on management opportunities.

Question by Nomvula Rakolote: How did MDA establish its legacy in project management?

Answer: We cut our teeth on successful control of viability and outcome. We worked exclusively with private Clients and generally would help guide the Client through the early investigative steps and selection of specialist consultants. Our management independence enabled a horses-for-courses selection process. We found that opportunities on

projects initiated by State, Provincial and Municipal Offices was slow and politically driven, and we were on the wrong side of the fence. Our objectives were always clear: bottom-line focus, clear reporting on progress, and completion. We aimed at organisations who were repeat buyers of design and construction.

We have striven to be involved in large and visible local projects and projects such as the V&A Waterfront in which we were amongst the first Consultants appointed back in 1989 and still involved as consultant and tenant.

The Cape Town International Conference Centre (CTICC), the 2010 soccer stadium and Urban Park, and the first phase of the MY City bus-based public transport

ACPM Spotlight Podcast: Bev Mitchell

system are examples of our successful management performance.

Question by Anthony Afordofe: How have you seen the industry evolve over the years?

Answer: In the late 50s and early 60s, professional project management was almost non-existent. Clients either had in-house teams or relied on large construction firms.

Gradually over the next 20 to 30 years, the specialist project management service took hold and has now become an accepted service standing alongside the traditional design and costing professional services. The establishment of ACPM contributed significantly to this leading to specialised project management services and are now widely accepted.

Question by Nomvula Rakolote: What key learnings shaped your approach to project management?

Answer: A clear understanding of the variables that impact on the viability of the project, and the impact that changes in the project environment will have, is imperative. It is much more than time, cost and quality, needing to factor in environmental, sustainability and energy and water conservation, and understanding the impact the project will have on our planet

Question by Anthony Afordofe: What is MDA's winning philosophy?

Answer: Our primary focus is on exceeding client expectations. We place emphasis on identifying key ingredients for project success. This involves managing both critical elements and any potential issues. It's a simple game: understand the vital factors, manage and control them effectively, and you set the

stage for a successful project. Exceeding expectations is not only directed at the client but also at all involved in the project realisation, the design team, the construction team, the authorities and the approval processes. We must try to convince everyone involved in the process that they have worked more efficiently to everyone's benefit.

Question by Nomvula Rakolote: What is your vision for the future of project management?

Answer: That's a 64-thousand dollar question; the first and most important issue is to be able to attract the right staff and you do that through the examples of the projects you have managed successfully and we have a reputation for successful project management.

Also it is important to find staff that supplement the services and we put a lot of effort in finding the right people and give them the opportunity to express their expertise and challenges in terms of delivering projects.

The second requirement and probably more important one is how do find projects new projects? And how do you procure new work opportunities? We put a lot of effort how we express and expose the MDA to opportunities.

Question by Nomvula Rakolote: What do you mean when you say "project managers must not attempt to play God"?

Answer: Project Managers must not make the mistake of attempting to play God on the specialist responsibilities but ensure that the environment created in the team gives each specialist the best opportunity to deliver his best work.

This is a team game and the team with the best all round supporting effort will win. When I say project managers should not play God, I mean that depending on the background or individuals you have to deal with, challenges should be given to the individuals to provide opportunities for people to show their skills instead of telling them what to do.

Try to avoid selecting external organisations that provide specialist skills yet not giving them the opportunity to express their skills.

Do not anticipate and try to tell them what to do, but ask the right questions on how to resolve matters.

Question by Anthony Afordofe: Tell us about your internal team?

Answer: It's a horses-for-courses game; when you understand what is needed on the projects then you must decide the skills you will need to be on it and finding the right skills of the various disciplines is not an easy one.

To instill in the staff that they need to find the right expertise in the disciplines is the most important factor and give them the opportunity to perform in the team. The project manager must create a team environment for everyone to deliver on and the team that you bring together and all will say it was a good project to work on.

Question by Nomvula Rakolote: What is your strategy in terms of succession planning?

Answer: We have come a long way in terms of staff. Currently, the organisation is very much run by the people that manage it. I am the old man now, and there are men and women who manage this organisation.

ACPM Spotlight Podcast: Bev Mitchell

They have been carefully selected and put in an environment where they can be tested in terms of how they perform. The opportunities from there are very clear; if they perform well, the opportunities are there.

There are opportunities ahead for the young staff by ensuring there are opportunities for progression and knowledge sharing.

Question by Nomvula Rakolote: What is important in retaining a client?

Answer: It is very simple, they (clients) come to us and they do so because we have done good work for them before. The secret is to do the work well.

They appreciate the skills that we have and come back again and again. Exceeding expectations extends beyond clients to everyone involved in. Our commitment to excellence forms the cornerstone of our operations, earning us both credibility and repeat clients. Our strong work ethic consistently

reinforces this reputation and we continue to create legendary results.

Question by Anthony Afordofe: What advice do you have for young professionals entering the field, given the gap between academia and mainstream industry?

Answer: If the young professionals are heading towards a management role, it is important to acquire the knowledge of what is going on in the industry and become acquainted with the work of what the various disciplines are involved in. This will enable you to enter the management role being fully informed about the components that make up a project. The key is to expand your knowledge base.

Strive for a good understanding of the Design and Planning process, delve into technology development, computerisation, and time-management software. Gain practical experience in in Architectural practice offering a managed time programme or

an Quantity Surveyor's practice understanding the costings and time impact on viability or an engineering practice understanding the infrastructure implications on time and cost would be very rewarding. Learning institutions should actively facilitate this exposure.

Question by Anthony Afordofe: What do you believe has been the purpose for yourself, MDA and your contribution to the world

Answer: Excellence is what comes to my mind, doing things well and that is what has held MDA in good stead for returning clients yes we have not always been totally successful and we did not get it right but the opportunities are there.

The built environment is a complicated industry and we as Project Managers have the opportunity to simplify things but without losing the great achievements, creativity and class so essential for man's development.

To view this this podcast, visit: <https://www.youtube.com/watch?si=t3VzrDzmoAZSNhDt&v=8xcAJBpC9x8&feature=youtu.be>



We are thrilled to shine a spotlight on a distinguished figure in the realm of Construction Project Management within our esteemed ACPM community. With an astounding **55 years** of active industry participation, this individual has not only witnessed but significantly shaped the evolution of construction project management.



MEET BEV MITCHELL

Mr. Mitchell, the founder, and current Chairman of Mitchell du Plessis Projects (MDA) epitomizes excellence and unwavering commitment in the discipline. At the remarkable age of 87, Bev remains an integral corporate member, showcasing unparalleled dedication and passion for the construction project management profession.

Mr. Mitchell, a seasoned professional, has garnered numerous awards throughout his illustrious career. Notably, in 2019, MDA Projects, under his leadership, secured the National Award for The Junxion Mall in Philippi, Western Cape. This recognition serves as a testament to Bev's relentless pursuit of excellence and innovation.

In 2023, MDA further solidified its standing in the industry as the National Private Sector Winner. This achievement was attributed to the outstanding Lovers Walk Student Development project, located in Rondebosch, Western Cape. Bev Mitchell's strategic vision and commitment to quality were key factors in securing this prestigious accolade.

Bev Mitchell's journey in the industry began decades ago, and his unwavering dedication has been instrumental in shaping the construction project management landscape. Currently at the helm of MDA, Bev's leadership has been pivotal in the successful management of notable projects, earning widespread acclaim and recognition.



Bev Mitchell's enduring legacy extends beyond his remarkable age; it embodies the spirit of resilience, expertise, and a relentless pursuit of excellence. As an active corporate member of ACPM, Bev continues to inspire and contribute to the growth of the construction project management discipline.

We salute Bev Mitchell for his exceptional contributions, exemplary leadership, and unwavering dedication to advancing the standards of construction project management within our association and the industry at large.

Beyond his exceptional professional achievements, Mr. Mitchell has a more relaxed and multifaceted side. He actively engages in social sports, participating in golf, tennis, and cricket with the WP Cricket Club. His support for rugby at Newlands reflects not only a passion for the sport but also a commitment to community engagement and camaraderie.

Mr. Mitchell is a distinguished member of several prestigious organizations, including the Association of Construction Project Managers, South African Council for the Project and Construction Management Professions, South African Association of Consulting Engineers, South African Institute of Civil Engineers, British Institute of Civil Engineers, and the British Institute of Structural Engineers.

#ACPM #ConstructionLeadership #LivingLegend #MDAProjects

A PIONEER AND VISIONARY LEADER

A LIVING LEGEND IN CONSTRUCTION PROJECT MANAGEMENT

OUTSTANDING ACHIEVEMENTS WITH THE ACPM AWARDS AND ACCOLADES

A MULTIFACETED LEADER

FOUNDER AND CHAIRMAN OF ACPM CORPORATE: MDA PROJECTS (PTY) LTD

PROFESSIONAL MEMBERSHIPS



CIOB

The Chartered
Institute of Building



Mentor Speed Date Magic!

Presented by the Chartered Institute of Building (CIOB) and the SACPCMP, the Mentor Speed Date is an initiative that brings construction studies' students and mentors together. This edition of the Mentor Speed Date took place at the University of Johannesburg and was an absolutely blast!

Thanks to all the mentors, including the SACPCMP's President, Lufuno Ratsiku, and Vice President, Sharon Shunmugam (both pictured right) who took time out of their busy schedules to meet with Built Environment students.





Out and About

with the SACPCMP

Each year, the SACPCMP looks to sponsor achievement awards of students associated with its accredited universities. In April, the SACPCMP supported the Nelson Mandela University's Construction Management / Built Environment Awards. The Council sponsored awards for the top students (as noted below) and saw its Vice President, Sharon Shunmugam, present the student awards:

The NMU Department of Construction Management: winner of the award for "The Best Student in the Subject of Building Science (Environment and Sciences)": **Sbongakonke Mtambo;**

Winner of the award for "The Best Student in Professional Practice for Construction Management": **Skhe Princess Makwala;**

The winners for "The Joint Best Student in the Subject Building Science (Materials and Methods) 4": **Sinazo Mkamndeni and Tiaan Prinsloo.**

The MU Department of Building and Human Settlement Development: winner for the student with highest mark in the module: Price Analysis and Estimating III (Building): **Sihle Ziwane;**

And the winner of the award for 'Best Fourth-Year Student: Advance Diploma Construction Management': **Langa Qawe.**



Out and About with the SACPCMP



Out and About with the SACPCMP




BBCBE
 BLACK BUSINESS COUNCIL
 IN THE BUILT ENVIRONMENT
BUILT ENVIRONMENT INDABA
 4th & 5th April 2024
 Gallagher Convention Centre
 Midrand







BUILT ENVIRONMENT INDABA

 4th & 5th April 2024

 Gallagher Convention Centre

 Midrand

EVENT

Africa Conference

19 June 2024
 8:30-16:30 SAST
 Sandton International Convention Centre,
 161 Maude Street, Sandton, South Africa



Proudly sponsored by



The RICS WPN Africa Conference 2024 draws ever closer and this year's collaboration with the Women's Property Network (www.wpn.co.za) is an opportunity to gain leading insight into some of the continent's pressing issues, focusing on **Diversity, Innovation and Sustainability**, **Sustainability drawing in an impressive range industry experts as speakers.**

A huge thank you to our generous sponsors **IFC - International Finance Corporation, Fortress Real Estate Investments Limited and Cushman & Wakefield | BROLL** for your support.

This Conference will mark a pivotal moment as RICS continues to build our influence and grow our membership and impact in the continent. Don't miss the opportunity to contribute to impactful discussions and collaborations that will shape the future of the industry in Africa. For anyone engaged in the Built Environments sector in South Africa and Sub-Saharan Africa, this is an event not to be missed.

Join us in Johannesburg on 19 June 2024, where at the Conference you will learn of fresh opportunities, build connections and delve into the dynamic landscape of African real estate and construction.

Out and About with the SACPCMP



The SACPCMP recently attended the cidb B.U.I.L.D. Programme launch in Irene. Representing the Council were (from left to right) SACPCMP Registrar, Butcher Matutle, Operations Executive, Sindiswa Kwenaitse, SACPCMP Council Member, Leonard Swana, and Stakeholder Relations and Communications Representative, Natasha van der Berg.

Messrs Matutle and Swana also managed to get some talk time at the event with the Deputy Minister of Public Works and Infrastructure, Ms. Bernice Swarts (right).



Built Environment Project Communication Pro

Unlock the Power of Effective Communication.

This PMI-CP™ Credential Forms Part of the SACPCMP/PMI Partnership and Offers CPD Hours to SACPCMP Registered Individuals.



SACPCMP Registration Calendar 2024/2025

April 2024	1	Open Application Window 1	July 2024	1	Open Application Window 2	Oct 2024	1	Open Application Window 3	Jan 2025	13	Open Application Window 4
	5	Cycle 5 Moderation 2024/2025 Start		1	Registration Exams Start		4	Registration Exams End		15	Applicant Open Day
	10	Applicant Open Day		3	Applicant Open Day		7	Cycle 2 Moderation 2024/2025 Start		16	Applicant Open Day
	11	Applicant Open Day		4	Applicant Open Day		9	Applicant Open Day		20	Cycle 3 Moderation 2024/2025 Start
	17	Applicant Open Day		5	Registration Exams End		10	Applicant Open Day		20	Exam Prep Communication
	18	Applicant Open Day		8	Cycle 1 Moderation 2024/2025 Start		15	Applicant Open Day		21	Exam Prep Communication
	29	Registration Exams Start		10	Applicant Open Day		16	Applicant Open Day		22	Applicant Open Day
	30	Cycle 5 Moderation 2023/2024 End		11	Applicant Open Day		21	Exam Prep Communication		22	Exam Prep Communication
							22	Exam Prep Communication		23	Applicant Open Day
May 2024	3	Registration Exams End	Aug 2024	1	Candidate Workshop	Nov 2024	4	Registration Exams Start	Feb 2025	3	Registration Exams Start
	10	Application Window 1 Closed		2	Cycle 1 Moderation 2024/2025 End		8	Registration Exams End		7	Registration Exams End
	16	POE Workshop		8	Application Window 2 Closed		8	Application Window 3 Closed		7	Cycle 3 Moderation 2024/2025 Close
	17	POE Workshop		14	POE Workshop		13	POE Workshop		17	Exam Prep Communication
	20	Exam Prep Communication		19	Exam Prep Communication					18	Exam Prep Communication
	21	Exam Prep Communication		20	Exam Prep Communication					21	Application Window 4 Closed
June 2024	3	Registration Exams Start	Sept 2024	2	Registration Exams Start	Dec 2024	2	Application Workshops Start	Mar 2025	3	Registration Exams Start
	7	Registration Exams End		6	Registration Exams End		3	Application Workshops End		7	Registration Exams End
	18	Exam Prep Communication		16	Exam Prep Communication		4	Candidate Workshop		18	Application Workshops Start
	19	Exam Prep Communication		17	Exam Prep Communication		5	RPL Workshop		20	Application Workshops End
	19	Application Workshops Start		17	Application Workshops Start					26	Candidate Workshop
	20	Application Workshops End		18	Application Workshops End					27	RPL Workshop
	26	Candidate Workshop		19	Candidate Workshop						
	27	RPL Workshop		25	RPL Workshop						
		30	Registration Exams Start								

Please note: this calendar is subject to change, dependent on the availability of resources or changes in SACPCMP event dates.

SACPCMP CPD Calendar 2024/25

April 2024	2	CPD Portal Reopened - New 3-year CPD Cycle	August 2024	3	CPD compliance Workshop 3	Dec 2024		
	6	CPD Compliance workshop 1		12	CPD compliance Workshop 3 Repeat			
	15	CPD Compliance workshop 1 Repeat						
June 2024	8	CPD Compliance Workshop 2	October 2024	12	CPD Compliance Workshop 4	February 2025	12	CPD Compliance Workshop 6
	25	CPD Compliance Workshop 2 Repeat		22	CPD Compliance Workshop 4 repeat		22	CPD Compliance Workshop 6 Repeat
July 2024		TBC	Nov 2024	23	CPD Compliance Workshop 5	March 2025	29	CPD Portal Closure

ASOCSA
ASSOCIATION OF SCHOOLS OF CONSTRUCTION OF SOUTHERN AFRICA

18TH BUILT ENVIRONMENT CONFERENCE
15-16 JULY 2024
NELSON MANDELA UNIVERSITY, GQEBERHA, SOUTH AFRICA

A CPD EVENT

CONSTRUCTION 5.0: TOWARDS A COLLABORATIVE AND PEOPLE-CENTERED INDUSTRY

In recent times the Industrial Revolution 4.0 also known as IR4.0 has spawned huge, unprecedented and unparalleled investment, effort and energy into the rapid development and implementation of highly innovative technologies on a global scale that include, for example, simulation, automation, Artificial Intelligence (AI), Machine Learning (ML), the Internet of Things (IoT) and robotics. Unfortunately this focus has either ignored or side-lined the human element.

On the other hand, Construction 5.0 (C5.0) which represents the next stage in global construction advancement presents an exciting vision for the future of construction characterized by high efficiency, health and safety, sustainability, and a human-centric focus, where technology complements human skills rather than replacing them. C5.0 will involve up-skilling and re-skilling of the construction workforce to work with new technologies, incorporate the human element into all construction processes, improve working conditions, and foster a culture of creativity and innovation. To be successful, C5.0 must be tailored to the demands of the workers and the industry.

C5.0 is linked to the UN's 17 Sustainable Development Goals (SDGs) for 2030. As such, activities within the industry must be geared towards sustainability and the optimized use of natural resources. C5.0 potentially accelerates both the green and digital transitions, aimed at a more resilient and sustainable society and economy. It prioritizes human-centric design, enhances human-machine collaboration, demands safer and more inclusive construction work spaces, promotes a greener economy, and fuels societal transformation. It emphasizes that people and the environment are significant and deserve protection and places both at the heart of all construction processes throughout all the construction project phases.

While C5.0 presents considerable advantages and prospects for the industry there most likely exists numerous hurdles to surmount. These hurdles include a reluctance to embrace and invest in advanced technological modifications driven by concerns for the human element; and the need for training and retraining of construction workers with the accompanying demand for substantial investments into comprehensive training and provision of practice opportunities to optimize the training received.

CONFERENCE VENUE



The **18th Built Environment Conference** will be held at Nelson Mandela University, Gqeberha in their magnificent Goldfields Auditorium on the University's North Campus.

The venue has cinema style seating with 654 seats and a large stage upfront, with acoustics that lend itself perfectly for large conferences.

MAP & DIRECTIONS

A FEW OF OUR KEYNOTE SPEAKERS



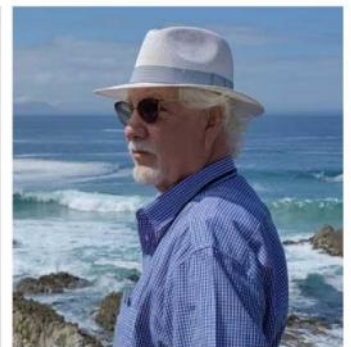
Don Ward
Chief Executive, CIB



Francois Jacobs
Prof. University of Wyoming



Innocentia Mahlangu
PrEng, PMP, Msc Eng, FSAICE



RD (Bob) Hindle
Independent Researcher & Construction Consultant

ABOUT THE ASOCSA CONFERENCE

The Association of Schools of Construction of Southern Africa (ASOCSA) Built Environment conference series in its 18th year of existence continues to be one of the major cutting edge built environment conferences on the African continent. Since its inception in 2006, the blind peer reviewed conference proceedings have been referred to by both private and public sector policy and decision makers.

The series produces a post-conference edition of the Journal of Construction, which is on the list of journals approved by the South African Department of Higher Education and Training (DHET) for subsidy. The conference series continues to be endorsed by the International Council for Research and Innovation in Building and Construction (CIB), one of the largest global built environment research organizations and is recognized by the Australian Institute of Building (AIB).

The conference provides an interactive international forum and also networking opportunities among researchers, academics, administrators and practitioners, representing institutions of higher learning, government agencies, contracting organisations, consulting enterprises, financial institutions, and other construction-related organisations.

WWW.ASOCSA.ORG



International Council
for Research and Innovation
in Building and Construction