



International Safety and Health Construction Coordinators Organisation

ISHCCO

Safety and Health Co-ordinators Qualification Framework

IQF – ISHCCO QUALIFICATION FRAMEWORK

ISHCCO Safety and Health Coordinators Qualification Framework

0. Contents

Executive Summary 1

Introduction 2

Measurement Methods 3

Qualification Framework Uses 3

Certification Scheme 3

Scheme Administration 4

Appendix A5 Co-ordinator Capabilities EQF Level 5

Appendix A6 Co-ordinator Capabilities EQF Level 6

Appendix A7 Co-ordinator Capabilities EQF Level 7

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1. Executive Summary

ISHCCO and others have identified a need for a uniform standard of construction safety and health co-ordination throughout Europe. To meet this need ISHCCO has produced a qualification framework for coordinators

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2. Introduction

The European Temporary or Mobile Construction Sites Directive, 92/57/EEC, through national legislation, places an obligation on construction clients to appoint co-ordinators at the preparation stage and the execution stage. The tables in Appendix A5, A6 and A7 describe the core knowledge, skills and competences required by coordinators at three EQF levels, 5, 6 and 7. Each table starts with the standard EQF descriptor for the level, describes a typical project for which a person at that level might be an appropriate coordinator and presents some of the job names for that level of person that might be in common usage in some of the member states. The functional requirements of coordinators are the same at each of the three levels.

Each table then presents the requirements on coordinators from the Directive, using the Directive Article numbers and beneath each requirement lays out the knowledge, skills and competences that are required to discharge the function to that level. Each of the three tables starts with the functions of the preparation stage coordinator (Article 5) and then addresses the functions of the execution stage coordinator (Article 6).

These requirements are set in the context of construction health and safety co-ordination and the importance of understanding the design process and the interface risks between construction techniques which can best be acquired with experience in design practice and on construction sites.

In addition to the core knowledge, skills and competencies identified in this standard, co-ordinators wanting to work in member states might also need to demonstrate that they understand and can apply national requirements.

Different member states have different definitions of the stages of a project. Figure 1, below, shows the stages as described in the Directive:

- The 'Project' starts when the client first makes contact with the construction industry and ends when the structure is complete.
- The 'Preparation Stage' starts at the start of the Project and ends when the role of the Preparation Stage Coordinator is complete. This might be when the design is complete, when the contractor starts work or at the end of the Project.
- The 'Execution Stage' starts when the construction work starts and ends at the end of the Project.

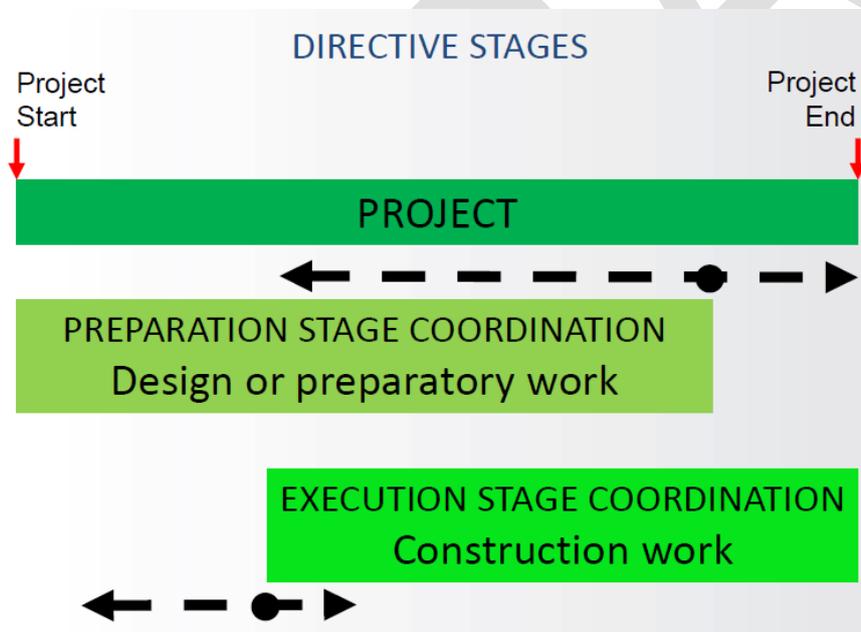


Figure 1 Project Stages

3. Measurement Methods

There are a number of assessment techniques that can be used to establish a candidate's knowledge, skills and competences in each of the areas identified. ISHCCO has identified which assessment methods it thinks is suitable for each element of the knowledge, skills and competences in the qualification framework.

Bloom's revised taxonomy, has 6 cognitive levels, Anderson et al have aligned the 6 levels with different types of assessment in the Taloe project. <http://taloe.up.pt/>

The details of the 19 assessment criteria identified by the Taloe project are shown in Appendix B. These have been used to define an assessment framework that identifies assessment options for each of the Knowledge, Skills and Competences identified in the EQF Standard. The selected assessment criteria are presented in the spreadsheet, "Assessment Options" explained in Appendix C.

4. Qualification Framework Uses

The qualification framework can be used in a number of ways. It can be used

- to benchmark the knowledge, skills and competences of individual co-ordinators or assessment schemes set up by organisations.

It can be used as

- the basis for a Certification Scheme.

It can be used

- to structure the content of training courses.

5. Certification Scheme

ISHCCO has created a voluntary certification scheme for the construction industry to recognise the capabilities of co-ordinators. The details of the Scheme are in Appendix D.

6. Scheme Administration

The expectation is that existing Co-ordinator membership originations will become certifying bodies. The Scheme Handbook is in Appendix E.

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7. Appendix A5

Co-ordinator core knowledge, skills and competences at EQF level 5

When completed all training or accreditation of prior learning the participant will have knowledge, skills and competences of the processes within the discipline of CSH (Coordinator of Safety and Health) shown in the table below.

EQF description of performances at Level 5 applied to the Coordinator of Safety and Health		
Knowledge	Skills	Competences
(comprehensive, specialised, factual and theoretical knowledge within CSH and an awareness of the boundaries of that knowledge)	(a comprehensive range of cognitive and practical skills required to develop creative solutions to abstract problems in CSH)	(exercise management and supervision in contexts of CSH activities where there is unpredictable change; review and develop performance of self and others in CSH)
Example of project: Two story project with traditional materials, simple foundations and execution methods; simple road works following natural contours without structures or geotechnical challenges.		
Examples of functional descriptor: Germany – Polier, Tenica, Portugal -		
<p><i>Article 5(a) Project preparation stage: duties of coordinators</i></p> <p>The coordinator(s) for safety and health matters during the project preparation stage appointed in accordance with Article 3(1) shall coordinate implementation of the provisions of Article 4 (General Principles of Prevention)</p>		
Be aware of the general principles of risk prevention	Prepare effective information about risks	Deliver information relating to CSH risks in a suitable and effective manner
Be aware of risks associated with construction operations	Select suitable communication procedures	
Be aware of sources of construction safety and health information	Select suitable monitoring procedures	
Be aware of training opportunities and any legal requirements for CSH		
<p><i>Article 5(b) Project preparation stage: duties of coordinators</i></p> <p>The coordinator(s) for safety and health matters during the project preparation stage appointed in accordance with Article 3 (1) shall draw up, or cause to be draw up, a safety and health plan setting out the rules applicable to the construction site concerned, taking into account where necessary the industrial activities taking place on the site; this plan must also include specific measures concerning work which falls within one or more of the categories of Annex II;</p>		
Be aware of the range of methods of risk control	Create the construction safety and health plan	Deliver information relating to CSH risks in a suitable and effective manner
Understand suitable methods for the communication of risk to those affected		
Understand legal responsibilities of all those involved in construction safety and health		

EQF description of performances at Level 5 applied to the Coordinator of Safety and Health		
Knowledge	Skills	Competences
<p><i>Article 5(c)</i> Project preparation stage: duties of coordinators</p> <p>The coordinator(s) for safety and health matters during the project preparation stage appointed in accordance with Article 3 (1) shall prepare a file appropriate to the characteristics of the project containing relevant safety and health information to be taken into account during any subsequent works.</p>		
Be aware of the range of methods of risk control	Create and deliver the construction safety and health file	Deliver information relating to CSH risks in a suitable and effective manner
<p><i>Article 6(a)</i> Project execution stage: duties of coordinators</p> <p>The coordinator(s) for safety and health matters during the project execution stage appointed in accordance with Article 3 (1) shall coordinate implementation of the general principles of prevention and safety:</p> <ul style="list-style-type: none"> — when technical and/or organizational aspects are being decided, in order to plan the various items or stages of work which are to take place simultaneously or in succession, — when estimating the period required for completing such work or work stages; 		
Be aware of the general principles of risk prevention	Prepare effective information about risks	Deliver information relating to CSH risks in a suitable and effective manner
Be aware of risks associated with different possible construction processes and operations	Select suitable communication procedures	
Be aware of sources of construction safety and health information	Select suitable monitoring procedures	
Be aware of training opportunities and any legal requirements for CSH		
<p><i>Article 6(b)</i> Project execution stage: duties of coordinators</p> <p>The coordinator(s) for safety and health matters during the project execution stage appointed in accordance with Article 3 (1) shall coordinate implementation of the relevant provisions in order to ensure that employers and, if necessary for the protection of workers, self-employed persons:</p> <ul style="list-style-type: none"> — apply the principles referred to in Article 8 in a consistent manner, — where required, follow the safety and health plan referred to in Article 5 (b); 		
Be aware of the range of methods of risk control	Select suitable communication procedures	Deliver information relating to CSH risks in a suitable and effective manner
Be aware of the risks associated with the activities mentioned in Article 8 (92/5/EEC)		

EQF description of performances at Level 5 applied to the Coordinator of Safety and Health		
Knowledge	Skills	Competences
<p><i>Article 6 (c) Project execution stage: duties of coordinators</i></p> <p>The coordinator(s) for safety and health matters during the project execution stage appointed in accordance with Article 3 (1) shall make, or cause to be made, any adjustments required to the safety and health plan referred to in Article 5 (b) and the file referred to in Article 5 (c) to take account of the progress of the work and any changes which have occurred;</p>		
Be aware of any changes in legal requirements for CSH	Develop, implement and monitor the construction safety and health plan (execution stage safety coordinator)	Correct deviations from the safety and health plan work activities and methods
		Record deviations from the safety and health plan and revise it as necessary
		Update the safety and health file as necessary
<p><i>Article 6 (d) Project execution stage: duties of coordinators</i></p> <p>The coordinator(s) for safety and health matters during the project execution stage appointed in accordance with Article 3 (1) shall organize cooperation between employers, including successive employers on the same site, coordination of their activities with a view to protecting workers and preventing accidents and occupational health hazards and reciprocal information as provided for in Article 6 (4) of Directive 89/391/EEC, ensuring that self-employed persons are brought into this process where necessary;</p>		
Knowledge	Skills	Competences
	Interpret the results of risks assessments and coordinate the management of risks	Deliver information relating to CSH risks in a suitable and effective manner
	Select suitable communication procedures	
<p><i>Article 6 (e) Project execution stage: duties of coordinators</i></p> <p>The coordinator(s) for safety and health matters during the project execution stage appointed in accordance with Article 3 (1) shall coordinate arrangements to check that the working procedures are being implemented correctly;</p>		
	Interpret the results of risks assessments and coordinate the management of risks	Conduct monitoring of the implementation of construction safety and health plan
	Select suitable monitoring procedures	Deliver information relating to CSH risks in a suitable and effective manner
		Correct deviations from the safety and health plan work activities and methods
<p><i>Article 6 (f) Project execution stage: duties of coordinators</i></p> <p>The coordinator(s) for safety and health matters during the project execution stage appointed in accordance with Article 3 (1) shall take the steps necessary to ensure that only authorized persons are allowed onto the construction site.</p>		
	Select suitable monitoring procedures	Deliver information relating to CSH risks in a suitable and effective manner

8. Appendix A6

Co-ordinator core knowledge, skills and competences at EQF level 6

When completed all training or accreditation of prior learning the participant will have knowledge, skills and competences of the processes within the discipline of CSH (Coordinator of Safety and Health) shown in the table below, in addition to those for Level 5 (Appendix A5).

EQF description of performances at Level 6 applied to the Coordinator of Safety and Health		
Knowledge	Skills	Competences
(advanced knowledge of CSH field, involving a critical understanding of theories and principles)	(advanced skills, demonstrating mastery and innovation, required to solve complex and unpredictable problems in CSH)	(manage complex technical or professional activities or projects, taking responsibility for decision-making in unpredictable CSH contexts; take responsibility for managing professional development of individuals and groups)
Example of project: Projects that are not at Level 5 or Level 7.		
Examples of functional descriptor: Germany – Engineering Technicians, Architects Portugal – Technical Engineers		
Article 5(a) Project preparation stage: duties of coordinators		
The coordinator(s) for safety and health matters during the project preparation stage appointed in accordance with Article 3(1) shall coordinate implementation of the provisions of Article 4 (General Principles of Prevention)		
Understand risks associated with construction operations	Ensuring that the construction general principles of prevention are applied for risk minimisation and control	Use an evidence based approach to develop construction coordination strategy
Understand systems to identify hazards or hazardous events and prioritise the control of risks	Effectively communicate information, ideas, problems and solutions to the full range of people they encounter at work	Use communication tools correctly and effectively
Understand the factors that affect risk tolerability or acceptability	Be able to access sources of construction safety and health information	Reflect on new developments in construction safety and health and coordination
Understand analysis, assessment and recording techniques and their appropriate application		Emphasise the value of CSH professional on a construction project
Be aware of European and national standards applicable to construction safety and health		Manage your own personal professional development
Recognise that construction safety and health and coordination is a dynamic discipline and that it is necessary to keep up to date		
Be aware of the principles of ethical practice and cultural issues in construction safety and health		
Understand the role of related professions		

EQF description of performances at Level 6 applied to the Coordinator of Safety and Health		
Knowledge	Skills	Competences
<p><i>Article 5(b) Project preparation stage: duties of coordinators</i></p> <p>The coordinator(s) for safety and health matters during the project preparation stage appointed in accordance with Article 3 (1) shall draw up, or cause to be draw up, a safety and health plan setting out the rules applicable to the construction site concerned, taking into account where necessary the industrial activities taking place on the site; this plan must also include specific measures concerning work which falls within one or more of the categories of Annex II;</p>		
Understand the range of methods of risk control	Design the construction safety and health plan	Use management tools correctly for the delivery of construction safety and health coordination
Understand implications of safety and health policies for organisations across a full range of risk profiles	Establish and run a management function for construction coordination	
Understand the theory and practice of organisational communication and the applicability to construction safety and health coordination processes	Use Information Technology to perform the coordination function	
Understand the range and role of behavioural safety programmes		
Be aware of construction hazard identification and evaluation techniques		
<p><i>Article 5(c) Project preparation stage: duties of coordinators</i></p> <p>The coordinator(s) for safety and health matters during the project preparation stage appointed in accordance with Article 3 (1) shall prepare a file appropriate to the characteristics of the project containing relevant safety and health information to be taken into account during any subsequent works.</p>		
	Design, compile and deliver the construction safety and health file	
	Use Information Technology to perform the coordination function	
<p><i>Article 6(a) Project execution stage: duties of coordinators</i></p> <p>The coordinator(s) for safety and health matters during the project execution stage appointed in accordance with Article 3 (1) shall coordinate implementation of the general principles of prevention and safety:</p> <ul style="list-style-type: none"> — when technical and/or organizational aspects are being decided, in order to plan the various items or stages of work which are to take place simultaneously or in succession, — when estimating the period required for completing such work or work stages; 		
Understand risks associated with different possible construction processes and operations	Ensuring that the construction general principles of prevention are applied for risk minimisation and control	Use an evidence based approach to develop construction coordination strategy
Understand systems to identify hazards or hazardous events and prioritise the control of risks	Be able to access sources of construction safety and health information	Reflect on new developments in construction safety and health and coordination
Understand the factors that affect risk tolerability or acceptability		Emphasise the value of CSH professional on a construction project
Understand analysis,		Manage your own personal professional

EQF description of performances at Level 6 applied to the Coordinator of Safety and Health		
Knowledge	Skills	Competences
assessment and recording techniques and their appropriate application		development
Be aware of European and national standards applicable to construction safety and health		
Recognise that construction safety and health and coordination is a dynamic discipline and that it is necessary to keep up to date		
Be aware of the principles of ethical practice and cultural issues in construction safety and health		
Understand the role of related professions		
<p><i>Article 6(b) Project execution stage: duties of coordinators</i></p> <p>The coordinator(s) for safety and health matters during the project execution stage appointed in accordance with Article 3 (1) shall coordinate implementation of the relevant provisions in order to ensure that employers and, if necessary for the protection of workers, self-employed persons:</p> <ul style="list-style-type: none"> — apply the principles referred to in Article 8 in a consistent manner, — where required, follow the safety and health plan referred to in Article 5 (b); 		
Be aware of European and national standards applicable to construction safety and health	Establish and run a management function for construction coordination	Verify implementation of safe systems of work and associated documentation
Be aware of construction hazard identification and evaluation techniques	Use Information Technology to perform the coordination function	Use communication tools correctly and effectively
	Effectively communicate information, ideas, problems and solutions to the full range of people they encounter at work	Use management tools correctly for the delivery of construction safety and health coordination
<p><i>Article 6 (c) Project execution stage: duties of coordinators</i></p> <p>The coordinator(s) for safety and health matters during the project execution stage appointed in accordance with Article 3 (1) shall make, or cause to be made, any adjustments required to the safety and health plan referred to in Article 5 (b) and the file referred to in Article 5 (c) to take account of the progress of the work and any changes which have occurred;</p>		
Understand the range of methods of risk control	Use Information Technology to execute the coordination function	Use suitable techniques for monitoring construction safety and health risk control
Understand implications of safety and health policies for organisations across a full range of risk profiles	Plan and undertake construction safety and health reviews	Reflect on new developments in construction safety and health and coordination
Understand the range and role of behavioural safety programmes	Develop actions plans, following from reviews	
Understand reactive and pro-active monitoring tools and their role in helping organisations meet their statutory and organisational needs	Compile and deliver the construction safety and health file	

EQF description of performances at Level 6 applied to the Coordinator of Safety and Health		
Knowledge	Skills	Competences
<p><i>Article 6 (d)</i> Project execution stage: duties of coordinators</p> <p>The coordinator(s) for safety and health matters during the project execution stage appointed in accordance with Article 3 (1) shall organize cooperation between employers, including successive employers on the same site, coordination of their activities with a view to protecting workers and preventing accidents and occupational health hazards and reciprocal information as provided for in Article 6 (4) of Directive 89/391/EEC, ensuring that self-employed persons are brought into this process where necessary;</p>		
	Effectively communicate information, ideas, problems and solutions to the full range of people they encounter at work	Verify arrangements for contractors within shared construction sites
		Use communication tools correctly and effectively
<p><i>Article 6 (e)</i> Project execution stage: duties of coordinators</p> <p>The coordinator(s) for safety and health matters during the project execution stage appointed in accordance with Article 3 (1) shall coordinate arrangements to check that the working procedures are being implemented correctly;</p>		
Understand the theory and practice of organisational communication and the applicability to construction safety and health coordination processes	Plan and undertake construction safety and health reviews	Use suitable techniques for monitoring construction safety and health risk control
Understand reactive and pro-active monitoring tools and their role in helping organisations meet their statutory and organisational needs	Effectively communicate information, ideas, problems and solutions to the full range of people they encounter at work	
<p><i>Article 6 (f)</i> Project execution stage: duties of coordinators</p> <p>The coordinator(s) for safety and health matters during the project execution stage appointed in accordance with Article 3 (1) shall take the steps necessary to ensure that only authorized persons are allowed onto the construction site.</p>		
		Use communication tools correctly and effectively

9. Appendix A7

Co-ordinator core knowledge, skills and competences at EQF level 7

When completed all training or accreditation of prior learning the participant will have knowledge, skills and competences of the processes within the discipline of CSH (Coordinator of Safety and Health) shown in the table below, in addition to those for Level 5 and 6 (Appendices A5 and A6).

EQF description of performances at Level 7 applied to the Coordinator of Safety and Health		
Knowledge	Skills	Competences
(highly specialised knowledge, some of which is at the forefront of knowledge in a field of work or study, as the basis for original thinking and/or research; critical awareness of knowledge issues in a field and at the interface between different fields)	(specialised problem-solving skills required in research and/or innovation in order to develop new knowledge and procedures and to integrate knowledge from different fields)	(manage and transform work or study contexts that are complex, unpredictable and require new strategic approaches; take responsibility for contributing to professional knowledge and practice and/or for reviewing the strategic performance of teams)
Example of projects: Process plant; complex geotechnical challenges; multi-storey above 25 metres/10 floors; bridge structures with pre-stressing; tunnelling; deep excavations greater than ten metres; dams		
Examples of functional descriptor: Germany – Engineer, Portugal - Coordenador		
<p><i>Article 5(a) Project preparation stage: duties of coordinators</i></p> <p>The coordinator(s) for safety and health matters during the project preparation stage appointed in accordance with Article 3(1) shall coordinate implementation of the provisions of Article 4 (General Principles of Prevention)</p>		
Understand the principles of ethical practice in construction safety and health	Demonstrate professional advocacy in relation to construction safety and health coordination	Justify construction coordination actions against organisational objectives
	Justify the principles and applicability of the tools and techniques available to measure risk	Utilise appropriate national and European standards to improve CSH performance
	Develop internal construction coordination competence schemes	
	Apply the theory of organisational communication with respect to construction safety and health coordination	
<p><i>Article 5(b) Project preparation stage: duties of coordinators</i></p> <p>The coordinator(s) for safety and health matters during the project preparation stage appointed in accordance with Article 3 (1) shall draw up, or cause to be draw up, a safety and health plan setting out the rules applicable to the construction site concerned, taking into account where necessary the industrial activities taking place on the site; this plan must also include specific measures concerning work which falls within one or more of the categories of Annex II;</p>		
Understand the influences on the culture of an organisation on construction safety and	Devise a construction safety and health coordination system for a project	Compare ranges of communication techniques and be able to select appropriate techniques for the intended

EQF description of performances at Level 7 applied to the Coordinator of Safety and Health		
Knowledge	Skills	Competences
health		audience
Understand the construction coordination policies of organisations working on a project	Develop your professional skills portfolio and recognise the importance of personal reflection	Communicate construction risks in the context of project risk
Understand general management techniques and how these can be used to deliver construction safety and health coordination	Devise goals and performance targets for safety and health within safety and health policies	
Adapt systems to incorporate diversity and inclusivity in the workplaces		
<p><i>Article 5(c) Project preparation stage: duties of coordinators</i></p> <p>The coordinator(s) for safety and health matters during the project preparation stage appointed in accordance with Article 3 (1) shall prepare a file appropriate to the characteristics of the project containing relevant safety and health information to be taken into account during any subsequent works.</p>		
		Communicate construction risks in the context of project risk
<p><i>Article 6(a) Project execution stage: duties of coordinators</i></p> <p>The coordinator(s) for safety and health matters during the project execution stage appointed in accordance with Article 3 (1) shall coordinate implementation of the general principles of prevention and safety:</p> <ul style="list-style-type: none"> — when technical and/or organizational aspects are being decided, in order to plan the various items or stages of work which are to take place simultaneously or in succession, — when estimating the period required for completing such work or work stages; 		
Understand the principles of ethical practice in construction safety and health	Develop your professional skills portfolio and recognise the importance of personal reflection	Justify construction coordination actions against organisational objectives
	Demonstrate professional advocacy in relation to construction safety and health coordination	Utilise appropriate national and European standards to improve CSH performance
	Justify the principles and applicability of the tools and techniques available to measure risk	
<p><i>Article 6(b) Project execution stage: duties of coordinators</i></p> <p>The coordinator(s) for safety and health matters during the project execution stage appointed in accordance with Article 3 (1) shall coordinate implementation of the relevant provisions in order to ensure that employers and, if necessary for the protection of workers, self-employed persons:</p> <ul style="list-style-type: none"> — apply the principles referred to in Article 8 in a consistent manner, — where required, follow the safety and health plan referred to in Article 5 (b); 		
Understand the influences on the culture of an organisation on construction safety and health		Utilise appropriate national and European standards to improve CSH performance

EQF description of performances at Level 7 applied to the Coordinator of Safety and Health		
Knowledge	Skills	Competences
<p><i>Article 6 (c) Project execution stage: duties of coordinators</i></p> <p>The coordinator(s) for safety and health matters during the project execution stage appointed in accordance with Article 3 (1) shall make, or cause to be made, any adjustments required to the safety and health plan referred to in Article 5 (b) and the file referred to in Article 5 (c) to take account of the progress of the work and any changes which have occurred;</p>		
Understand the differences between monitoring systems	Develop change strategies to improve construction coordination on a project	Compare ranges of communication techniques and be able to select appropriate techniques for the intended audience
Understand the construction coordination policies of organisations working on a project	Utilise benchmarking techniques	Communicate the changes necessary to CSH activities
Understand general management techniques and how these can be used to deliver construction safety and health coordination	Devise goals and performance targets for safety and health within safety and health policies	Challenge existing CSH systems when necessary
Understand the concept of continual improvement in construction safety and health coordination	Interpret feedback from safety and health management monitoring systems	Communicate construction risks in the context of project risk
Adapt systems to incorporate diversity and inclusivity in the workplaces		
<p><i>Article 6 (d) Project execution stage: duties of coordinators</i></p> <p>The coordinator(s) for safety and health matters during the project execution stage appointed in accordance with Article 3 (1) shall organize cooperation between employers, including successive employers on the same site, coordination of their activities with a view to protecting workers and preventing accidents and occupational health hazards and reciprocal information as provided for in Article 6 (4) of Directive 89/391/EEC, ensuring that self-employed persons are brought into this process where necessary;</p>		
	Illustrate how the systems devised meet statutory legal requirements in the jurisdiction of operation	Justify construction coordination actions against organisational objectives
	Develop internal construction coordination competence schemes	
	Apply the theory of organisational communication with respect to construction safety and health coordination	

EQF description of performances at Level 7 applied to the Coordinator of Safety and Health		
Knowledge	Skills	Competences
<p><i>Article 6 (e)</i> Project execution stage: duties of coordinators</p> <p>The coordinator(s) for safety and health matters during the project execution stage appointed in accordance with Article 3 (1) shall coordinate arrangements to check that the working procedures are being implemented correctly;</p>		
Understand the differences between monitoring systems	Explain the purpose of safety audits, their design and techniques	
Be aware of learning styles and their effectiveness in construction safety and health both for supervisors and the workforce	Interpret feedback from safety and health management monitoring systems	
<p><i>Article 6 (f)</i> Project execution stage: duties of coordinators</p> <p>The coordinator(s) for safety and health matters during the project execution stage appointed in accordance with Article 3 (1) shall take the steps necessary to ensure that only authorized persons are allowed onto the construction site.</p>		
Be aware of learning styles and their effectiveness in construction safety and health both for supervisors and the workforce		
Adapt systems to incorporate diversity and inclusivity in the workplaces		