

RECORDED DISCUSSION QUESTIONS: CCO 6

Q&A – IND & PD (Work History and Professional Development – the first interview after the Induction)

- Discuss the learner's Work History first, using either their CV or the Work History form (you can fill the Work History form while discussing)
- What kind of training have you already identified and undertaken during your Construction career?
- Did you find the training successful and helpful for your work and development?
- Is the training normally identified by you or suggested by your employers?
- What are your Professional Development goals and objectives for the future?
- How are you planning to reach your goals? (i.e. training, experience, taking on different type of projects, learning from your senior colleagues etc.)
- What are your weaknesses and how do you address them?

Q&A1 - H&S

- How do you promote a culture of H&S and welfare on your projects?
- How do you ensure that new workers are safety-inducted, and their competence and qualifications are checked? What information is included in the inductions?
- How do you monitor and improve H&S culture in the workplace and recommend improvements to operatives, subcontractors and visitors? (i.e. Daily, weekly and monthly checks; PAT testing; external H&S audits; PPE registers etc.)
- How do you deal with accidents, near-misses and emergencies?
- How do you create an appropriate H&S plan or rules for the project?

Q&A2 - Risk Assessments

- How do you analyse and choose methods of work and recommend them to operatives and decision-makers?
- How do you review Method Statements?
- How do you identify hazards from RAMS? Do you have to check sub-contractors' RAMS?
- What methods and resources do you use to reduce hazards?
- How do you ensure that operatives read and understand all relevant RAMS? How do you promote risk reduction methods to them (i.e. RAMS briefings; Toolbox Talks; Safe Start meetings etc.)?

Q&A3 - Planning

- What is the scope of work on your current project? (learner can also provide some examples from their previous projects)
- How do you make sure that operatives and supervisors are skilled and qualified for the work you want them to do? And how can you arrange training for them if required?
- How do you plan and allocate work to operatives and sub-contractors on daily and weekly basis?
- What kind of information do you provide to them when allocating work and how do you discuss it with them and make plans, taking into consideration constraints and possible issues?
- How do you define responsibilities and authority of team members – i.e. appoint a foreman etc?

Q&A4 - Chair regular meeting and take decisions in construction

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- How do you notify people about meeting's date and location and agree the topics to be discussed i.e. produce agendas?
- During the meeting, how do you ensure that participants make useful contributions and stay on the agenda topics?
- How do you present information and agree objectives and decisions and later provide this information to relevant people?
- Are there items that cannot be resolved within the meeting and need to involve other people? (give some examples)
- How do you resolve conflicts and arguments?
- How do you collect feedback from those who have attended the meeting (email, phone call etc.)?

Q&A5 - Be able to analyse information for decision making

- What information do you need to plan and design the works? (drawings, surveys, scans etc)
- How do you access project information and chose the type of information that you need to make decisions on the project?
- How do you analyse information and make conclusions?
- How and where do you find additional information?
- How do you record, and present information and your decisions based on it to the relevant people?
- Where is information stored? (site folders, electronically, cloud storage etc.)

Q&A6 - Enhance working relationships in construction

- How do you provide feedback to operatives and sub-contractors, showing respect and giving them opportunities to respond to it and suggest alternatives?
- Do you note their achievements as well as criticize them?
- How do you encourage questions and comments?
- How do you acknowledge objections to your proposals or feedback?
- How do you resolve disputes and conflicts within the team?

Q&A7 – Ethics and communication

- What responsibilities do you have for your own and other people's decisions and actions within your organization?
- What actions can you take if unethical behaviour is reported to you? (i.e. bullying, racism etc.)
- How can you consider the needs of other people when making decisions and providing advice?
- How do you check that contracts and agreements conform to legal and ethical requirements and identify any illegal offers or contracts?
- How do you organize communication with the clients that is professional, effective and confidential?
- What systems do you have in place to protect interest of individuals, public and clients (i.e. public liability insurance, contractual obligations etc.)?

How do you keep separate and protect funds held on behalf of the clients? **(this is a strange question, but you have to cover it – you can ask the learner to imagine that they have been given an advanced payment by their client to buy some materials or equipment, and then ask them where these funds would be kept)**

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Q&A8 – Programmes & Progress of Work

- What is your overall Programme for the current project?
- On a typical project, how do you use the Programme to identify major activities and resources?
- How can you suggest alternative methods or resources to your superiors, to optimise the Programme?
- How do you monitor progress against the Programme?
- How can you best sequence your team's work activities with other trades involved in the project?
- How do you identify alterations and changes to the Programmes and progress of work, calculate costs and recommend them to the superiors?
- What actions can you take to minimize disruptions to project work?
- How do you brief decision makers on the project of work and recommend improvements to them?
- Can you learn from project's results to improve future projects' performance?

Q&A9 - Analyse, monitor and optimise materials, plant and services in construction

- How do you identify what materials, plant and services are required for the project?
- Do you need to consult anyone to confirm what would be required?

How do you order supplies in accordance with project requirements while minimizing costs and environmental impact? **(this could be by raising Purchase Orders or sending emails to the buyers in the head office; the materials would ideally come from local sources to minimize travel costs and environmental damage)**

- How do you amend supply plans due to changing project circumstances? Provide some example of such changes from your managerial experience.
- How do you identify problems and issues with the supply and suppliers? What sorts of issues do you normally have, if any?
- How do you discuss issues with suppliers and reach agreements with them on the ways to improve their performance?
- How can you cooperate with suppliers to ensure better supply of materials and plant?

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Q&A10 - Control contract work in construction

What Quality Standards apply to your typical projects?

How do you ensure people doing the work know about the standards?

What systems do you use to monitor quality of work of operatives and sub-contractors?

How do you regularly check that work conforms to the quality and design standards?

What kind of quality issues do you typically find from your quality inspections?

How do you ask for unacceptable work to be corrected?

How do you inform your superiors about quality issues and problems?

Do you receive feedback on quality of work from clients or subcontractors that you can use?

Can you agree amendments to quality standards with the client where necessary? **(this could be doing something differently to the agreed specification to save time and/or money)**

Q&A11 - Statutory and Contractual requirements

What kind of legislation is relevant to managing your typical Construction Projects? **(i.e. H&S, Welfare, Environment, Fire, Utilities, Heritage, Planning permission, Asbestos etc.)**

When and how do you find out about legislation relevant to you project?

How and when do you brief operatives and sub-contractors about their legal responsibilities?

How do you monitor project regarding legal requirements and record issues and problems? **(you could talk about Building Control visits, Asbestos Awareness, Heritage inspections, Local Council permits, H&S Audits by H&S advisors etc.)**

Provide some examples of when you discovered situation that did not comply with the requirements **(H&S issues, asbestos discovery, unexpected services found when digging, protected species or trees found etc.)**

Do you need to regularly report to anyone on the statutory/legal conditions on site? **(i.e. reports to Building Control, updates on the H&S situation on site, discussions and reports to clients during site meetings etc.)**

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Q&A12 - Optimise and control contract progress and costs in construction

How do you monitor project's budget and costs?

How do you collect data on the costs and present it to relevant people? **(i.e. collecting quotes from the suppliers of goods and the subcontractors, and then emailing to or discussing with the QS)**

How do you identify cost variations? Provide some examples of such variations i.e. extra/out of scope works

How do you approve the cost variations with your superiors or the QS?

How do you instruct relevant subcontractors to carry out the variations work?

Can you identify any cost savings on a typical project? Please provide some examples.