



CONSTRUCTION
INDUSTRY COUNCIL
建造業議會



GUIDELINES ON THE IMPLEMENTATION OF "P" AND "N" CARING PROGRAMME



Disclaimer

Whilst reasonable efforts have been made to ensure the accuracy of the information contained in this publication, the CIC nevertheless would encourage readers to seek appropriate independent advice from their professional advisers where possible and readers should not treat or rely on this publication as a substitute for such professional advice for taking any relevant actions.

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Table of Contents

Preface		Page 5
Terminology		Page 6
1. Purpose		Page 7
2. Definitions		Page 8
3. Introduction		Page 10
4. Limitations		Page 12
5. Formulating the “P” and “N” Caring Programme		
5.1 Background and Objectives		Page 13
5.2 “P” Label		Page 14
5.3 “N” Label		Page 14
5.4 Flowchart of the Caring Programme		Page 14
5.5 Measures and Arrangement		Page 16
5.6 Mentor Requirements		Page 18
5.7 Mentee Requirements		Page 19
5.8 Training Content and Materials		Page 19
5.9 Identification Stickers and Related Documentations		Page 21
5.10 Performance Review and Follow Up Work		Page 24
6. Experience Sharing		
6.1 Relevant Administrative Tasks		Page 29
6.2 Arrangement and Training for Mentors		Page 29
6.3 Arrangement for Mentees		Page 29
6.4 FAQs		Page 30

Reference Material

Annex A Occupational Safety and Health Council Page 31
《建造業關顧新人工作安全計劃》

Acknowledgement Page 36

Feedback Form Page 38

Preface

The Construction Industry Council (CIC) is committed to seeking continuous improvement in all aspects of the construction industry in Hong Kong. To achieve this aim, the CIC forms Committees, Task Forces and other forums to review specific areas of work with the intention of producing Alerts, Reference Materials, Guidelines and Codes of Conduct to assist participants in the industry to strive for excellence.

The CIC appreciates that some improvements and practices can be implemented immediately whilst others may take more time to adjust. It is for this reason that four separate categories of publication have been adopted, the purposes of which are as follows:

Alerts	Reminders in the form of brief leaflets produced quickly to draw the immediate attention of relevant stakeholders the need to follow some good practices or to implement some preventative measures in relation to the construction industry.
Reference Materials	Reference Materials for adopting standards or methodologies in such ways that are generally regarded by the industry as good practices. The CIC recommends the adoption of these Reference Materials by industry stakeholders where appropriate.
Guidelines	The CIC expects all industry participants to adopt the recommendations set out in such Guidelines and to adhere to such standards or procedures therein at all times. Industry participants are expected to be able to justify any course of action that deviates from those recommendations.
Codes of Conduct	Under the Construction Industry Council Ordinance (Cap 587), the CIC is tasked to formulate codes of conduct and enforce such codes. The Codes of Conduct issued by the CIC set out the principles that all relevant industry participants should follow. The CIC may take necessary actions to ensure the compliance with the Codes.

If you have attempted to follow this publication, we do encourage you to share your feedback with us. Please take a moment to fill out the Feedback Form attached to this publication in order that we can further enhance it for the benefit of all concerned. With our joint efforts, we believe our construction industry will develop further and will continue to prosper for years to come.

Terminology

In this document, unless the context otherwise requires:

CIC	Construction Industry Council
LD	Labour Department
MC	Main Contractor
“N”	Newcomer
OSHC	Occupational Safety and Health Council
“P”	Probationer
SC	Subcontractor

1. Purpose

- 1.1 This publication sets out the good practices recommended by the Construction Industry Council (CIC) for implementing the “P” and “N” Caring Programme. It refers to and summarises the experience of main contractors in implementing the caring programme, and consolidates all relevant information and issues to be addressed by the construction industry in formulating and evaluating the caring programme, in order to encourage more main contractors to implement this programme.

2. Definitions

Main Contractor(s)	in relation to construction work, means any person or firm engaged in carrying out construction work by way of trade or business, either on his own account or pursuant to a contract or arrangement entered into with another person, including the private sector, the Government of the Hong Kong Special Administrative Region or any public body. This includes the registered contractor appointed for a private sector project.
Subcontractor(s)	(a) any party who enters into a contract with a Main Contractor to perform all or any part of the work which the Main Contractor has undertaken to perform; or (b) any other person who enters into a contract to perform all or any part of the work which a Subcontractor has undertaken to perform.
Mentee(s)	in relation to “P” and “N” Caring Programme, means any worker with less than half year of construction work experience (Probationer) or who is new to a construction site (Newcomer).
Mentor(s)	in relation to “P” and “N” Caring Programme, means any skilled-worker who possesses at least five years of construction work experience of the relevant trade as suggested, or has obtained Trade Tests for Construction Craftsmen of the relevant trade, whom also possesses adequate work

experience at the construction site and is responsible for sharing knowledge and experience with new workers, i.e., mentees.

Safety Office

refers to the department responsible for formulating and implementing the “P” and “N” Caring Programme.

3. Introduction

- 3.1. The rapid development of the construction industry in recent years with a number of major infrastructure projects coming in line denotes the growing demand for construction workers. Taking into account the risk of working at construction sites, workers who newly join the construction industry or are new to a construction site are often prone to accidents. Therefore, main contractors should provide basic safety training and arrange familiarisation with site environment for these workers.
- 3.2. Since 2012, the Occupational Safety and Health Council (OSHC) and the construction industry have been actively implementing the “P” and “N” Caring Programme with an aim to protect new entrants and newcomers against construction accidents. The said programme has been implemented for years with positive feedback.
- 3.3. This publication refers to the measures and experience of the construction industry in implementing the “P” and “N” Caring Programme, and collates the good practices and suggestions of various main contractors to provide guidelines for the industry and to encourage more main contractors to implement this Programme. Apart from protecting new workers against construction accidents and improving workers’ safety, this arrangement also enhances efficiency and productivity, thus benefiting both employers and construction workers.

3.4. The CIC would like to acknowledge the main contractors for sharing valuable information and experience in implementing the “P” and “N” Caring Programme. Whilst the content and implementation details may be slightly different among the main contractors, this Guidelines addresses the items to be noted when implementing this Programme as identified by the CIC and the industry stakeholders. Main contractors should either formulate a Caring Programme applicable to their company or review their existing Programme based on the recommendation of this Guidelines.

4. Limitations

- 4.1. It is important to note that compliance with this publication does not of itself confer immunity from legal obligations in Hong Kong. Employers or contractors are reminded to observe and comply with statutory provisions, relevant codes of practice and other government departments' requirements so as to discharge their legal and other pertinent duties in respect of construction workers.
- 4.2. Any standards, procedures, forms or specifications stipulated in this publication are by no means exhaustive. Main contractors and subcontractors shall critically examine their applicability and suitability taking into account the actual conditions of the site and the workers, and the specific hazards of the project.

5. Formulating the “P” and “N” Caring Programme

5.1. Background and Objectives

In 2012, the Occupational Safety and Health Council (OSHC) and the construction industry have been actively implementing the “P” and “N” Caring Programme with an aim to strengthen work safety for new entrants of the construction industry and newcomers to the construction site, in order to protect them against construction accidents due to unfamiliar work or new work environment.

The implementation of major infrastructure projects has attracted many new entrants to the construction industry. Taking into account these new entrants are lacking construction work experience, unfamiliar with site operation and safety requirements, and with insufficient personal safety awareness, the number of work injury accidents involving new entrants is relatively high. While newcomers are practitioners in the construction industry with certain work experience, working in a new environment also increases the chance of accidents. Therefore, main contractors should enhance safety management of construction sites and provide safety training to improve workers’ safety awareness and avoid accidents.

The objectives of the caring programme include:-

- (a) to enhance workers’ safety standard through the provision of safety training;
- (b) to provide mentoring for new entrants and impart relevant work experience;
- (c) to monitor safety performance at work and enhance personal safety awareness of new entrants and newcomers; and
- (d) to assure compliance of safety performance standard through evaluation and/or assessment.

5.2. **“P” Label**

The “P” label refers to “Probationer”, which generally implies all workers with less than half year of construction work experience. These workers are collectively known as “P” workers.

5.3. **“N” Label**

The “N” label refers to “Newcomer”, which generally implies workers who have never been working in a particular construction site but possess construction work experience no less than the one defined by the “P” label. These workers are collectively known as “N” workers.

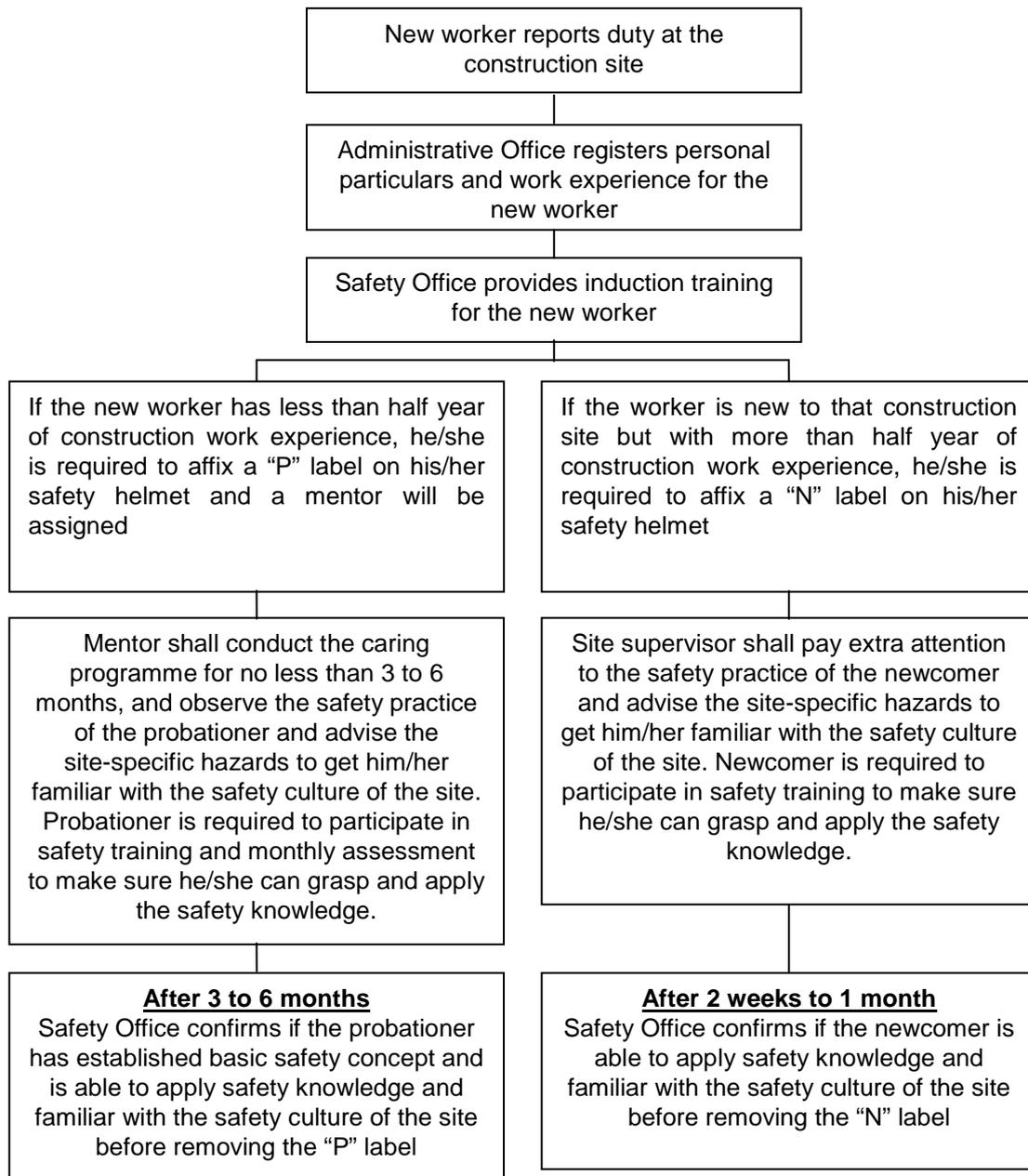
5.4. **Flowchart of the Caring Programme**

On the first day of reporting duty, all workers are required to declare their work experience in the construction industry upon entering the construction site. Safety Office of the main contractor shall provide safety training in relation to the site environment and the code of practice. Safety Office shall also distribute the “P” or “N” label to the workers according to their work experience in the construction industry or their work experience in that construction site, and ensure the relevant label is affixed to the prominent position of their safety helmet.

Site management staff, safety personnel, supervisor and subcontractor management staff shall strengthen the care for workers with “P” or “N” label affixed to their safety helmet, and provide them with appropriate mentoring and supervision. Onsite safety personnel shall review the training and registration record regularly to make sure the workers meet the safety requirements upon expiration of the caring period,

so that they can remove the label. Otherwise, main contractor shall extend the care period or take relevant measures subject to the actual condition.

Flowchart of the Caring Programme is proposed as below:



Remark: The abovementioned period is proposed for reference only. Main contractor shall formulate their caring programme with reference to their company policy and actual situation.

5.5. Measures and Arrangement

Main contractor shall observe the measures and arrangement below when implementing the “P” and “N” Caring Programme.

- (a) Probationer and newcomer have different work experience and needs such that they are identified with the “P” and “N” labels for providing care to meet their needs.
- (b) As a “P” worker (i.e. probationer) generally has less than half year of construction work experience, main contractor shall assign a mentor (also known as supervisor) to strengthen the care for them. The proposed ratio of mentor to probationer can be 1:4. Main contractor shall provide a “P” worker with basic induction safety training, as well as safety training in relation to the site environment and the code of practice. Meanwhile, the caring period of a “P” worker shall be no less than 3 to 6 months.
- (c) As a “N” worker (i.e. newcomer of a construction site) generally possesses some knowledge of the construction industry, main contractor shall specifically strengthen the safety training in relation to that site environment and the code of practice. The caring period of a “N” worker shall be no less than 2 weeks to 1 month.
- (d) Before taking the “Safety Induction Training in Construction Site”, a worker must declare his/her construction work experience for identification purposes. Upon completing safety training, the worker will be given a “P” or “N” label with issue date, name and phone number of the mentor (applicable to “P” worker only) for affixing to the prominent position of the safety helmet.

- (e) During the caring period, safety personnel of the main contractor, site supervisor and person-in-charge of the subcontractor will be responsible for assessing the new worker, and the “P” worker will also be assessed by their mentor.
- (f) Upon expiration of the caring period, all new workers are required to meet the person-in-charge of the construction site and their mentor for assessment. The assessment includes safety knowledge, safety performance, safety awareness and safety behavior. The assessment will take the following safety items into consideration, including:-
 - i. if the worker uses appropriate personal protective equipment (PPE) at work;
 - ii. if the worker complies with relevant safety regulations at work; and
 - iii. if the worker has done any acts which endanger himself/herself or others.
- (g) If a worker has not violated any of the abovementioned safety items during the caring period, the “P” or “N” label can be removed by the safety personnel of the main contractor on the expiry date of the caring period.
- (h) If a worker has violated any of the abovementioned safety items for three times or more during the caring period, that worker has to attend safety training to enhance his/her safety awareness, and his/her care period will be extended for 7 working days to 2 weeks (applicable to “N” worker) or for 1 month to 3 months (applicable to “P” worker).

- (i) If a “P” or “N” worker has not violated any of the abovementioned safety items during the extension period, the “P” or “N” label can be removed by the safety personnel of the main contractor on the expiry date of the caring period. Otherwise, main contractor shall consider taking appropriate actions such as strengthening safety training and supervision, and closely monitor safety performance of that particular worker.

5.6. Mentor Requirements

The requirements for mentor during the caring period are as follow:-

- (a) Mentor is preferably also the direct supervisor of the “P” worker.
- (b) Each mentor is proposed to be responsible for 4 “P” workers and the caring period shall be no less than 3 to 6 months.
- (c) Each mentor is proposed to sign an appointment letter and the attached Form 1 is a sample for reference.
- (d) Mentor shall provide “P” worker with basic induction safety training, assign appropriate work tasks and training, introduce work-related hazards and risks, assess work appropriateness, review progress and performance of workers, offer advice and care, and conduct assessment upon expiry of the caring period.
- (e) When assigning work tasks to “P” worker, mentor shall provide clear instructions including construction methods, how to make use of various equipments and basic inspection methods, potential risks of the work and precautionary measures, etc., as well as guide workers to

get familiarise with the work environment and encourage them to raise questions for any uncertain situation.

- (f) Mentor shall provide the “P” worker with safety training in relation to the site environment and the code of practice.

5.7. **Mentee Requirements**

The requirements for mentee during the caring period are as follow:-

- (a) Workers shall affix the “P” or “N” label to their safety helmet.
- (b) “P” worker shall participate in basic safety training and follow instructions of and maintain good communication with his/her mentor.
- (c) “P” and “N” workers shall participate in the safety training in relation to the site environment and the code of practice.

5.8. **Training Content and Materials**

On the day of reporting duty, all new workers must attend the “Safety Induction Training in Construction Site”. The content includes fundamentals of construction site safety, method statements, and the safety issues to be addressed in construction site.

- (a) **The outline of the “Safety Induction Training in Construction Site” may include:-**Safety and environmental policy
- (b) General responsibilities of employer and employee
- (c) Major workflow/ potential risks
- (d) General/ construction site safety regulation

- (e) “Code of Practice related to Working on Construction Sites” brochure
- (f) Welfare facilities
- (g) Personal protection
- (h) Emergency procedures
- (i) First aid facilities/ accident reporting

Apart from the above, main contractor shall also consider arranging onsite tour and training for new workers on a regular basis, including:-

- (a) Conduct onsite training at various points of the construction site
- (b) Introduce potential risks of the workplace
- (c) Introduce potential risks incurring from work process
- (d) Make appropriate use of tools and equipments
- (e) Make good use of the passage and store materials in the right place
- (f) Introduce various notices and requirements on safety, health and environment in the construction site
- (g) Introduce and make good use of various facilities, such as storage area, garbage bin, toilet, drinking water and rest areas, etc.

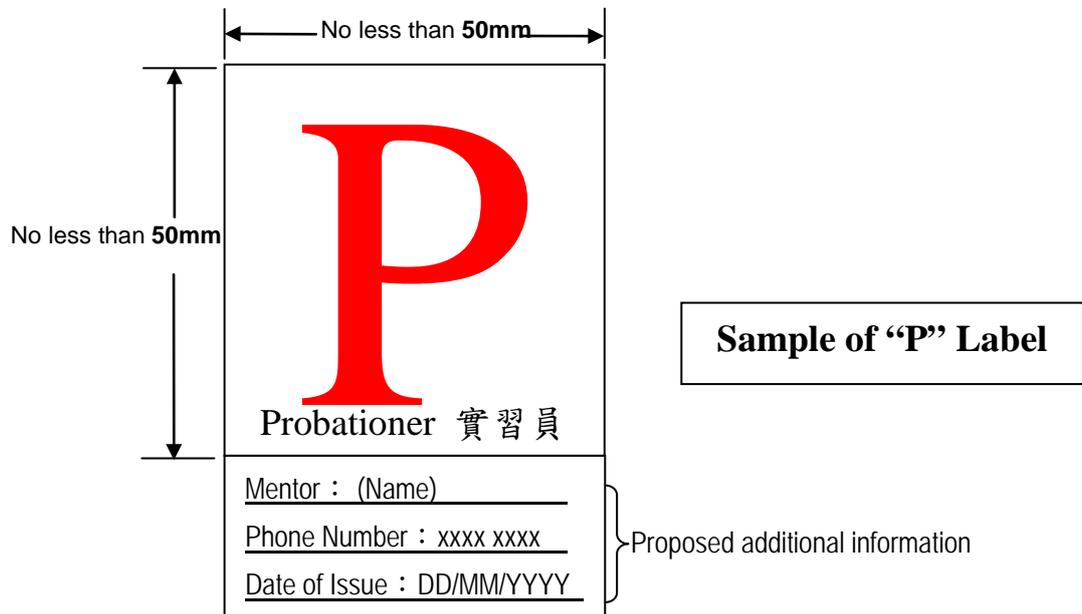
Main contractor shall arrange trade-related safety training according to the work category of workers. The attached Form 2 is a sample of safety training attendance record for ease reference.

5.9. Identification Stickers and Related Documentations

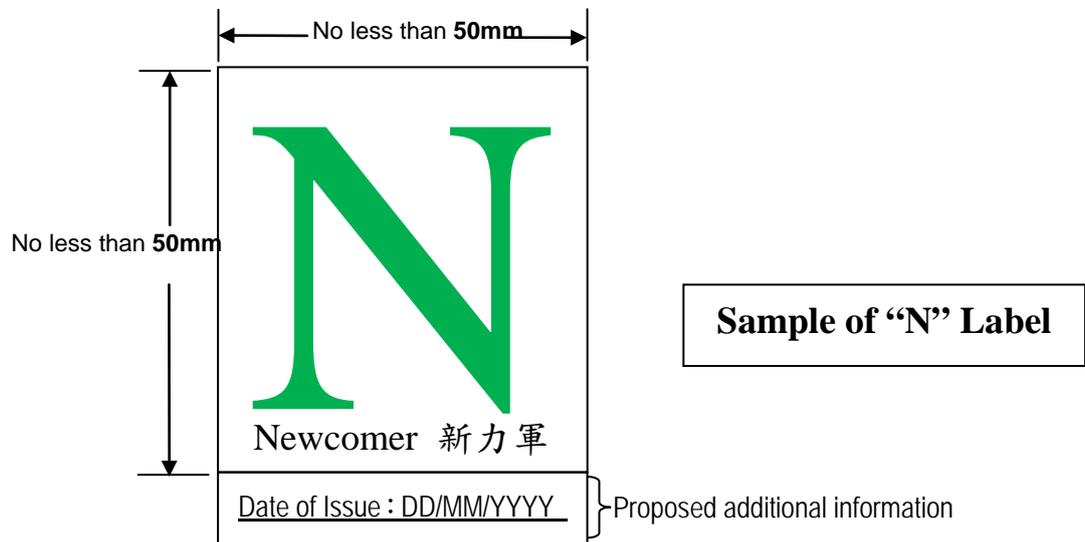
5.9.1 Identification Stickers

Main contractor shall provide “P” or “N” sticker for the new workers, of which the size must be no less than 50 mm x 50 mm. Workers are required to affix the label to the prominent position on the safety helmet.

The sticker for a “P” worker is a red “P” on white background, with the name and phone number of the mentor and the date of issue.



The sticker for a “N” worker is a green “N” on a white background with the date of issue.



5.9.2 Related Documentations

This section provides the sample of “Appointment Letter for Mentor” and “Safety Training Attendance Record” for reference.

Form 1	<u>Appointment Letter for Mentor</u>
Name of the site: _____ Code : _____	
Name of Mentor: _____	
<p>We hereby appoint you as the <u>Mentor (i.e. Supervisor) of the New Worker (Probationer)</u> of the construction site who are responsible for conducting the following tasks:</p>	
<ol style="list-style-type: none">1. Each mentor is responsible for taking care of four “P” workers and the caring period shall be no less than 3 months to 6 months;2. Do not assign “P” workers to work alone in the construction site and avoid assigning high risk work which includes operating dangerous mechanical equipment, working at height, scaffolding and handling high risk chemicals;3. Do keep an eye on “P” workers whether they apply personal protection properly, follow relevant safety guidelines, or have any behavior which will endanger themselves or others;4. Do provide information, instruction and training every day before commencing work;5. Monitor the implementation of workers during work and take photos of their safety performance; and6. Stop workers from work immediately and report to the superior, area supervisor, chief supervisor or Safety Office once any unsafe issue is found.	
<p>If you have any queries about the abovementioned works, please contact the Safety Office of the construction site.</p>	
_____ Appointed Mentor year month day	_____ Site Representative year month day
<p><i>Remark: The appointed mentor shall be a skilled-worker who possesses at least five years of construction work experience of the relevant trade as suggested, or has obtained Trade Tests for Construction Craftsmen of the relevant trade.</i></p>	

Form 2

安全訓練出席記錄 Safety Training Attendance Record

- 入職安全訓練 Induction Safety Training
- 特別安全訓練 Specific Safety Training : _____
- 安全講座 Safety Forum : _____

日期 Date : _____ 時間(由) Time (From) : _____(至)(To) : _____

地盤名稱 Site : _____

訓練員姓名 Trainer's Name : _____ 職位 Designation : _____

受訓員工記錄/Name of Trainee

數目 No	姓名 Name	平安咭號碼 MBST Cert. No.	公司 Company	職位 Position	建造業工作 經驗 Construction Working Experience	簽名 Signature	評估(✓/✗) Evaluation
1.							
2.							
3.							
4.							
5.							
6.							
7.							
8.							
9.							
10.							

- 分發 Distributed 訓練教材 Training Materials 其它 (Other) _____
- 安全政策條文 Safety Policy
- 示範 Demonstration _____

訓練導師簽名 Trainer's Signature

5.10. Performance Review and Follow Up Work

Mentor shall conduct performance review and complete the assessment report according to the performance of the “P” worker.

The suggested criteria for performance review may include:

(a) Safety Performance

The worker is involved in accidents or near-miss cases, if any, during the caring period.

(b) Safety Awareness

The worker can actively discover hazards and remind co-workers of hazards and risks, if any, during the caring period.

(c) Safety Knowledge

The worker is aware of basic safety knowledge such as using appropriate tools to perform work.

(d) Safety Behavior

The worker has performed any dangerous acts such as not using personal protection.

Sample assessment forms are shown in the attached Form 3 to Form 6 below for reference.

Sample 1 (Assessment Record for “P” Workers):

Form 3		Assessment Record for “P” Workers					
	Name of Worker Sub-contractor ()	Date of Entry	Name of Mentor	Estimated Completion Date (3 months from date of entry)	Assessment*	Reason of Extension/ Estimated Completion Date (less than 6 months from date of entry)	Assessment* (During Extension Period)
1					Mentor's Signature Pass / Extend Caring Period		Mentor's Signature Pass / Fail
2					Mentor's Signature Pass / Extend Caring Period		Mentor's Signature Pass / Fail
3					Mentor's Signature Pass / Extend Caring Period		Mentor's Signature Pass / Fail
4					Mentor's Signature Pass / Extend Caring Period		Mentor's Signature Pass / Fail

* To be assessed by designated mentor

Sample 2 (Assessment Record for “N” Workers):

Form 4		Assessment Record for “N” Workers					
	Name of Worker Sub-contractor ()	Date of Entry	Name of Safety Personnel	Estimated Completion Date (2 weeks from date of entry)	Assessment*	Reason of Extension/ Estimated Completion Date (less than 1 month from date of entry)	Assessment* (During Extension Period)
1					Pass / Extend Care Period		Pass / Fail
2					Pass / Extend Care Period		Pass / Fail
3					Pass / Extend Care Period		Pass / Fail
4					Pass / Extend Care Period		Pass / Fail
5					Pass / Extend Care Period		Pass / Fail

* To be assessed by safety personnel of main contractor

Sample 3 (Assessment Form for “P” & “N” Caring Programme):

Form 5	Assessment Form for P & N Caring Programme	
Name of Worker:	_____	Company Name: _____
Date:	_____	
There are five questions below. Please circle the answer (A/B/C).		
(1) Do you agree the worker has adopted the work environment here?		
A.) Absolutely adopted		
B.) Able to adapt		
C.) Cannot adapt		
(2) Are you satisfied with the working attitude of the worker?		
A.) Satisfied		
B.) Quite satisfied		
C.) Not satisfied		
(3) Do you think the worker understand the job-related risks?		
A.) Yes		
B.) No		
(4) Has the worker attended the four specific safety trainings?		
<i>1. Safety regulation of removing piles 2. Safety regulation of using lifting devices</i> <i>3. Handling of injuries and emergency issues 4. Handling of fire or smoke incidents</i>		
A.) Yes	(Example)	
B.) No		
(5) Has the worker received verbal or written warning due to any unsafe behavior or accident within this month? (to be completed by Safety Office)		
A.) Yes (Please specify the unsafe behaviour or accident _____)		
B.) No		
Name of Assessor:	_____	Pass <input type="checkbox"/> Fail <input type="checkbox"/>
Signature:	_____	
* Assessor may be safety personnel of main contractor or person-in-charge of subcontractor		

Sample 4 (Assessment Form for “P” & “N” Caring Programme):

Form 6	Assessment Form for P & N Caring Programme			
Name of Worker: _____		Company: _____		
Name of Mentor: _____				
Date of Entry: _____				
Date of Assessment: _____				
Assessment Item:	Excellent	Good	Pass	Poor
Safety Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety Awareness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety Behavior	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Comments: _____				

Overall Grade:	Pass <input type="checkbox"/>		Fail <input type="checkbox"/>	
Worker's Signature: _____		Mentor's Signature: _____		
Date: _____		Date: _____		

6. Experience Sharing

Prior to implementing the “P” and “N” Caring Programme, main contractor shall consider the following issues which may be encountered, and estimate the provision of relevant company resources.

6.1. Relevant Administrative Tasks

The caring programme may bring some administrative tasks such as issuing labels, assigning mentors, reviewing and assessing the new workers.

6.2. Arrangement and Training for Mentors

Before implementing the caring programme, Safety Office shall explain the arrangement to related colleagues. While implementing, Safety Office shall maintain close contact with representatives from construction team and subcontractors to ensure sufficient number of mentors at the construction site. Safety Office shall also provide appropriate training and support to mentors, e.g., mentoring, monitoring and assessment skills, such that mentors are able to transfer safety knowledge effectively.

6.3. Arrangement for Mentees

Before implementing the caring programme, main contractor shall formulate relevant safety training programme. While implementing, main contractor shall avoid labeling effect so that new workers may be negative with the arrangement. Safety Office shall also monitor the mobility of the workers as some workers may work at the construction site for a few days only.

6.4. FAQs

When implementing the “P” and “N” Caring Programme, some frequently asked questions include:

1. Shall main contractor include the caring programme of subcontractor into the safety audit system?

A: The caring programme of subcontractor shall be treated as part of the safety management system, and shall be reviewed according to related section in the safety proposal and contract requirements.

2. If the subcontractor has assigned a “P” worker to work alone without appropriate instructions, shall we stop that worker from working?

A: You should report to the project-in-charge or consult the onsite safety personnel.

3. Suppose a worker does not work continuously at the same site, say if he works at the site for one week, and works for another week at the same site again two weeks later, how shall we determine the care period?

A: The care period only considers the work period at the same site, that is, two weeks for the abovementioned situation.

4. Under the registration system for construction workers, some trades have no trade tests for skilled-workers/ semi-skilled workers. For these trades, how do we assign mentors?

A: Subcontractor may select workers with five years of experience of the relevant trades as mentors, or discuss with the project-in-charge for other solutions.

關顧顯愛心 · 帶領傳經驗



建造業 關顧新人工作安全計劃



主辦機構： 香港建造商會  香港建築業承建商聯會  職業安全健康局

支持機構： 勞工處  發展局  建造業議會  香港房屋委員會  香港建造業總工會

建造業關顧新人工作安全計劃

計劃背景

近年建造業發展蓬勃，工地工人由2009年的51,000多人上升至2011年第四季超過69,000人，其中包括不少新入行的工人。就最近一次工務工程合約的抽樣分析，顯示約25%意外個案涉及工人在有關工地工作只有一個月或以下。

計劃目的

加強關顧建造業新入行及新到工地的工人，有助減少意外的發生。

關顧行動

新入行的工人

- 承建商應以「P」標誌(即實習員)識別新入行的工人。
- 承建商應安排指導員關顧新人，提點工人注意工作安全，每名指導員最多照顧4名新人，關顧期應不少於3個月。
- 承建商應提供基本安全訓練及熟習工地環境的安排。

新到工地的工人

- 若新到工地的工人已具有建造業經驗，承建商應以「N」標誌(即生力軍)作識別。
- 「N」標誌的展示期應不少於兩個星期。
- 承建商應提供熟習工地環境的安排。

建造業關顧新人工作安全計劃

識別方式

- 標誌應貼在安全帽上
- 標誌面積應不少於50mm (長) x 50mm (高)
- 可在標誌下方加上指導員的姓名及聯絡電話



註：如已使用「P」標誌識別新入行的工人，則毋需同時使用「N」標誌。

查詢

職業安全健康局

洗惠珊小姐

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建造業關顧新人工作安全計劃



07/2012(1)

Other Reference Materials:

1. Occupational Safety & Health Council . *Programme for Caring of New Construction Workers(Experience Sharing)*.

www.oshc.org.hk/others/bookshelf/CB1359C.pdf (Only Provided in Chinese)

Acknowledgement

The CIC would like to acknowledge the Main Contractors/ relevant organisations for providing vast amount of valuable information regarding the Implementation of “P” and “N” Caring Programme, including:

- Labour Department
- Occupational Safety and Health Council
- China State Construction Engineering (Hong Kong) Ltd.
- Chinney Construction Co., Ltd.
- Chun Wo Development Holdings Ltd.
- Dragages Hong Kong Ltd.
- Gammon Construction Ltd.
- Hip Hing Construction Co. Ltd.
- Hsin Chong Construction Group Ltd.
- Leighton Contractors (Asia) Ltd.
- MTR Corporation
- Paul Y. Management Ltd.
- Sanfield (Management) Ltd.
- Shui On Construction Co. Ltd.
- The Hong Kong and China Gas Company Limited (Towngas)
- Yau Lee Construction Co. Ltd.

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Feedback Form

[Guidelines on the Implementation of “P” and “N” Caring Programme]

Thank you for reading this publication. To improve our future editions, we would be grateful to have your comments.

(Please put a "✓" in the appropriate box.)

1. As a whole, I feel that the publication is:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Informative	<input type="checkbox"/>				
Comprehensive	<input type="checkbox"/>				
Useful	<input type="checkbox"/>				
Practical	<input type="checkbox"/>				
2. Does the publication enable you to understand more about the Implementation of “P” and “N” Caring Programme?	Yes	No	No Comment		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
3. Have you made reference to the publication in your work?	Quite Often	Sometimes	Never		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
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5. Overall, how would you rate our publication?	Excellent	Very Good	Satisfactory	Fair	Poor
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^ Circle as appropriate.

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