Built to Grow –Framing Growth through SANS 1393: Construction Management Systems
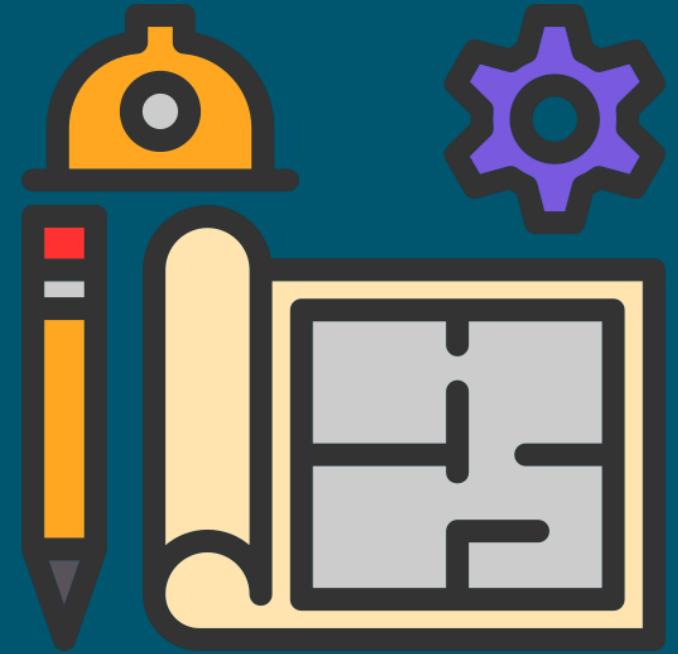
15 May 2025 – K Thebus – Head: Engineering Innovation Unit (EMB)

AIM:
Provide overview on scaling business structures, as per SANS1393

CONTENT

1. Overview? Why?

2. Contextual Application

3. SANS1393: Overview

4. How, when and what?

5. Conclusion and way forward

What is SANS1393 and why it is important to know?

- **Gold Standard:** *Execution focused - Combines health and safety, environmental management and quality management into a unified system*

- *Supported and endorsed by* **CIDB**

- **Recommended for Contractors** *undertaking complex projects, with high level of compliance risks/ regulations*

- **Scalable** *– fit for purpose*

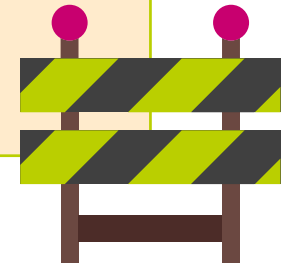- **Access to finance** *– Certification - show and tell*

CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

Phases of companies: Start-up -> Emerging -> Established ->

Scalable/ offshoots

Typical Challenges:

- Compliance

- Capability

- Consistency

- Capacity

- Finance

1. Tangible: Equipment, tools, technology

2. Intangible: systems, people, processes

KEY: The right resources = resilience and readiness

Document Structure:

1. CMS Manual: Centralise policies and procedures, objectives

2. CMS Policy and Objectives: Sets direction for SHEQ compliance and improvement

3. Document and Record Control: Foundation for consistency and audits

Resource Category 1: Governance & Systems

CMS Manual: Centralise policies and procedures

Tools

- Documented policies (SHEQ) – "safety file" – think flexible

- Construction Management Plans (CMPs) – work methodology

- **Role definition** and accountability charts

Resource Category 2: People and Competence

CMS Manual: Competency monitoring, training and awareness

Tools

- Training plans, on boarding checklists, tool box talks etc.

- Skills matrices + KPA/ KPIs

- CMR – Construction Management Representative – skills, qualification and appointment – suitably experienced rep.

Resource Category 3: Tools, Tech and Infrastructure

CMS Manual: Other resources, operational control

- Equipment registers, asset management, stock control

- Project scheduling tools (MS Projects, BuilderTrend, SmartSheets etc.

- IT/ document control systems – push to move to cloud

Resource Category 4: Compliance and Risk

CMS Manual: Legal compliance, monitoring, internal audits, emergency response

- Compliance registers

- SHEQ files / QMS

- Risk registers / NCs

Resource Category 5: Process and Improvement

CMS Manual: Corrective actions, audits, reviews, continual improvement

- Internal audit checklists (Annex B)

- Lessons learnt logs

- Monthly management reviews templates

Case Study – SANS 1393 in action

Western Cape based – Contractor X – move from grade 3 – grade 6 CID

1. A midsized company, implemented CMS based SANS1393 (70% compliance)

2. Results – proven

   1. Reduced rework,

   2. Improved safety records

   3. Higher client satisfaction

   4. Readiness for larger tenders / projects

   5. $$$

Common Pitfalls

Common Pitfalls includes:

- Informal or undocumented processes

- Ignoring SHQ until issues arise

- Silo-ed operations and poor communication

- Lack of continual improvement

11
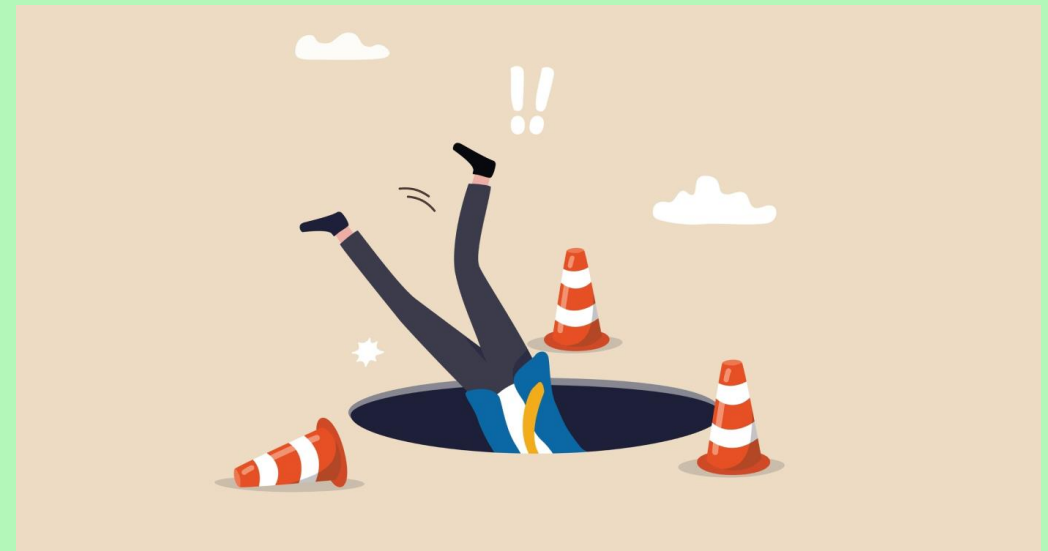
Action Plan for Contractors

Phase 1:

1. Draft CMS policy

2. Develop basic CMP templates

3. Appoint CMR – DOES NOT NEED TO BE OWNER/ DIRECTOR

Phase 2:

1. Train staff / 2. Start internal audits
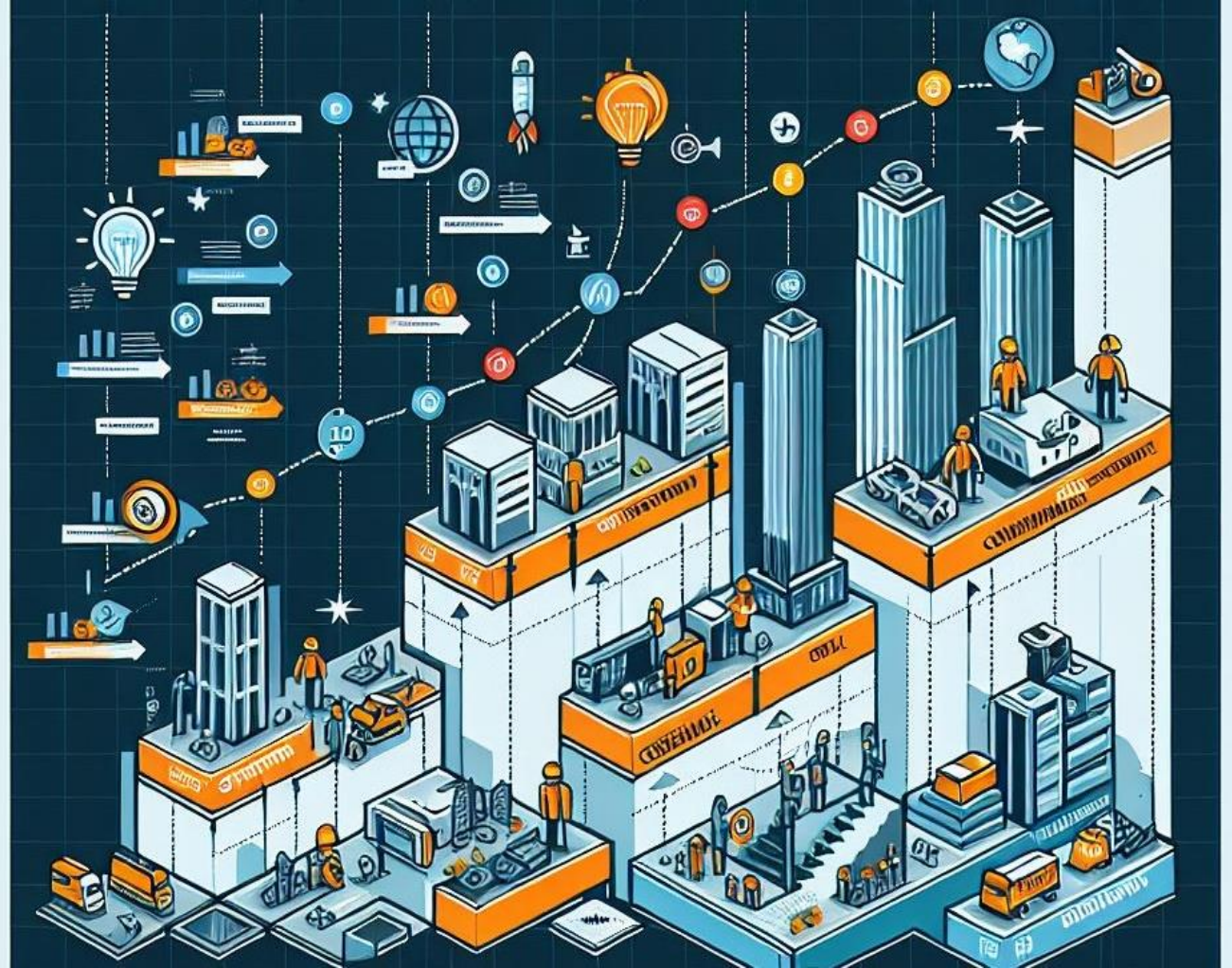
2. Digitise records (ASARP)

Phase 3:

1. Seek SANS1393 certification

2. Expand into ISO/ OHSAS certification

1. Growth is NOT accidental – it's engineered

2. Aligned to Build-to-win approach

3. Just start… use AI, but document.

EMB Service Offerings Available

- 3- Day CPD accredited **Engineering Management Series Training** held monthly and free to all internal staff. Available to all staff involved in projects, not just engineers.

ESS LSO Search
"Engineering Management Series Training"

- **Tender Readiness Peer Reviews** – Request from Execution Readiness Unit. Ad-hoc service to assist project teams adequately prepare for BSC. Typically 1 month prior to BSC meeting 1. ERU has a 5 working day turnaround time.

| Detailed Design Stage Gate | Tender Package Constituent Review | Tender Readiness Peer Review | BSC Meeting 1 |

CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

THANK YOU | DANKIE | ENKOSI

Q&A