

Chapter Seven *As a Team, as a Partner*



Chapter Seven As a Team, as a Partner

DSD works in close collaboration with our colleagues and industry partners in order to better achieving our service goals. DSD cares about the needs and well-being of our staff. For examples, we have established the "Occupational Health and Safety Management System" to optimise the working environment, set up communication platforms namely the "Goodwill Visit" and the Departmental Consultative Committees to strengthen the exchange of views between management and staff, and arranged activities of various natures to promote connection amongst colleagues. In addition, DSD staff participate in different competitions and activities with industry partners with a view to enhancing team spirit and promoting the "New Engineering Contract".



“Do it from the Heart”

“Do it from the Heart” is our motto in serving Hong Kong citizens. DSD believes that teamwork is prerequisite for achieving this goal. We endeavour to provide a harmonious, safe, and healthy workplace and foster a sense of belonging among our staff and trade partners so that they can deliver their best and work in close and mutual trust relationships. In recent years, DSD has introduced the “New Engineering Contract” model in our projects to promote partnership, so that we can enhance the progress and cost-effectiveness of our works, and ultimately better our services to Hong Kong citizens.

As a Family

DSD provides a wide spectrum of training opportunities to broaden the horizons of our staff and cultivate their innovation mindset change. We believe that effective dialogue amongst management and staff enables us to maintain a workforce with strong sense of belonging and dedication to serve the public. To achieve this, we have established a total of three Departmental Consultative Committees as platforms to gauge the views of staff of different ranks. Our Directorate officers take the initiative to pay goodwill visits to frontline staff at their workplace. In addition, we organise safety talks, workshops and other recreational activities to remind our staff of the importance of occupational safety and work-life balance. Also, DSD staff are enthusiastic in forming the Green Champions and volunteer teams to serve our society.



DSD colleagues joined the Hong Kong Marathon 2014

Chapter Seven As a Team, as a Partner

Staff Training and Development

Staff are our most valuable assets and we accord high emphasis on staff training. We are of the view that if we provide our staff with suitable development opportunities, they no doubt would work devotedly with a sense of belonging. In 2013-2014, DSD organised 86 training courses relating to environmental and sustainable development and offered visits, in-house training, overseas visits/seminars and workshops for staff of different ranks according to their qualification and experience. As a result, we managed to provide each staff member with an average of 30.9 hours of training in the year. This figure is much higher than the average training hours per employee territory-wide¹.

Team-building courses

DSD has also organised team-building courses, mainly in the form of culinary and outdoor training, to foster both communication skills and team spirit among staff through relaxing classes and group games.



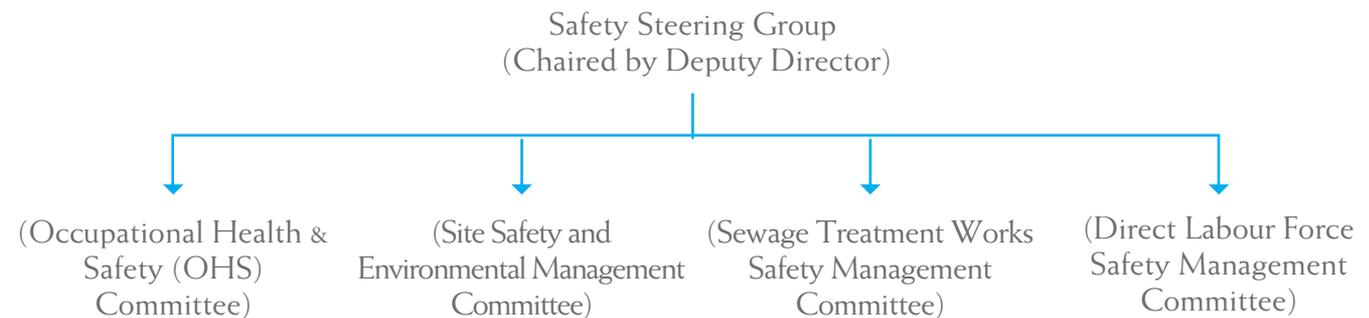
Induction course for newcomers to DSD



DSD colleagues develop their collaboration skills in a cooking course

Occupational Safety and Health

To ascertain a safe and healthy working environment for our staff, we have established the DSD Safety Steering Group under the chairmanship of the Deputy Director. It holds regular meetings with the Division Heads to review in-house work safety policies and procedures as well as issue new safety directives from time to time. The Safety Steering Group has formed four committees (refer to diagram below) to monitor and protect staff health and safety, regularly review the current health and safety management systems. In addition, the Divisional Safety Coordinators disseminate the latest information and alerts on construction site safety to our project consultants and contractors to further enhance site safety.



Occupational Health & Safety Advisory Services (OHSAS 18001)

To properly put into practice DSD's vision, mission and values, the "Integrated Management System"² has been adopted to assist staff to strive for a balanced development when providing quality drainage services, protecting the environment and promoting occupational health and safety. In 2012, within a short period of 10 months or more, DSD had successfully obtained accreditation of "Occupational Health & Safety Management System" OHSAS 18001, which enabled us to better protect our staff through a systematic and comprehensive management system³. More training courses in occupational health and safety were arranged for our staff in the year 2012-2013. Among them, over 1,000 staff participated in the OHSAS training programme.



DSD obtained accreditation of the Occupational Health and Safety Management System (OHSAS18001) in 2012

Chapter Seven As a Team, as a Partner

Participating in Safe Workplace Activity

Besides initiating Safety Forums, the Construction Sites Housekeeping Award Scheme and the Tunnel Safety Campaign, DSD also participated in the Considerate Contractors Site Award Scheme (CCSAS) organised by the Development Bureau, in order to raise staff awareness of safety and health issues when working in work sites liked confined spaces, tunnels and sites with power cables nearby. These activities were well-received among our staff as well as work consultants and contractors. Our management joined hands with frontline staff to strive hard for the goal of "Zero Accident".



The then Director and other guests of honour practiced Baduanjin at the Zero Accident Flag Presentation Ceremony in 2014



DSD attended the Award Ceremony of the Considerate Contractors Site Award Scheme

Goodwill Visits Programme

The “Goodwill Visits” programme was launched to enhance communication with staff. The Director, Deputy Director and Assistant Directors of DSD conduct regular visits to sewage treatment plants, maintenance depots and general offices to better understand working conditions of our staff at different places and exchange views with staff in a relaxing atmosphere.



DSD introduces the “Goodwill Visits” programme

Departmental Consultative Committees

Staff opinions matter a great deal to us. To facilitate direct communication between staff of different grades and the management, three Departmental Consultative Committees (DCCs), namely DCC for Professional and Technical Grades Staff, DCC for the General and the Common Grades Staff, and DCC for the Junior Grades Staff have been established to boost two-way communication and cooperation. In addition, Labour Relations Officers are employed to handle disputes between project contractors and workers.



DCC for Junior Grades Staff of DSD

Chapter Seven As a Team, as a Partner

Interview with a representative of the DCC for Junior Grades Staff — Mr Hon Yat-keung

Mr Hon Yat-keung is a member of the Direct Labour Force (DLF) which is frequently in direct contact with the public. Each time when the DSD hotline receives a complaint, the DLF will be promptly sent to the scene to deal with the issue, whether it is flooding or a blocked drain. At all times, even in extremely inclement weather, the DLF stands ready to serve the public. Mr Hon feels honoured to be part of DSD, and serves the citizens in accordance with DSD's motto of "Do it from the Heart." He pointed out that, with more advanced drainage equipment nowadays, we could respond to drainage problems more efficiently and in a safer manner. This in turn enhances the relationship between the DLF and the citizens.

Mr Hon, nicknamed "Brother Cow", joined the former Public Works Department in 1978 as a Workman II, and became a Leading Sewerman in 1982. He was promoted to Drain Chargetman in 1996, the main duty of which was to lead his team to clear blocked drainages along the streets and on hillsides. Through years of service, he gradually accumulated expertise in drainage work. His mission is to work wholeheartedly to meet the public's expectations. Although sometimes the citizens acted impatiently, they would express their appreciation when we worked hard and got the job done. Mr Hon was awarded the Chief Executive's Commendation for Government/ Public Services in 2010 in recognition of his work devotion.

Mr Hon is also actively engaged in protecting the interests of staff, and has served in the DCC for Junior Grades Staff for 15 years. The DCC holds regular meetings, reviews staff's benefits and enhances understanding and cooperation between the staff and management side. As convener of the staff side, Mr Hon is tasked to bridge the gap between DSD and his fellow colleagues, to make sure that staff views can be heard by the management on the one hand and his fellow grade members be posted of the meeting progress on the other. Mr Hon believes that mutual trust between the management and its staff is of paramount importance for building a strong team spirit.



Mr Hon Yat-keung (right photo, leftmost) and colleagues from the Direct Labour Force ^{Fig 1, 2}

The Green Champions

The Green Champions was formed by a group of staff who care about the environment. They take the lead as role models to encourage a more sustainable working style and spread eco-responsibility messages in their workplaces. The group believes that subtle changes in our workplaces can help enhance energy efficiency and reduce carbon footprints, thus contributing to a sustainable development in our offices. To cultivate a culture of environmental protection in DSD, the Green Champions are of the view that they need to widely collect and implement staff suggestions.



The DSD Staff Club, together with the Volunteer Team and the Green Champions, responded to the call of the "Working Group on Clean Shorelines", helped to clean up the shorelines of Peng Chau

Staff Funfest

DSD team spirit is not limited to work. Team spirit can also be shown through the DSD Staff Club which voluntarily organises various recreational activities for staff members. For instance, DSD Staff Club has organised teams to join the Standard Chartered Hong Kong Marathon and the Dragon Boat Race. In addition, it organises sports competitions including football, basketball, table tennis, squash, snooker, tennis and badminton, etc. Besides, it organises outdoor activities and interest classes to provide more opportunities for DSD staff to maintain a healthy work-life balance, through embracing the nature, acquiring more knowledge and strengthening friendship with their counterparts. The Christmas Party and Annual Dinner are two major events which are well received by DSD staff.



Hiking



Group performance at Annual Dinner

Chapter Seven As a Team, as a Partner

Interview with Chairman of DSD Staff Club

The DSD Staff Club was established in 1994 and has been organising sports, educational, recreational and welfare activities for staff members enthusiastically. Besides the Annual Dinner which is always the signature event of the year, the Staff Club also organises football, basketball and golf competitions, as well as hiking, tai chi and dragon boat racing classes. Among other interest classes, the Staff Club has held green seminars on dendrobium plantation and narcissus cutting and red wine workshops. Ir Tsang Lap-kei, a senior engineer in the Sewerage Projects Division, has been the Chairman of DSD Staff Club since 2011. He has organised a wide range of interesting workshops such as balloon twisting classes, chocolate-making classes and coffee tastings. At present, he is thinking of forming a DSD live band.

In May 2014, the post of DSD Staff Club Chairman was taken up by an engineer - Ir Chan Hei-yuet. Both Ir Chan and Ir Tsang regard the annual Standard Chartered Hong Kong Marathon and Dragon Boat Race as the two most notable activities arranged under the Club's auspices. For the Marathon, there was one occasion when as many as 200 staff participated, coupled with the energetic cheering from a large supporting team, rendering it a memorable event for all participants. For the Dragon Boat Race, the DSD team practises from March till September every year and raced in five to six open competitions during that period. Ir Chan and Ir Tsang both hope that the Dragon Boat Team will win more awards this year in celebration of the 25th anniversary of DSD.

The two of them greatly appreciate the staff's contribution and support all these years, which is crucial to the steady development of the Staff Club and contributes to the harmonious relationship among divisions. They hope that all staff members of DSD will continue to actively support the activities of the club.



Ir Chan Hei-yuet (left), Chairman of the DSD Staff Club, and former Chairman Ir Tsang Lap-kei (right)

DSD 25th Anniversary Activities

Since the establishment of DSD 25 years ago, the unremitting effort and devotion by the staff enabled us to obtain so many outstanding achievements. In order to enhance the sense of belonging among DSD staff, the Drainage Services Department 25th Anniversary Activities Suggestion Competition was held to allow all colleagues to voice their suggestions freely. Many of the celebration activities suggested by the staff were subsequently selected and organised, such as Orienteering-On-Bike Fun Day, Join Hands to Green the Roof, Green River Day 2014, and Trail Walk along Rivers in Mainland North District. In particular, we published this monograph to review the past developments and achievements of DSD and publicize the work of DSD through interviews with our staff and members of the public.



DSD 25th Anniversary Open Day



DSD 25th Anniversary — Orienteering-On-Bike Fun Day

DSD held its Open Day at the Sha Tin Sewage Treatment Works on 11 and 12 January 2014 with the theme of “DSD’s Memorable 25 years with Hong Kong”. Besides game booths and model exhibitions set up by the staff and 25 industry partners serving to promote the works of DSD, group performances were also arranged to entertain the participants. The Open Day attracted more than 10,000 visitors and their response was overwhelming.

The DSD International Conference 2014, under the theme of “Sustainable Stormwater and Wastewater Management”, was another mega event for the 25th anniversary held from 12 to 14 November 2014. The conference provided an opportunity for world-renowned scholars, professionals and policymakers to come to Hong Kong to share with us their latest research work and practical experience concerning flood prevention and sewage treatment, which help promote Hong Kong’s sustainable development.

Chapter Seven As a Team, as a Partner

Interview with the then Director of DSD — Ir Chung Kum-wah, Daniel

Ir Chung Kum-wah, Daniel JP was appointed as the Director of Drainage Services in early 2014. Soon after his appointment, he was impressed by the working attitude of the frontline staff who accorded top priority in serving the public and always went the extra mile to meet the expectations of the public. For example, during the first few months of 2014 when there were many occasions of heavy rainstorms, myriad flooding reports were received by DSD. In response, members of the Direct Labour Force (DLF) worked tirelessly and regardless of the inclement weather, arriving swiftly at spots with reported flooding to clear the drainage so that the flow could resume normal. When encountered cases where the flooding took place in roadside drains which were outside DSD's jurisdiction, members of the DLF would still arrive at the scene to offer assistance whenever possible. To-date, whenever flooding takes place, the public always seek help from DSD straight away. In the eyes of the public, DSD has become a hallmark department responsible for flooding incidents.

Ir Chung pointed out that we needed to understand the thinking and needs of the staff in order to bring the team spirit into full play. Hence, DSD has established three DCCs catering for members of different grades to enhance communication between staff and the management. Also, periodic visits to DSD facilities like the Sha Tin Sewage Treatment Works, the Lai Chi Kok Drainage Tunnel and the Happy Valley Stormwater Storage Tank have been organised for DCC members, both to enhance their understanding of the facilities and the work of DSD and to reinforce their sense of belonging.

In addition, the "Goodwill Visits" programme was launched in June 2013, under which the Director, Deputy Director and Assistant Directors from different branches take turns to meet frontline staff at different offices and listen to the views of frontline staff. The visits enable the senior management to better understand the daily work of the staff and problems they may have. Not all the staff problems can be readily solved but it is important that they feel the sincerity of the management. In addition, the Director, Deputy Director and Assistant Directors attend staff meetings of different divisions and have lunch with staff afterwards to enhance relationships. Ir Chung believes that all decision-making officers have their own management philosophy. Direct communication with staff can help fine-tuning the decision, provide the foundation for a trust-based relationship between management and staff, and so create a team that functions like a partnership.

DSD has long been advocating a proper work-life balance and cares deeply about the needs of the staff. We encourage staff to join the leisure and sports activities arranged by the Staff Club such as the dragon boat team and the Marathon team. We also responded to the appeal of Food and Health Bureau by setting up a Lactation Room in our offices in the Revenue Tower, the Kowloon Government Offices and Sha Tin Sewage Treatment Works etc, to attend to the particular needs of colleagues.

Ir Chung is convinced that family support and understanding are important if the staff are to dedicate themselves to work. Hence, to coincide with the DSD's 25th Anniversary, the "Job Shadowing" Scheme was introduced, allowing family members to accompany staff to work, learning more about their daily work within the actual settings. It is hoped that this will cultivate harmony between our staff and their family members.

Ir Chung stresses that only by being "people-oriented" can staff in DSD join together and develop their abilities.



The then Director paying goodwill visits to staff at the Sha Tin Sewage Treatment Works

Staff voices

"Awake all night because of you" — Mr Ip Chun-wing

I have been working in DSD for 19 years and I am now a Senior Electrical Inspector, working as the shift duty-in-charge at the Stonecutters Island Sewage Treatment Works. Working on shift duty reverses my biological clock and sacrifices the time that I spend with my family. Working on duty during holidays in particular is not a pleasant matter. Despite that, I keep reminding myself that, "This is my mission". My two sons learned to swim when they were small, and although I do not have much time to accompany them to swim, my present job can help improve the water quality of Victoria Harbour. I guess, making an effort for the living environment of our next generation is the best gift for my children from me.



Mr Ip Chun-wing at the control room of the Stonecutters Island Sewage Treatment Works

"Enthusiasm, dedication, and be prepared for challenges" — Mr Yuen Wa-sum

I am a Special Driver working in the Direct Labour Force (DLF) in Mainland South Division since mid-1999. My daily duty is to drive large high-pressure waterwheels and assist other DLF team members to conduct normal drainage cleansing work. Although I am not the one who actually carries out the drainage cleansing, being a DLF team member, I know the enthusiasm and industrious working attitude of my teammates well. They have to work for long hours wherever there is serious flooding. This is a difficult job but being able to solve problems for the public does bring much satisfaction to us. All my team members work according to the principle of "Addressing the needs of the people".



Mr Yuen Wa-sum demonstrates the signal to notify teammates to turn on/off the high pressure water wheel while on duty

We try our very best to solve every case, no matter whether it is during very hot weather, heavy rain or tropical cyclone. The past 15 years of work makes me believe that any problem can be solved if we all work wholeheartedly together.

Chapter Seven As a Team, as a Partner

Partnership

DSD believes that a sound partnership helps improve project efficiency and solve works problems quickly. In recent years, DSD advocates the adoption of the “New Engineering Contract” (NEC) concept in our projects in order to strengthen the interaction among contractors, consultants and our project teams. For example, joint participation in community care activities is an extremely effective way in building mutual trust among concerned parties.

The New Engineering Contract

DSD was the first Government department to adopt NEC on a trial basis. As the adoption of this model was unprecedented, DSD was indeed trying a new form of engineering cooperation. To implement this, we sent staff to England to learn their experience in applying NEC in the actual contract management of their projects, and make corresponding modifications to suit the situation in Hong Kong.

A New Engineering Contract

Hong Kong’s works contracts have long followed a standard contract model in which the contractors are required to exclusively handle all project details and be responsible for the results. The shortcoming of this model is that projects tend to be slow in progress and are easily subject to delay. The NEC model, on the other hand, emphasises the spirit of mutual trust and partnership where parties concerned would share responsibilities as well as difficulties. This partnership model contains a distinct risk-management mechanism through which all contractual parties are allowed to issue early risk warnings to their partners with a view to exploring possible solutions in a timely manner. This new contract model also helps raise economic benefits, avoid unnecessary contractual disputes, and ensure smooth works progress⁴.

To implement NEC, DSD has formed a dedicated working group to plan for the implementation details. First, DSD engaged a consultancy company to design and conduct partnering workshops for staff, consultants and contractors to attend and understand the new cooperation model. The workshops enabled relevant parties to establish mutual trust and common goals. NEC also encourages staff of these parties to share a common office to enhance communication and facilitate the operation of the project. In addition, representatives at management level from contractual parties would conduct regular high-level meetings to evaluate performance of the partnership, handle issues arising from the works and improve project efficiency.



New Engineering Contract Partnership Cooperating Workshop

Sharing experience of the New Engineering Contract

Fuk Man Road Nullah Improvement Works in Sai Kung

The pilot Fuk Man Road Nullah improvement works in Sai Kung was the first public project using NEC. By adoption of this new working model, the project was completed six months ahead of schedule and the actual expenditure was 5% less than the project estimate, representing a saving of 2 million dollars.

In addition, the risk management mechanism included in NEC played a crucial role during the construction period. In 2010, the project required road widening works at the busiest road in Sai Kung. Considering the likely adverse impacts of the works on the traffic of that area, the contractor issued a risk warning to DSD. At the risk management meeting, the two sides managed to jointly devise a series of risk mitigation measures which subsequently were proved effective in reducing the adverse impacts on the traffic.



Fuk Man Road Nullah before the improvement works



After the nullah improvement works, Fuk Man Road Nullah has become Fuk Man Garden

The Happy Valley Underground Stormwater Storage Scheme

The Happy Valley Underground Stormwater Storage Scheme has been under construction for almost a year under the NEC model. To-date, DSD and the contractors have set up various communication channels such as morning meetings and smart phone communication groups. The latter enables immediate communication during emergencies to identify solutions.



DSD staff holding morning meeting with the contractors

Chapter Seven As a Team, as a Partner

In early 2013, the project team discovered at the works site multiple sets of underground facilities which needed to be relocated. One of the discovered facilities was actually an optical data transmission cable connecting to the totalizator for the racecourse. Under the old contract model, the contractors would have been required to approach relevant departments or organisations for assistance, and this usually took a long time. Under NEC, DSD staff assisted the contractors to follow up the issue with the Hong Kong Jockey Club (HKJC). Thanks to the full support of HKJC and the Leisure and Cultural Services Department, relocation of the facilities was completed in August 2013. This proved that NEC, albeit would entail greater workload and responsibility to DSD, could help establish better understanding and mutual trust among the partnering teams and at the end improve works efficiency.



DSD staff, contractors and staff of the Hong Kong Jockey Club discussing relocation of the optical cable on site

DSD is now planning to apply NEC in six upcoming drainage projects. The purpose is to promote a culture of partnership and encourage a wider use of NEC by the industry.

Projects under the New Engineering Contract

- Happy Valley Underground Stormwater Storage Scheme
- Sewerage at Yuen Long Kau Hui and Shap Pat Heung
- Lam Tsuen Valley Sewerage - Village Sewerage, Stage 2, Phase 1
- Pak Hok Lam Trunk Sewer and Sha Tau Kok Village Sewerage
- Building and Civil Maintenance and Minor Works to DSD Plants and Facilities (2012-2016)



Interview with the then Deputy Director of DSD – Ir Tsui Wai

Traditionally, works contracts between the Government and contractors placed emphasis on monitoring and end results. NEC, on the other hand, advocates a trusting and cooperative partnership between the contractual parties in order to achieve better risk management, effective cost control, and thus minimisation of disputes and boosting of morale. The then Deputy Director Ir Tsui Wai, took charge of the implementation of this model in DSD, which was unprecedented for the works departments in Hong Kong. The first pilot project was the Fuk Man Road Nullah improvement works in Sai Kung commenced in August 2009. Ir Tsui recalled that, in the early stages of the project, both DSD and the contractors adopted an approach of trial and error, and it was pleased to note that both parties could adapt to this new cooperation model quickly. As a result, the works were completed in May 2012, six months ahead of the completion date stipulated in the contract, with an achievement of cost savings of around 5%.

Given the success of the pilot scheme and the valuable experience gained by DSD colleagues therein, DSD decided to extend the NEC model to other suitable projects and the results were encouraging. Recognising DSD's experience, the Development Bureau has earlier required all works departments to broadly adopt the NEC model in new projects starting from 2016 with the objective of enhancing efficiency and saving costs.

Ir Tsui has been invited to attend several forums organised by international professional associations to share with participants and the industry DSD's successful experience in implementing NEC. For example, Ir Tsui attended the 18th NEC User's Group Annual Seminar held on 28 April 2014 in the UK to deliver a talk on "NEC in Hong Kong". The function was held at the Headquarters of the Institution of Civil Engineers in London, and Ir Tsui was the first Hong Kong speaker ever invited by the NEC Users' Group to speak at their annual seminar held in the UK where the NEC concept was first introduced.

Ir Tsui pointed out that, despite the smooth start, there were obstacles to be overcome if we were to continue promoting NEC. These obstacles include insufficient resources in the early stage, the culture and practices of the industry and the general doubtful attitudes towards this model. In brief, we still have a long way to go to accomplish this important task.



Ir Tsui Wai giving a speech on "NEC in Hong Kong" at the NEC User's Group Annual Seminar in London

Chapter Seven As a Team, as a Partner

Organise team activities

DSD, together with our consultants and contractors, jointly organised team activities such as dragon boat racing, volunteer visits and clean work sites day to nurture friendly relationships that ultimately raise the efficiency of works management. Particularly worth mentioning is the Hong Kong Marathon in which, for the purpose of boosting team spirit, DSD has invited our working partners in the engineering sector to join the 10-km race together consecutively for 3 years since 2012. Under the team title of "DSD Partners", around 200 DSD staff and their relatives, together with DSD working partners, a total of 760 team members, took part in the 2014 Hong Kong Marathon. Emboldened by the mutual encouragement and common determination among team members, higher team spirit was developed throughout the training and race periods.



Harbour Area Treatment Scheme Stage 2A Soccer Tournament 2014 jointly organised by DSD and Project Partner



Drainage Services Department Partners and Civil, Engineering and Development Department team taking photo together



Dragon Boat Racing Team including DSD staff, consultants and contractors joined the Dragon Boat Race of 2014

Conclusion

For many years, DSD serves with the commitment of "Do it from the Heart". We encourage our staff to keep striving for better and providing quality services. DSD believes that establishing understanding and trustful relationships with staff and working partners are of great importance to providing better services. Hence, DSD arranges various recreational, sports and community service activities to enhance communication with our working partners and to develop team spirit. We accord high emphasis on the physical and mental development of DSD staff and are committed to provide them with a safe and healthy working environment. We also offer versatile training opportunities and recreational activities to help staff develop innovative thinking and foster their sense of belonging.

Lastly, we sincerely hope that every member in the family of DSD can join hands together for achieving the common goal of delivering quality services to Hong Kong citizens.

¹ According to the 2012 Training and Development Needs Survey conducted by Hong Kong Institute of Human Resource Management, the average number of training hours per employee per annum was 19.1 hours.

² DSD has adopted many management systems, including the ISO 9001 Quality Management System implemented in 2002, ISO 14001 Environmental Management System implemented in 2007 and OHSAS 18001 Occupational Health and Safety Management System implemented in May 2012.

³ British Standards Institution. BS OHSAS 18001 Occupational Health and Safety Management. Website: <http://www.bsigroup.com/> Accessed: 10 April 2014.

⁴ New Engineering Contract. NEC Contract-Best Practice Procurement – 2010. Website: <http://www.neccontract.com/> Accessed: 10 April 2014.