

Contractor Management Process - Roadmap



Contractor Management is a key risk area for the business. This document maps our process for managing contractors to improve HSE performance.



1.0 DEVELOP BUSINESS CASE FOR WORK	2.0 GOVERNANCE, PLANNING & PROCUREMENT	3.0 MOBILISATION	4.0 MANAGE & IMPROVE	5.0 CLOSE OUT
---	---	-------------------------	---------------------------------	----------------------

1.1 BUSINESS CASE	
	Ensure high level HSE risk is identified & presented as part of the business case.

2.1 DEVELOP DETAILED SCOPE OF WORK		
		Identify the type of work & level of inherent risk - low, medium, high - to determine requirements.
	H	Ensure Safety in Design is part of the Risk Management process to reduce High Risk exposure.
2.2 RISK ANALYSIS		
	H	Identify high risk activities for the project & ensure controls are part of the safety management plan.
	L M H	<i>Project Risk issues to feed into the Business Risk Register.</i>
2.3 DEVELOP & RELEASE TENDER		
		Contractor HS booklet to be part of tender criteria.
	L	If non pre-qualified contractors are proposed, HSE review required.
	H	If there are legislative changes, feed back to Legal & project managers.
2.4 EVALUATE TENDER		
	M H	Evaluate tender responses from HSE perspective. Pass/fail criteria- if the H&S criteria are not acceptable, the tender has failed, and we do not review any further.
	L M H	Ensure Contractor pre-qualification (if required) is current.
2.5 NEGOTIATE & AWARD CONTRACT		
	L M H	Set up Contractor in OZONE.

3.1 BEFORE CONTRACTOR STARTS		
	M H	Contractor to submit : - Site Specific Safety Plans (SSSP) - SWMS for high-risk activities.
	M H	Review Site Specific Safety Plan using compliance tool & ensure high risk activities are identified.
	L M H	Review SWMS against checklist to ensure they control the work activity.
3.2 MOBILISATION		
	H	Contractor kick off / alignment meeting. Confirm expectations & practical application of minimum safety requirements.
	H	Reconfirm incident reporting requirements with contractor at kick off meeting.
	H	Ensure site & task specific SWMS & JSEAs have been actioned following review.
	L M H	Conduct site familiarisation & induction sessions with personnel.
	L M H	Verification of operator training & competency.

4.1 INITIATE WORK & MONITOR		
	L M H	Conduct daily pre-start meetings & weekly / monthly toolbox talks.
	M H	Conduct a Task Analysis (TA) for each group task.
	L M H	Conduct Personal Risk Assessment for Individual tasks e.g. Take 5 Haz ID
	M H	On-going site inspections to ensure that SWMS & TA's are being followed.
	L M H	Report & investigate all incidents as per CDC Incident Notification requirements
4.2 MANAGE, AUDIT & REPORT		
	L M H	Conduct Safety Walk Interactions.
	H	Conduct High Risk Activity Checks with the contractor.
	M H	Conduct SSSP compliance checks according to plan or schedule based on risk.
	L M H	Review incidents, checks, inspections & status of corrective actions.
	L M H	Provide monthly reports of HSE performance & corrective actions.
	L M H	Evaluate contractor monthly report.
	M H	Conduct bi-weekly or monthly reviews of HSE targets & dashboard trends with the contractor.
	L M H	Intervention triggered through incidents, near hit reports and dashboard data.
	L M H	Recognise good HSE performance.
4.3 CONTINUOUS IMPROVEMENT		
	M H	Identify & consider improvement opportunities from checks & Inspections.
	L M H	Share leading practices & Safety Alerts.

5.1 FINALISE & HANDOVER		
	H	Ensure that the HSE Contractor evaluation checklist is used as part of the project close out.
	H	Key lessons learnt, documented on evaluation form & communicated to stakeholders.

LEGEND	
	CDC Project Manager
	Contractors / Site Manager
	CDC HSE Rep or Manager Risk Management

REFERENCE TOOLS	
	HSE Requirement for Low / Med / High Risk Contract
	Contractor HS Booklet
	Site-Specific Safety Plan (SSSP) audit tool
	SWMS Review Tool (1 Page)
	Safety Walk Interaction form
	High Risk Activities - High Risk Activity Check tools
	Monthly HSE report template
	Project close out HSE evaluation checklist

REPORTING	
Significant Incidents	Must be reported immediately and within 24 hours.
These include Notifiable event Lost Time Injury (LTI) Medical Treatment Injury (MTI)	High potential event High risk service strike
All incidents:	Monthly report