



CONTRACTOR MANAGEMENT STANDARD

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GENERAL

As the prime contractor, <INSERT COMPANY NAME> has a responsibility to ensure selected contractors are competent to perform the contracted work in compliance with corporate and project safety, quality, productivity and budget requirements. To this end, the COMPANY has established a contractor controls element identifying the criteria for contractor selection, compliance monitoring criteria, and post contract evaluation.

DEFINITIONS

Pre-Award Phase	Period prior to contract award, during which contractor is evaluated and verified as being competent to safely deliver quality work within schedule and budget requirements.
Contract Administrator	The individual within the COMPANY responsible for supervising and administering a subcontract.
Construction Coordinator	The individual responsible for supervising the day-to-day execution of the work and ensuring compliance to the project HSE program.
Contract Phase	Period when the contract is active and contractor executes work. COMPANY monitors contractor compliance to established HSE standards, and initiates corrective action as required.
Post-Contract Phase	When contracted work has been completed and contractor performance is evaluated to determine suitability for future work.
Site Specific HSE Plan	A plan prepared by the contractor detailing how the contractor will manage HSE issues on the project.

RESPONSIBILITIES

The Contract Administrator is responsible to:

- Assess contractors' ability to safely perform contracted work
- Facilitate contractor evaluation process
- Organize the Pre-award meeting and site walk through (if / as required)
- Chair the mobilization meeting
- Lead the post contract review of the contractor performance

The Project Manager is responsible to:

- Monitor contractor compliance to contract requirements and initiate corrective action on instances of non-compliance.
- Approve, in conjunction with the HSE Manager, management plans for provisionally-approved contractors.
- Advise contractor of site hazards that may have an impact on their work.
- Verify implementation of the contractors project-specific HSE plan.

HSE Manager is responsible to:

- Review and approve nominated contractor HSE representatives
- Conduct evaluation of contractor prequalification documents and classify contractor
- Conduct review of contractor site specific HSE plan and provide feedback on ways and means to strengthen plan
- Conduct ongoing contractor compliance evaluations and advise Contract Administrator and Construction Management of findings

Contractor Project Manager is responsible to:

- Comply with the requirements as identified in the project HSE management system
- Prepare and submit for approval a project specific HSE plan
- Implement approved project specific HSE plan
- Submit weekly HSE summary report

REQUIREMENTS

Pre-Contract Phase

Contractor Prequalification

During the development of the bid list, potential bidders will be pre-qualified and required to submit their historical HSE performance using Attachment 1 - Health & Safety Questionnaire.

The HSE department shall review and classify contractor submissions. Based on submissions, bidders shall be classified as A-B-C-D contractors. Refer to Attachment 2 for classification criteria.

Copies of submissions and contractor ratings will be retained in the project file.

Request for Proposal (RFP) – HSE Management Standards

Included as part of all Requests for Proposal, Attachment 3 - HSE Management Standards, shall be transmitted to prospective bidders.

Although "A" contractors are always preferred, it is understood that in some cases "B" and "C" contractors may be provided with an opportunity to bid if there are an insufficient number of "A" contractors.

When the RFP is sent, the *Health & Safety History* document will be included to allow pre-qualified contractors the opportunity to update their information.

"A" and "B" rated contractors can be selected and mobilized with routine controls as described within the COMPANY Health, Safety and Environmental Standards.

"C" rated contractors may be selected in the absence of "A" and/or "B" contractors.

"D" rated contractors are immediately disqualified and shall be removed from bidders lists.

Awarding to a "C" Rated Contractor

If, after review, there are no suitable "A" or "B" contractors then a "C" contractor may be selected. If a "C" contractor has been selected, then an HSE Contingency Plan must be developed to ensure adequate consideration has been given to HSE issues and this plan must be approved by the Project Manager and the Contract Administrator.

The HSE Contingency Plan must be developed in advance of award and will typically requires additional, contractor commitments that address specific identified areas of concern or under performance.

Pre-Award Meeting

The Pre-Award Meeting is an opportunity for the COMPANY to meet with the prospective contractors to review and clarify HSE issues. The COMPANY representative chairs the Pre-Award Meeting. See Attachment 4 for the suggested agenda of the Kick-off Meeting.

As well as clarifying HSE requirements, the pre-award meeting allows the COMPANY and/or contractor the opportunity to ensure that negotiated requirements are incorporated into the final subcontract.

HSE Standards Submittal

The contractor is required to prepare and submit a site-specific HSE plan to the Contract Administrator within 30 days of award and/or 10 days prior to mobilization. The HSE department shall review and approve the standards and provide recommendations / directions to address deficiencies if / as required.

Contractors shall provide for COMPANY review a copy of their corporate HSE management standards and site-specific HSE plan. Contractor plans must meet the minimum requirements as identified in Attachment 5 - Contractor HSE Expectations.

The contractor's written HSE standards must address the following minimum requirements:

- Leadership and Policy Statement
- Specific HSE Responsibilities assigned to each job title. (i.e.. site manager, line supervisor, HSE specialist, worker etc.)
- Planned Inspection & Audit Guidelines
- HSE Communication Requirements
- Incident Management (reporting, recording & investigation)
- Training (company, project and skill specific requirements)
- Environment;
- Contractor Controls (i.e. selection, monitoring and post-contract evaluation)
- Hiring & Placement
- Security
- Recordkeeping
- Work Procedures & Methods (specific standards and procedures for work activities that the contractor will conduct on site)
- General Rules
- Office Safety
- Recognition & Awareness
- Emergency Response Planning
- Occupational Health Services

Designation of Contractor HSE Representative

Each contractor is required to appoint a qualified HSE representative.

The HSE Manager will review and approve the resumes of all nominated HSE candidates for the project.

Active Phase

This is the phase of the project where work is ongoing. Construction management has a responsibility to ensure contractors continue to comply with project requirements.

Mobilization Meeting

This is the kick-off meeting for the contract and will take place no later than the first day of mobilization. The Contract Administrator, Project Manager and HSE representatives will meet with successful bidder to review requirements of the contract and the management systems and requirements established for the project. See Attachment 4 – Agenda for Contract Mobilization Meeting.

Minutes will be maintained using the approved corporate format.

Contractor HSE Surveillance Plan

As part of the COMPANY's ongoing commitment to monitor contractor compliance to the project HSE Management System and their internal HSE Plan, an HSE Surveillance Plan will be established. The Plan will help verify that HSE requirements remain effective throughout the active phase.

The responsibility for administration of the HSE Surveillance Plan rests with Project Management, who will verify that specific program components are in place and provide feedback of their observations to the Contractor.

When noncompliance is identified the Contract Administrator will advise the contractor in writing of their noncompliance. Attachment 7 – Notice of Violation of Contract HSE Requirements will be used to document the observation. The contractor will then review the situation and initiate corrective action and document this action on the same form. The completed document will be filed on the contractor's project file.

Project management and specified HSE resources shall use three methods to verify compliance to the established HSE plan, specifically:

Documentation

Evaluate records relevant to the activity. These may include, but are not limited to policy statements, meeting minutes and training records. Areas of focus include document date, attendance records, follow-up on concerns raised or assigned actions.

Interviews

Provide the opportunity to confirm plan objectives have been implemented and workers, supervisors and managers understand their roles and deliverables within the plan.

Observation

Field observation will provide verification that the plan has translated into action in the field. Analysis of the results of information gathering may lead to further questions or examination of questionable findings.

Contractor Weekly Report

Each week contractors shall submit an HSE summary report detailing their activities for the past week to the Contract Administrator. See Attachment 8 - Weekly Contractor HSE Activity Summary. The report shall include the following at a minimum:

- Number of personnel on site
- Number of hours worked, including sub's of sub's
- Number of incidents by type
- Training program delivered and number of attendees
- Number of Orientations conducted
- Number of HSE Communications Meetings conducted
- Number of Pre-Job Instruction meetings
- Number of Planned Inspections conducted
- Details of outstanding actions from inspections, investigations, and HSE communications meetings.

Contractor Selection of Sub-Contractors

In cases where a contractor subcontracts a portion of their scope, the contractor is required to maintain a screening and approval process that meets the requirements of this standard including classifying contractors according to the A-B-C-D ranking. The contractor will advise the Contract Administrator of any contractor they will be using and their A-B-C-D ranking.

In the event a "C" subcontractor is proposed, the contractor will provide the Contract Administrator with an HSE Contingency Plan to address any shortfalls in the sub-contractor HSE program.

Post Contract Phase

At the completion of a project the Contract Administrator, with input from support disciplines such as HSE, quality, operations, purchasing, project controls, field engineering, etc., shall review the contractor's project performance.

The result of the evaluation will be forwarded to COMPANY procurement and corporate HSE departments for their reference. This information will be used to determine future suitability of a contractor.

Compliance Monitoring

The following actions will take place while monitoring contractor compliance to the plan:

- Verify contractors compliance to the established HSE management system
- Verify contractors compliance to their own project specific HSE plan
- Verify all issued "Confirmation of Violation of Contract HSE Requirements" been followed up and closed out

Documentation and Record keeping Requirements

The following documents and records shall be retained:

- Contractor prequalification assessment
- Minutes and action log from Pre-Award meeting
- Minutes and action log from Mobilization Meeting
- Weekly HSE Summary Reports
- Notices of Violation of Contract HSE Requirements

ATTACHMENTS

1. Prequalification Questionnaire
2. Contractor HSE Evaluation
3. HSE Requirements
4. Contractor Pre-Award Meeting Agenda
5. Contract Mobilization Meeting Agenda
6. Contractor HSE Expectations
7. Notice of Violation of Contract HSE Requirements
8. Weekly Contractor HSE Activity Summary



ATTACHMENT 1 Prequalification Questionnaire

1. SAFE WORK PERFORMANCE

1A. Injury Experience / Historical Performance

Use the previous three years injury and illness records to complete the following:

	20__	20__	20__
Number of medical treatment cases ¹			
Number of restricted work day cases ²			
Number of lost time injury cases ³			
Number of fatal injuries			
Total recordable frequency ⁴			
Lost time injury frequency ⁵			
Number of worker manhours			

1 - Medical Treatment Case	Any occupational injury or illness requiring treatment provided by a physician or treatment provided under the direction of a physician
2 - Restricted Work Day Case	Any occupational injury or illness that prevents a worker from performing any of his/her craft jurisdiction duties
3 - Lost Time injury Cases	Any occupational injury that prevents the worker from performing any work for at least one day
4 - Total Recordable Frequency	Total number of Medical Treatment, Restricted Work and Lost Time Injury cases multiplied by 200,000 then divided by total manhours
5 - Lost Time Injury Frequency	Total number of Lost Time Injury cases multiplied by 200,000 then divide by total manhours

1B. Workers' Compensation Experience / Experience Modification Rating

Use the previous three years injury and illness records to complete the following:

Industry Code:	Industry Classification:		
		20__	20__
Industry Rate (Canada)			
Contractor Rate (Canada)			
% Discount or Surcharge (Canada)			
Experience Modification Rating (US)			
Is your WCB account in good standing? (provide letter of confirmation)	<input type="checkbox"/> Yes <input type="checkbox"/> No		

2. Citations

Has the company been cited, charged or prosecuted under US OSHA, US EPA or any State, Provincial or Territorial OHS or environmental legislation in the last 3 years?

Yes No

If yes, provide details:

3. Health and Safety Certification

Does your company have a VPP Certificate, Certificate of Recognition, or other recognized Health and Safety system certification?

Yes No If Yes, provide Certificate No. _____ Issue Date _____

4. Standards

Do you have a written HSE standards manual? Yes No

If Yes, provide a copy for review

Do you have a pocket safety booklet for field distribution? Yes No

If Yes, provide a copy for review

Does your safety program contain the following elements:

	Yes	No		Yes	No
Corporate Safety Policy	<input type="checkbox"/>	<input type="checkbox"/>	Equipment Maintenance	<input type="checkbox"/>	<input type="checkbox"/>
Incident Notification Policy	<input type="checkbox"/>	<input type="checkbox"/>	Emergency Response	<input type="checkbox"/>	<input type="checkbox"/>
Recordkeeping & Statistics	<input type="checkbox"/>	<input type="checkbox"/>	Hazard Assessment	<input type="checkbox"/>	<input type="checkbox"/>
Reference to Legislation	<input type="checkbox"/>	<input type="checkbox"/>	Safe Work Practices	<input type="checkbox"/>	<input type="checkbox"/>
General Rules & Regulations	<input type="checkbox"/>	<input type="checkbox"/>	Safe Work Procedures	<input type="checkbox"/>	<input type="checkbox"/>
Progressive Discipline Policy	<input type="checkbox"/>	<input type="checkbox"/>	Workplace Inspections	<input type="checkbox"/>	<input type="checkbox"/>
Responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	Investigation Process	<input type="checkbox"/>	<input type="checkbox"/>
PPE Standards	<input type="checkbox"/>	<input type="checkbox"/>	Training Policy & Program	<input type="checkbox"/>	<input type="checkbox"/>
Environmental Standards	<input type="checkbox"/>	<input type="checkbox"/>	Communication Processes	<input type="checkbox"/>	<input type="checkbox"/>
Modified Work Program	<input type="checkbox"/>	<input type="checkbox"/>			

5. Training Program

5A. Do you have an orientation program for new employees? Yes No

If Yes, include a course outline. Does it include any of the following:

	Yes	No		Yes	No
General Rules & Regulations	<input type="checkbox"/>	<input type="checkbox"/>	Confined Space Entry	<input type="checkbox"/>	<input type="checkbox"/>
Emergency Reporting	<input type="checkbox"/>	<input type="checkbox"/>	Trenching & Excavation	<input type="checkbox"/>	<input type="checkbox"/>
Injury Reporting	<input type="checkbox"/>	<input type="checkbox"/>	Signs & Barricades	<input type="checkbox"/>	<input type="checkbox"/>
HAZCOMM / WHMIS	<input type="checkbox"/>	<input type="checkbox"/>	Dangerous Holes & Openings	<input type="checkbox"/>	<input type="checkbox"/>
Right to Refuse Work	<input type="checkbox"/>	<input type="checkbox"/>	Rigging & Cranes	<input type="checkbox"/>	<input type="checkbox"/>
Personal Protective Equipment	<input type="checkbox"/>	<input type="checkbox"/>	Mobile Vehicles	<input type="checkbox"/>	<input type="checkbox"/>
Emergency Procedures	<input type="checkbox"/>	<input type="checkbox"/>	Preventative Maintenance	<input type="checkbox"/>	<input type="checkbox"/>
Project Safety Committee	<input type="checkbox"/>	<input type="checkbox"/>	Hand & Power Tools	<input type="checkbox"/>	<input type="checkbox"/>
Housekeeping	<input type="checkbox"/>	<input type="checkbox"/>	Fire Prevention & Protection	<input type="checkbox"/>	<input type="checkbox"/>
Ladders & Scaffolds	<input type="checkbox"/>	<input type="checkbox"/>	Electrical Safety	<input type="checkbox"/>	<input type="checkbox"/>
Fall Arrest Standards	<input type="checkbox"/>	<input type="checkbox"/>	Compressed Gas Cylinders	<input type="checkbox"/>	<input type="checkbox"/>
Aerial Work Platforms	<input type="checkbox"/>	<input type="checkbox"/>	Weather Extremes	<input type="checkbox"/>	<input type="checkbox"/>

5B. Do you have a program for training newly-hired or promoted supervisors? Yes No
 (If Yes, submit an outline for evaluation. Does it include instruction on the following:

	Yes	No		Yes	No
Employer Responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	Safety Communication	<input type="checkbox"/>	<input type="checkbox"/>
Employee Responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	First Aid/Medical Procedures	<input type="checkbox"/>	<input type="checkbox"/>
Due Diligence	<input type="checkbox"/>	<input type="checkbox"/>	New Worker Training	<input type="checkbox"/>	<input type="checkbox"/>
Safety Leadership	<input type="checkbox"/>	<input type="checkbox"/>	Environmental Requirements	<input type="checkbox"/>	<input type="checkbox"/>
Work Refusals	<input type="checkbox"/>	<input type="checkbox"/>	Hazard Assessment	<input type="checkbox"/>	<input type="checkbox"/>
Inspection Processes	<input type="checkbox"/>	<input type="checkbox"/>	Pre-Job Safety Instruction	<input type="checkbox"/>	<input type="checkbox"/>
Emergency Procedures	<input type="checkbox"/>	<input type="checkbox"/>	Drug & Alcohol Policy	<input type="checkbox"/>	<input type="checkbox"/>
Incident Investigation	<input type="checkbox"/>	<input type="checkbox"/>	Progressive Disciplinary Policy	<input type="checkbox"/>	<input type="checkbox"/>
Safe Work Procedures	<input type="checkbox"/>	<input type="checkbox"/>	Safe Work Practices	<input type="checkbox"/>	<input type="checkbox"/>
Safety Meetings	<input type="checkbox"/>	<input type="checkbox"/>	Notification Requirements	<input type="checkbox"/>	<input type="checkbox"/>

6. HSE Activities

Do you conduct safety inspections?	Yes	No	Weekly	Monthly	Quarterly
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Describe your safety inspection process (include participation, documentation requirements, follow-up, report distribution).	
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Who follows up on inspection action items?
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Do you hold site safety meetings for field employees? If Yes, how often?	Yes	No	Daily	Weekly	Biweekly
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Do you hold contractor meetings where safety is addressed with management and field supervisors?	Yes	No	Weekly	Biweekly	Monthly
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Is pre-job safety instruction provided before to each new task?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Is the process documented?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Who leads the discussion?		
Do you have a hazard assessment process?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<ul style="list-style-type: none"> Are hazard assessments documented? If yes, how are hazard assessments communicated and implemented on each project? Who is responsible for leading the hazard assessment process? 		

Does your company have policies and procedures for environmental protection, spill clean-up, reporting, waste disposal, and recycling as part of the HSE Program?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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How does your company measure its HSE success?
<ul style="list-style-type: none"> Attach separate sheet to explain

7. Safety Stewardship

7A Are incident reports and report summaries sent to the following and how often?					
	Yes	No	Monthly	Quarterly	Annually
Project/Site Manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vice President	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety Director/Manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
President	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7B How are incident records and summaries kept? How often are they reported internally?					
	Yes	No	Monthly	Quarterly	Annually
Incidents totaled for the entire company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Incidents totaled by project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Subtotaled by superintendent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Subtotaled by foreman	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7C How are the costs of individual incidents kept? How often are they reported internally?					
	Yes	No	Monthly	Quarterly	Annually
Costs totaled for the entire company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Costs totaled by project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Subtotaled by superintendent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Subtotaled by foreman/general foreman	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7D Does your company track non-injury incidents?					
	Yes	No	Monthly	Quarterly	Annually
Near Miss	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Property Damage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fire	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8 Personnel

List key health and safety representatives planned for this project. Attach resume.

Name	Position/Title	Designation

Supply name, address and phone number of your company's corporate health and safety representative.

Does this individual have responsibilities other than health, safety and environment?

Name	Address	Telephone Number

Other responsibilities:

9 References

List the last three company's your form has worked for that could verify the quality and management commitment to your occupational health & safety program

Name and Company	Address	Phone Number

ATTACHMENT 2 Contractor HSE Program Evaluation

ELEMENT	SCORE
1. Safe Work Performance	
1A Injury Experience	
<ul style="list-style-type: none"> • Total Recordable Frequency - Satisfactory <ul style="list-style-type: none"> • average of 3 years experience of less than 2, award 10 points 	
<ul style="list-style-type: none"> • Lost Time Injury Frequency - Satisfactory <ul style="list-style-type: none"> • average of 3 years experience less than .5, award 10 points 	
<ul style="list-style-type: none"> • Fatalities <ul style="list-style-type: none"> • subtract 25 points for each fatal injury 	
1B Experience Modification Rating / WCB Experience	
<ul style="list-style-type: none"> • Any of the below criterion is acceptable - award 20 points <ul style="list-style-type: none"> • Average of three years Experience Rating is less than or equal to the industry average • Experience Rating is greater than industry average but trend is downward and no single experience rate is greater than 15% above industry average • Experience Rating cannot be established due to size or recent participation in Experience Rating process, and whose lost workday and medical treatment cases is less than or equal to 7.0 	
2. Citations	
<ul style="list-style-type: none"> • Subtract 20 points for each successful prosecution under OSHA or EPA legislation 	
3. HSE Management Certification	
<ul style="list-style-type: none"> • 10 points for a valid certificate 	
4. HSE Standards	
<ul style="list-style-type: none"> • Written Safety Program Manual - 10 points if manual provided 	
<ul style="list-style-type: none"> • Safety Program Elements - 2 points per element to a maximum of 40 	
5. Training Program	
<ul style="list-style-type: none"> • Written Orientation Program - 5 points if outline or lesson plan provided 	
<ul style="list-style-type: none"> • Orientation Topics - 1 points for each topic to a maximum of 24 	
<ul style="list-style-type: none"> • Supervisors Training Program - 5 points if outline provided 	
<ul style="list-style-type: none"> • Training Topics - 2 points for each topic to a maximum of 20 	
6. HSE Activities	
<ul style="list-style-type: none"> • Safety Inspections - 10 points for weekly; 5 points for monthly 	
<ul style="list-style-type: none"> • Inspection Participation - 0 – 5 points based on professional judgment 	
<ul style="list-style-type: none"> • Site Safety Meetings - 10 points if held weekly; 5 points if held biweekly 	
<ul style="list-style-type: none"> • Contractor Management Meetings – 10 points if held weekly 	
<ul style="list-style-type: none"> • Pre-Job Safety Instruction - 5 points if provided prior to each task 	
<ul style="list-style-type: none"> • Hazard Assessment Process - 0 – 10 points based on professional judgement 	
<ul style="list-style-type: none"> • Environmental Protection Procedures - 10 points if documentation provided 	
<ul style="list-style-type: none"> • Measuring Success - 0 – 10 points based on professional judgement 	

7. HSE Stewardship	
• Accident Reports and Report Summaries - maximum 10 points	
• 10 points for monthly, 5 points for quarterly, 3 points for annually	
• Must be distributed to all functions listed	
• Accident Records and Summaries - maximum 10 points	
• Monthly by foreman - 10 points	
• Quarterly by foreman - 7 points	
• Monthly by superintendent - 5 points	
• Quarterly by superintendent - 3 points	
• Accident Cost Summaries - maximum 10 points	
• Subtotalled monthly by foreman - 10 points	
• Subtotalled quarterly by foreman - 7 points	
• Subtotalled monthly by superintendent - 5 points	
• Subtotalled quarterly by superintendent - 3 points	
• Non-Injury Accidents - 1 point each if reported monthly	
• Near Miss	
• Property Damage	
• Fire	
• Security	
• Environmental	

8. HSE Staffing	
• Credentials - maximum of 10 points	
• CSP / CRSP - 10 points	
• OHS Certificate - 10 points	
• Construction Safety Officer - 5 points	
• Other (use professional judgement to a maximum of 10 points)	
• Experience - maximum of 10 points	
• 10+ years of dedicated, full-time experience - 10 points	
• 5 – 10 years of experience - 7 points	
• less than 5 years experience - 4 points	

TOTAL POINTS	
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CONTRACTOR CLASSIFICATION		
Points	Classification	Actions
221-277	A	No further action required
166 - 220	B	No further action required
113 - 165	C	<ul style="list-style-type: none"> Safety Contingency Plan required prior to award Sign-off required by Construction Management
<113	D	Contractor disqualified, remove from bid list

ATTACHMENT 3 HSE Requirements

Bidder is to complete attached Safety and Health History.

Bidder is to provide a summary description of the Safety and Health Program to be implemented in performance of the work. This summary shall include information on the organization of the program, including the authority and responsibility of all involved personnel. Include a copy of the actual Table of Contents from the Corporate Safety and Health Program Manual with this summary.

In addition, within fifteen (15) days after Notice of Award, the contractor agrees to and shall furnish for COMPANY approval, its detailed Corporate Safety and Health standards, including all procedures specifically requested in the contract. The same information shall be provided for all contractors that are planned for use in the performance of the work.

Also, Bidders shall submit the following Safety and Health Data:

1. A copy of the most current Interstate Experience Modification Rate (EMR) or Workers Compensation Board (WCB) Experience Rate Statement.
2. WCB release or insurance certificate
3. Resumes of proposed HSE representatives.
4. VPP certificate, Certificate of Recognition or equivalent
5. The completed HSE Prequalification Questionnaire.

NOTES: This form is for bid evaluation and will not be a part of the subcontract. Final program will be approved as submitted under the subcontract requirements.

ATTACHMENT 4 HSE Pre-Award Meeting Agenda

The following issues will be reviewed during the pre-award meeting with bidders.

Review:

- Client's commitment to Health, Safety & Sustainable Development
- COMPANY commitment Health, Safety, Environment & Security
- Project commitment to comply with regulatory requirements
- Safe Work Culture & review project goals
- Right To Audit
- Project requirements:
 - Planned Inspections
 - Safety Communication
 - Incident Investigations
 - Training
 - Environmental
 - Subcontractor Management
 - Hiring & Placement
 - Security
 - Recordkeeping Requirements
 - Work procedures & Methods
 - Office Safety
 - Recognition & Awareness
 - Emergency Preparedness
 - Occupational Health Services
- How does contractor management ensure compliance to project HSE requirements?
- Review contractor training plan.
- How does the contractor ensure workers and supervisors are competent Contractor's contractor screening process.
- How does contractor ensure contractor compliance to the established requirements?
- Job specific hazard review.
- Contractor's view on the 3 most significant hazards associated with the work to be undertaken.
- Requirements for the project specific safety plan within 30 days of award or 10 prior to mobilization.
- Requirements for a project safety sponsor.
- Request a letter committing the contractor to commitment comply with the project HSE requirements.
- Does the contractor have any questions about HSE on the project?

ATTACHMENT 5 Contract Mobilization Meeting Agenda

- Client's commitment to Health, Safety & Sustainable Development
- Project commitment to comply with regulatory requirements
- COMPANY commitment Health, Safety, Environment & Security
- Project requirements

Leadership

- Does COMPANY have a copy of your safety program?
- Does the contractor understand requirements as per the OH&S act?
- Does the contractor have a copy of project HSE contractor expectations?
- The COMPANY's right to audit.
- The contractor will report to the Contract Supervisor who represents COMPANY.
- All inquiries and information must be reported to that individual.

Subcontractor Controls

- Will the contractor be using subcontractors?
- Process in place to manage contractor HSE considerations.

Planned Inspections & Audits

- Contractors are required to conduct a safety inspection every week and a copy is to be submitted to COMPANY.
- A schedule of planned inspections is to be submitted to COMPANY.
- Hoisting equipment must be certified prior to being brought on site. Copies forwarded to the COMPANY.
- The contractor will inspect all equipment for safe operability prior to bringing it on site. Copies forwarded to the COMPANY.
- Is the contractor aware that vehicles ½ ton and over, and all other mobile equipment must have a back up alarm, fire extinguisher and be in good operating condition. Cars must sound horn 3 times before backing up.
- An COMPANY mechanic will check all mobile equipment prior to it being allowed on site.
- Contractor will advise the COMPANY of any regulatory inspections or citation notices.

Safety Communication

- Pre-job Meeting – Required at the beginning of each shift and/or the start of a new task.
- Tool Box Meeting – A weekly safety meeting must be conducted and copies of the minutes submitted to the COMPANY.
- All contractor employees and their sub contract employees must go through an orientation before they can start work. The COMPANY conducts orientation on Monday and Wednesday. Twenty-four hour notice is required to arrange orientation outside the established schedule.

Incident Management (Reporting, Recording & Investigation)

- Incidents must be promptly reported to the Contract Supervisor.
- Investigations and reporting requirements.
- The COMPANY may conduct an incident review if deemed necessary

Training

- Does the contractor have a training plan? Does it include contractors?
- Does the contractor have a company specific orientation program? Does it include subcontractors?
- Will you be able to provide proof of WHMIS training for all workers?
- Does contractor have a management training program?

Occupational Health Services

- Does the contractor have an adequate number of trained workers to comply with the First Aid regulations?
- Does the contractor have a modified work program? Does it apply to contractors?
- Hold harmless agreement?
- Drug & alcohol testing.

Environmental

- Has the contractor developed an environmental control plan for the contracted work?
- Have the contractor obtained an adequate number of spill kits?

- Is the contractor aware the MSDS's must be submitted prior to bringing products on site? These will be submitted a minimum of 3 days in advance.
- Does the contractor have a hazardous waste I.D. Number?
- Dewatering/hydrotest plan?

Emergency Preparedness

- Review project emergency response plan.
- Does the contractor have a plan in place to address ERP requirements for the work it will be executing? (Including communication devices).

Office Safety

Security

- Review site security requirements.
- All contractor employees are required to wear the same colored hard hats with the company logo and individual's name.

Recordkeeping Requirements

- As identified in the contract documents.

Work procedures & Methods

- Has the contractor completed a hazard assessment based on the work schedule?
 - Have critical tasks been identified?
 - A critical task analysis must be performed for all critical tasks and reviewed with workers prior to commencing work.
 - Implement a plan of daily stretching.
-
- Has the contractor obtained the regulatory permits required to execute the job?
 - Review outstanding issues from the pre-award meeting.
 - Who is the identified project HSE sponsor?
 - Does the contractor have any further questions about HSE on this project?

ATTACHMENT 6 Contractor Expectations

Leadership & Administration

- Provide an HSE (Health, Safety, Environment & Security) Execution Plan specific to its scope of Work in accordance with the requirements of the subcontract.
- Comply with regulatory and client requirements
- Identify an HSE sponsor - specifically a company executive who has the authority to make immediate change should an issue arise which can not be resolved at the project.
- Nominate for approval a candidate as its HSE representative.
- Establish and maintain a method of control of subcontractors.
- Maintain a workplace anti-harassment policy.
- Maintain a drug and alcohol policy.
- Participate in client-initiated pre-bid and contract mobilization meetings.
- Advise client representative of all reportable incidents, regulatory inspections and provide copies of citation notices issued.

Responsibilities

- Review responsibility statements with line management and supervision prior to mobilization to field duties.

Planned Inspections & Audits

- Conduct one planned inspection per week. All substandard items identified during planned inspections shall be documented and followed-up to completion. Follow-up (closure) shall be documented on file.
- Perform informal inspections as part of routine line management duties.
- Certified and inspection cranes and hoisting equipment as required by legislation or manufacturers specifications.
- Require field personnel to inspect tools and equipment prior to use.
- Require tools and equipment to be maintained in accordance with manufacturers' specifications.
- Take immediate and appropriate action to correct substandard behaviors and condition congruent with hazard potential and likelihood of occurrence.

Communication

- Conduct documented pre-job meetings with field personnel to review associated hazards and specified control measures.
- Conduct a weekly general HSE meeting with work teams. Require all attendees to sign an attendance sheet. Document legitimate issues and specify actions to resolve on-going items.
- Conduct documents critical task reviews for all work scopes that present non-routine or unusual risk.
- Conduct weekly supervisors HSE meetings. Require all attendees to sign an attendance sheet. Document legitimate issues and specify actions to resolve on-going items.

Incident Management

- Comply with regulatory and client incident reporting and investigation requirements.
- Investigate high potential and high loss events to identify causes and assign reasonable and sustainable corrective actions to prevent recurrence.

Training

- Develop and administer a training matrix to identify project-specific training requirements
- Require all employees to attend a prescribed orientation.
- Deliver and document a company specific HSE orientation for newly hired workers.
- Deliver and document a line management orientation.

Environment

- Develop an environmental compliance program for the Work as set forth in the subcontract.
- Ensure an adequate number of spill / leak / release management equipment and resources.
- Remove and dispose all waste associated with the Work.
- Provide a master list and Material Data Sheets of the controlled products brought to the work location. Note: controlled products not on clients pre-approved list will require pre-approval before being brought to the Jobsite.

Subcontractor Management

- Establish a screening process to determine assess subcontractor HSE management standards.
- Prepare a contingency plan for any "C" rated subcontractor
- Implement a subcontractor HSE surveillance program.

Hiring & Placement

- Assign competent workers and supervisors to the work being performed.

Security

- Comply with security-related standards issued by the Company.
- Require visitors to be escorted when in high risk areas of the worksite.
- Restricted worksite access to authorized personnel.

Recordkeeping

- Transmit to the Contract Administrator without limitation or undue delay:
 - Planned inspections including action log detailing follow-up actions to resolve identified substandard items.
 - Incident investigations including action log detailing follow-up actions to resolve identified substandard items.
 - Weekly HSE meeting notes including action log detailing follow-up actions to resolve identified substandard items.
 - Completed training matrix
 - Weekly HSE summary report
 - Reports issued as a result of visits or inspections conducted by regulatory agencies
 - Certification documentation as required
- Maintain records including the following minimum requirements:
 - Pre-use equipment checklists
 - Employee training records
 - Course outlines

- Attendance records
- company specific orientation checklist
- o WHMIS training records
- o Daily pre-job meetings
- o Project Hazard Assessment
- o Critical task evaluations conducted complete with attendance lists
- o Task specific work procedures

Work Procedures & Methods

- Conduct pre-job hazard assessment based on work schedule
- Conduct critical task analysis and communicate to workers associated with the task
- Conduct fit-for-work assessments

Element 13 - General Rules

- Maintain a progressive discipline process.
- Communicate and ensure compliance with project-specific general rules and regulations

Offices and Common Areas

- Prepare and implement an office safety plan which will identify emergency response, communications, and inspection requirements.

Recognition & Awareness

- Maintain a process to recognize group and individuals for their contribution toward identified project productivity, quality, health and safety objectives.
- Implement a process to encourage substandard condition and improvement opportunity reporting.

Emergency Response Planning

- Prepare and post the Emergency Response Plan (ERP) in common areas and designated posting areas. Communicate ERP actions and responsibilities through orientations and safety meetings.

Occupational Health Services

- Ensure compliance with relevant regulations for first aid trained personnel
- Require employees referred to medical treatment of occupational injuries or illnesses be accompanied by responsible co-employee, preferably a member of line management.
- Maintain a modified work program to manage non-serious, temporary, partial disability associated with occupational injuries and/or illnesses.
- Report occupational injuries and illnesses to the site health facility.
- Maintain a drug and alcohol standard in compliance with Company requirements.

ATTACHMENT 7

Notice of Violation of Contract HSE Requirements

No.:	Client:	Page _____ of _____
To:	Contract No.:	
	Job No.:	
	Letter Serial No.:	
	Date:	
<p>On _____ you were advised orally of the below listed violation(s) of the contract Health, Safety and Environmental requirements.</p>		
<p>Please indicate the corrective action(s), which you have or intend to take on each of the above-noted violation(s) and the dates that each item has been or will be corrected. Also, please sign this form and return the original to the undersigned by (Date) _____. A copy has been included for your files.</p>		
Project Manager:	Date:	
Cc: Contract Administrator, HSE Manager		
To:	Contractor Letter Serial Number:	
The below listed corrective action has been or will be taken by the dates indicated:		
Signature and Title:	Company:	Date:

ATTACHMENT 8

Weekly Contractor HSE Summary

Contractor: _____

Reporting period: _____

▶ Training

Please provide detail of any HSE training conducted, specifically training delivered (please attach outline and number of employees in attendance at each session).

▶ Orientations

Period

Number of orientations held	
Number of employees oriented	
Average attendance	

Project to Date

Number of orientations held	
Number of employees oriented	
Average attendance	

▶ Safety Meetings

Number of safety meetings scheduled	
Number of safety meetings held	
Percentage compliance	

Number of employees scheduled	
Number of employees attending	
Percentage compliance	

Please provide details of any outstanding actions from safety meetings (please attach).

▶ Pre-Job Instruction

Period

Number of pre-job talks held	
Number of foreman	
Average talks per foreman	

▶ Hours Worked

Period

Contractor		Contractor	
Sub-Contractor		Sub-Contractor	
Total		Total	

Project to Date

▶ Planned Inspections

Period

Number scheduled	
Number held	
Percentage compliance	

Project to Date

Number scheduled	
Number held	
Percentage compliance	

Please provide details of any outstanding actions from planned inspections (please attach).

Incident Management

Provide the number of:

Incident type	Period	Project to Date
First Aids		
Medical aids		
Lot Time Injuries		
Property Damage		
Security Incidents		
Environmental Incidents		
Near Miss		
Safety Opportunities		
Total		

Please provide a short summary of the serious and major incidents and the details of any outstanding actions from incident investigations (please attach).

Prepared by: _____

Date: _____