



# **Contractor Management Environment Health & Safety Best Practice (2007)**

**Best Practices XV  
Conference  
May 15 & 16, 2007**



# Safety Moment

Good safety performance does  
not occur by chance.

It is the result of careful attention to all  
company operations, by all who are  
directly and indirectly involved.



# CMP Best Practices

- ◆ COAA Safety Sub-committee (CMP) Members
  - Dale Shafer (Chair)
  - Doug Kelly
  - Mark Halama
  - Phil Wilson
  - Sterling Rideout
  - Graham Dobson
  - Terry Densmore



# CMP Best Practices

**COAA**  
Construction Owners  
Association of Alberta



**Contractor Management  
EHS Best Practice (2007)**

The 1997 Contractor Management Best Practice was updated for 2007 to reflect modern safety language & a progressive safety management philosophy.

- ◆ Regulation has become increasingly prescriptive, which allows the best practice to be more performance based.

The primary goal was to produce a “what to do” versus a “how to do” best practice.



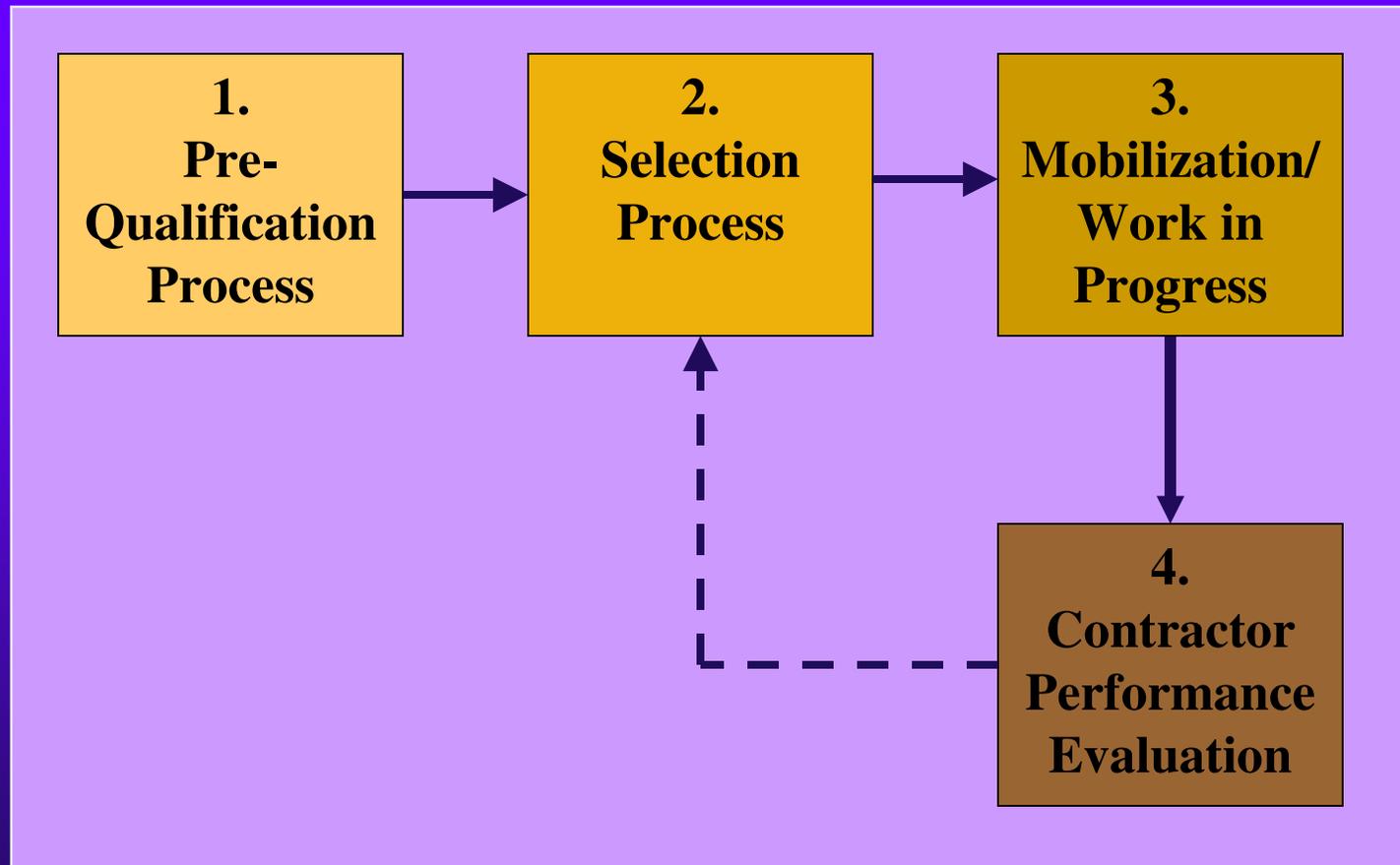
# CMP Best Practices

## ◆ Contractor Management in Alberta

- Contractor safety management has improved significantly in terms of ownership and accountability.
- Partnerships and teamwork between Owners and Contractors has improved with better understanding of each other's needs.
- Application of Prime Contractor is better understood, and impact of Bill C-45 is driving accountability.

The new Contractor EH&S Management best practice takes into account that Contractors perform many of the same responsibilities as Owners do, and they better understand their role for managing safety.

# CMP Best Practice Model

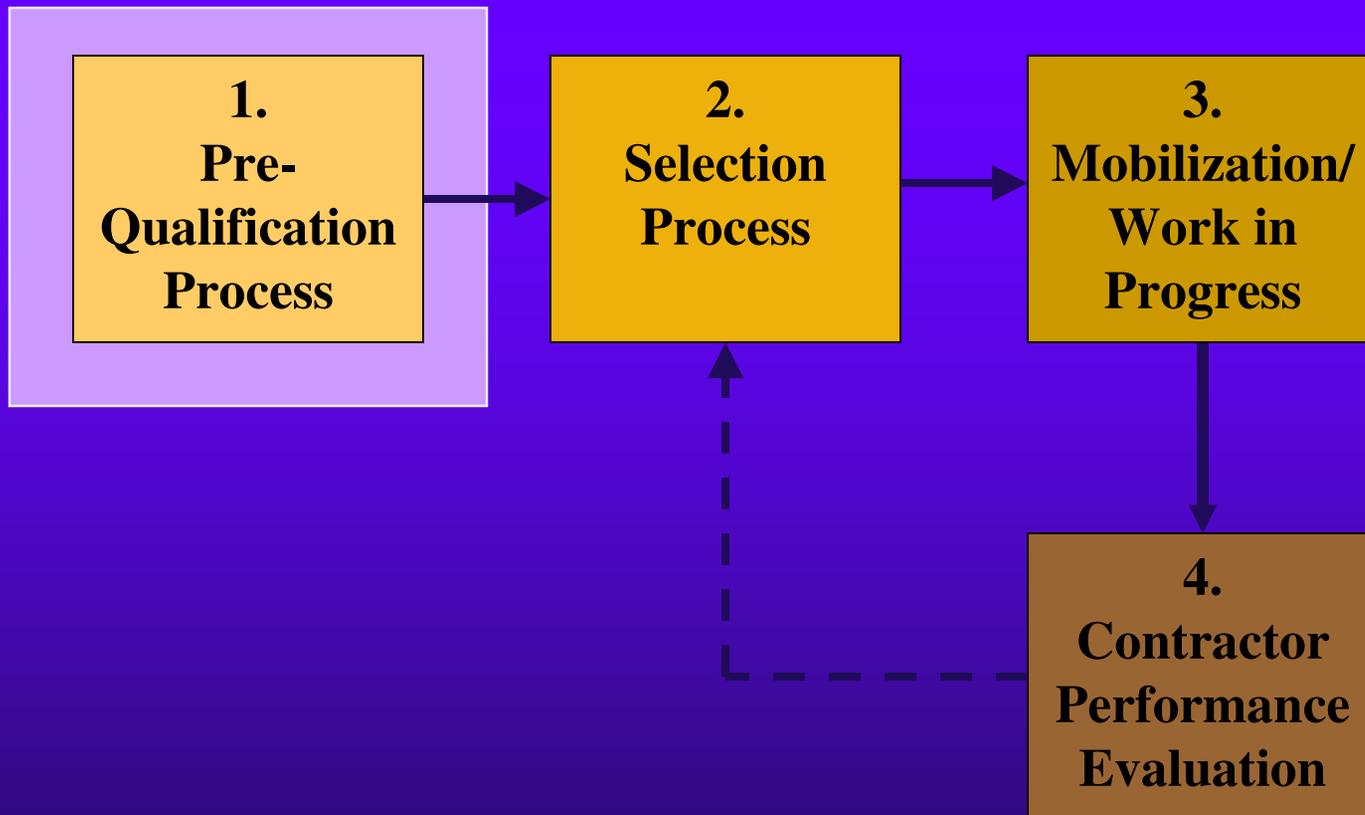




# CMP Best Practice - Highlights

- ◆ Document re-structured to align with overall process flow chart.
- ◆ Strong emphasis on clearly defining expectations, and implementing participative processes.
- ◆ Provides flexibility for an Owner to implement the Best Practice regardless of current situation.
- ◆ Introduces 3 Key Terms to streamline the remainder of the best practice wording and flow.
  - EHS Execution Plan
  - EHS Requirements
  - Scope of Work

# CMP Best Practice Model





# Contractor Pre-Qualification

The Contractor pre-qualification process includes the evaluation of a prospective Contractor's ability to meet an Owner's established EHS performance criteria.

This part of the process is the first step towards verifying Contractor acceptance, and establishes the information required to adequately and properly represents the Contractor to the Owner.



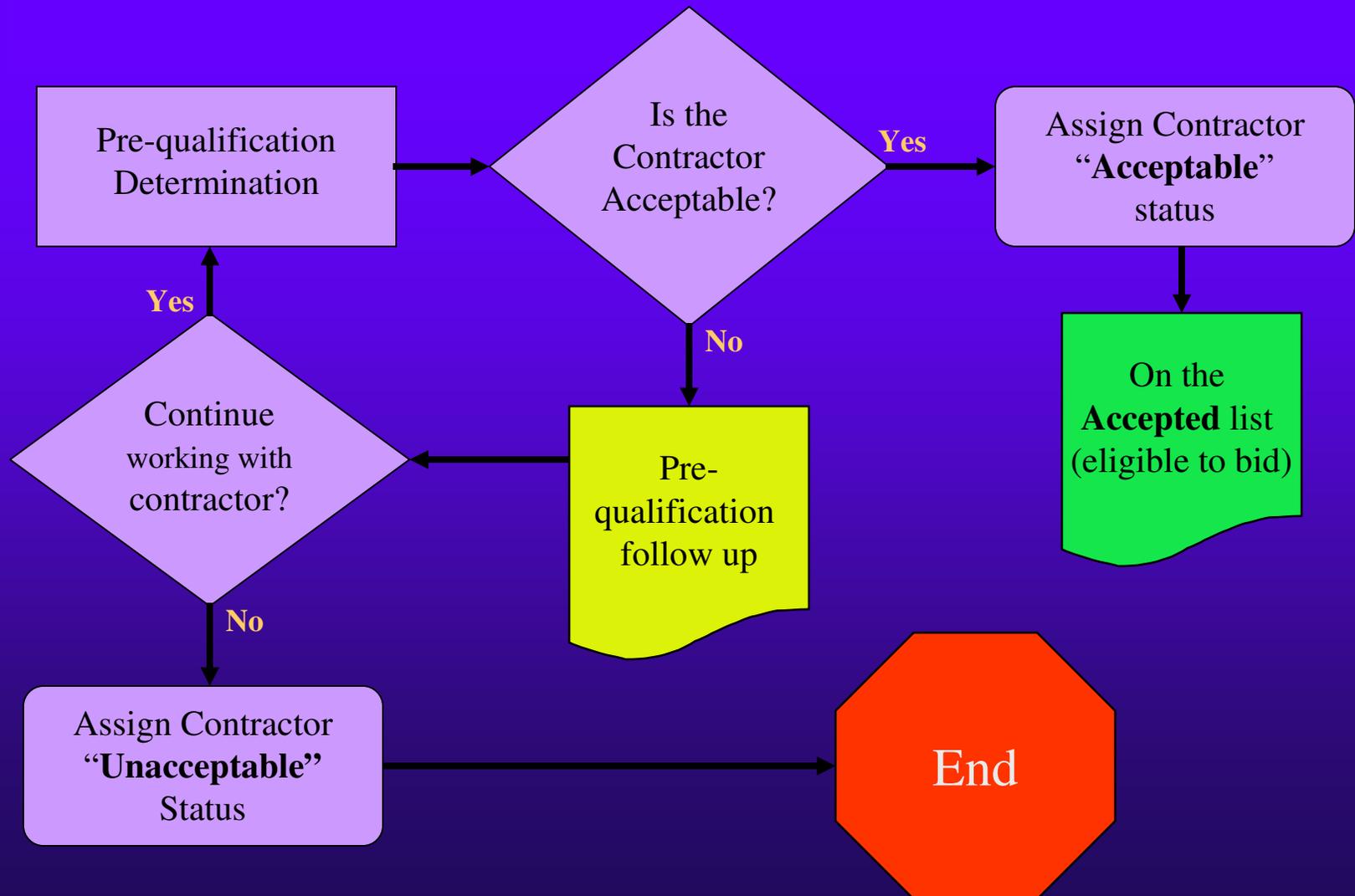
# Contractor Status

There are three potential outcomes of the qualification process, which will result in the assignment of Contractor acceptance status.

- ◆ **Acceptable** – Pre-qualification criteria has been met
- ◆ **Unacceptable** – Pre-qualification criteria has not been met
- ◆ **Conditional** – there are gaps in the pre-qualification submission to be resolved by the Contractor prior to acceptance.

The goal of this process should always be for Owners to use Contractors who provide acceptable responses to all the pre-qualification criteria.

# Contractor Status Decision Model





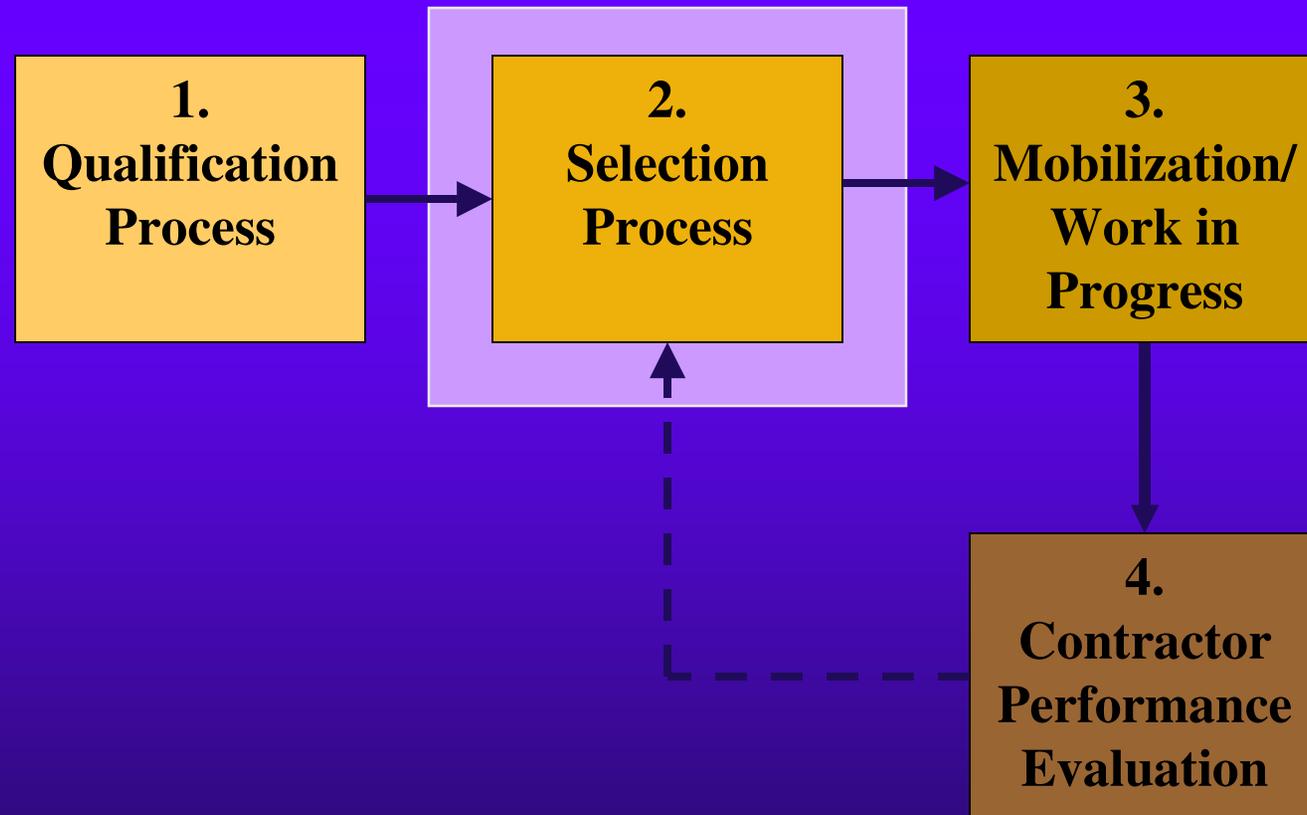
# Safety Moment

## Safety Performance

The greater danger for most of us lies not in setting our aim too high and falling short, but in setting our aim too low and achieving our mark.

*Michelangelo*

# CMP Best Practice Model





# Contractor Selection

The Owner and Contractor must reach agreement with regard to work standards, procedures and practices applicable to the work.

- ◆ This agreement should be documented prior to beginning the work to ensure compliance with EHS requirements and responsibilities for providing human and material resources are understood.

Agreements reached during the Contractor selection process must ultimately be defined in the commercial agreement, before the work begins.



# Pre-Bid Packages

The Owner should provide potential Contractors with a pre-bid package that includes the scope of work, baseline hazard assessment and control and EHS requirements that may be specific to the work or job site.

- ◆ The Owner should take the time to clarify the scope of work and the baseline hazard assessment.
- ◆ The Contractor should assess the Owner's scope of work and the related baseline hazard assessment for consideration in developing an EHS execution plan.

An Owner should also identify its contact representatives in the event a Contractor requires clarification.



# Contractor Selection

An Owner should select a technically qualified Contractor who meets the EHS requirements of the project.

- ◆ Consideration should be given to the information contained in the Contractor's Pre-qualification submission and summary EHS execution plan documentation.
- ◆ Work should not begin until the Owner is satisfied that the Contractor is capable of delivering the scope of work in compliance with Owner requirements and a contract is formally awarded.

The extent and detail of these assurances should take into account the Owner's previous experience with the Contractor, the type of work to be performed, and the level of risk associated with the work.

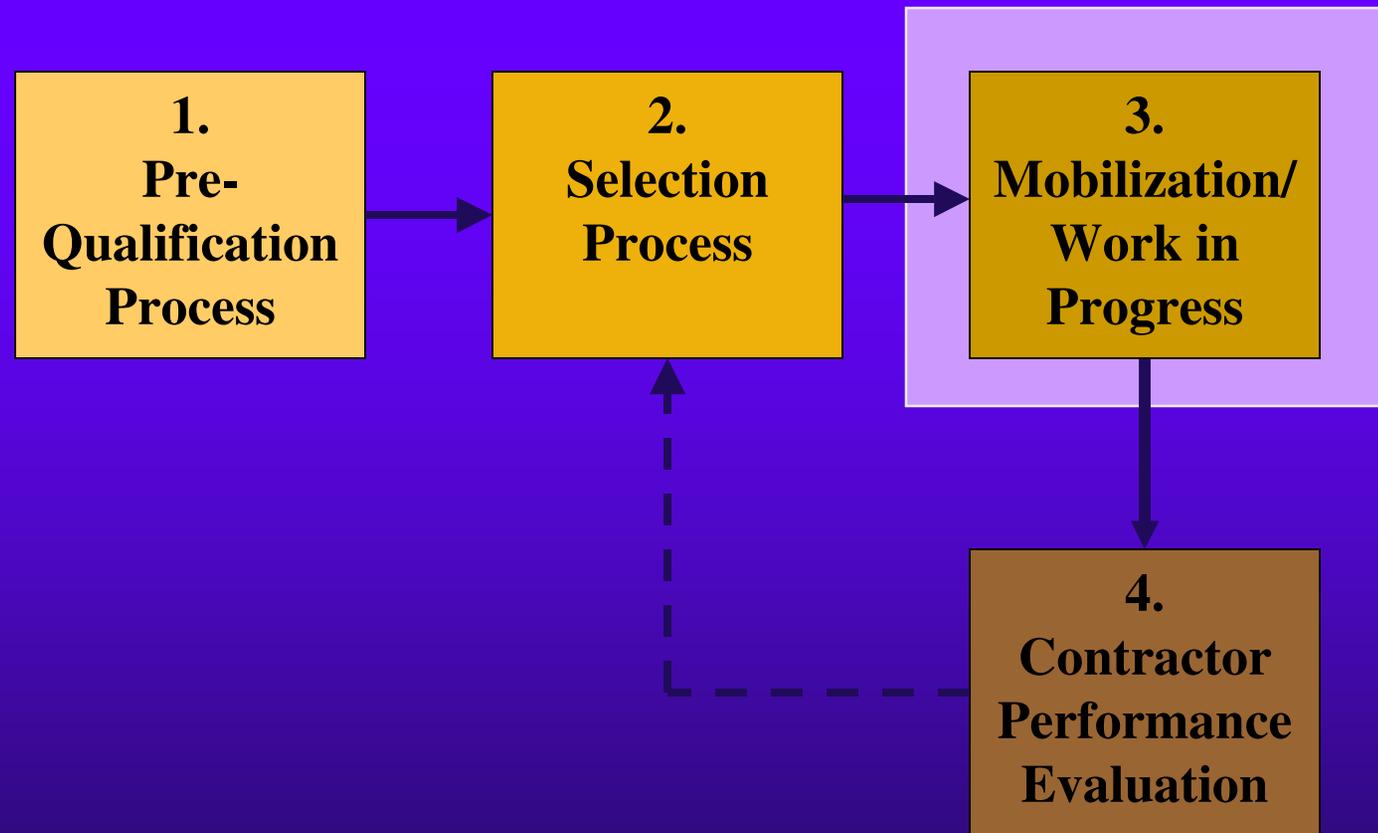


# Finalize EHS Execution Plan

The selected Contractor should produce a more detailed EHS Execution Plan that describes more specifically how the work will be completed based on the Owner's requirements.

- ◆ The Contractor should have carefully reviewed the Owner's pre-bid package and be prepared to accept conditions, highlight areas of concern and/or identify specific conditions the Owner and Contractor need to manage.
- ◆ The Owner should review key aspects of the finalized EHS Execution Plan with the Contractor to validate the work can still be completed as anticipated.

# CMP Best Practice Model





# Mobilization/Work in Progress

The EHS Execution Plan is the guiding document to support mobilization/work in progress efforts.

- ◆ The Owner and Contractor are responsible to ensure the EHS Execution plan is effectively communicated to affected workers within their respective organizations.
- ◆ If a change to scope of work occurs, the baseline hazard assessment and the EHS execution plan should be reviewed and updated as necessary.
- ◆ A change to the scope of work may also affect agreed upon Contractor/Owner provisions.

Revisions to the EHS execution plan must be communicated to those responsible for the work in progress.

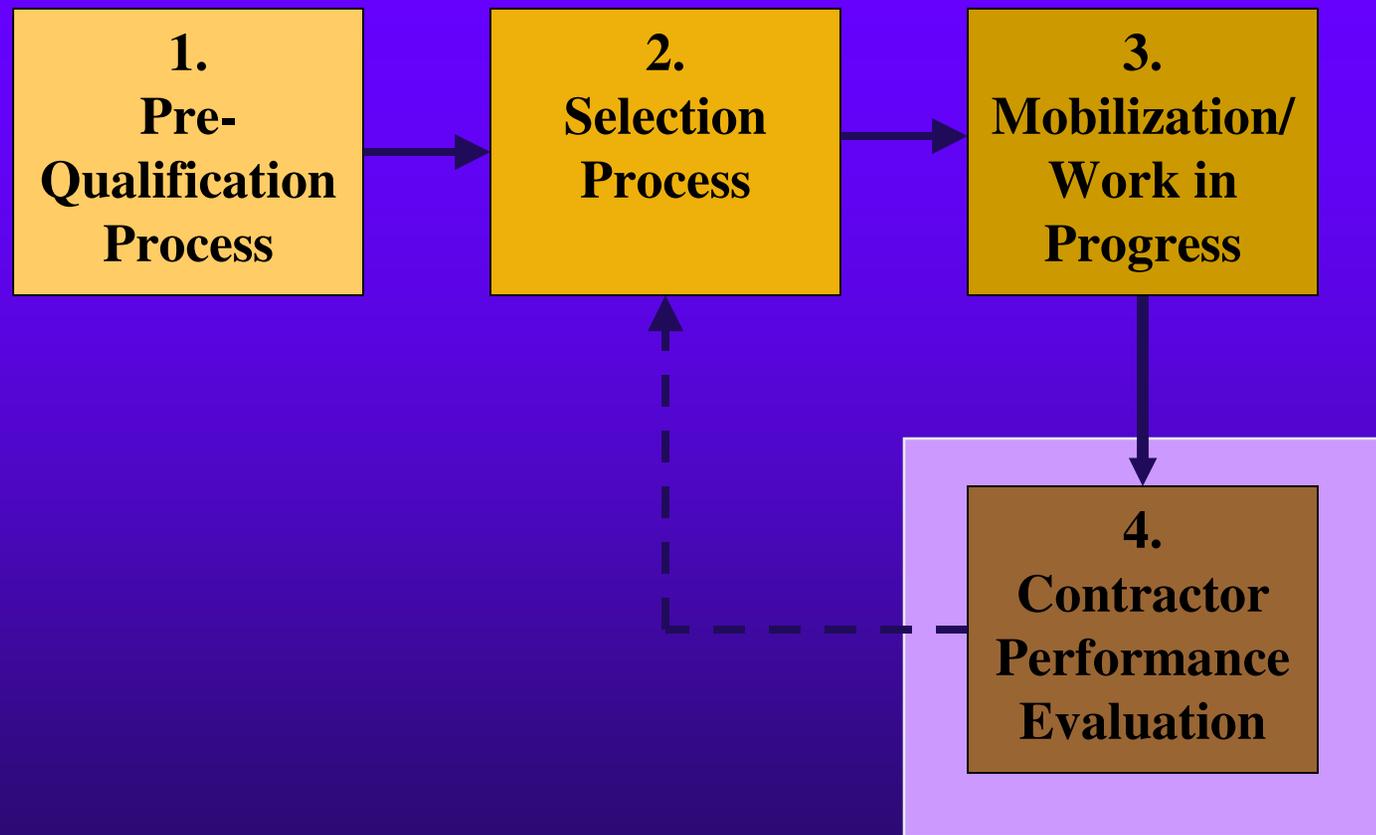


# EH&S Execution Plan Content

What sort of items should be included in an EHS Execution Plan?

- ◆ Relevant policies, standards, procedures and safe work practices necessary to address worker safety and legislative requirements.
- ◆ Identification of orientation and training needs, frequency of training and responsibility for providing this training
- ◆ Management plans for controlling work activities associated with critical tasks,
- ◆ Personnel responsibilities and accountability for managing internal Contractor EHS related issues, and
- ◆ Incident notification protocols and emergency response action plans

# CMP Best Practice Model





# Performance Evaluation

Owners and Contractors both have responsibilities for regularly monitoring and evaluating the work in progress.

- ◆ The Contractor should retain the appropriate EHS management system documentation required to demonstrate compliance with Owner/Contractor EHS requirements.
- ◆ The Contractor will periodically evaluate compliance with the EHS Execution Plan to ensure:
  - Workers have the information, knowledge, and training necessary to safely perform their tasks,
  - EHS execution plan is appropriate for the scope of work, and
  - Workers are familiar with the EHS execution plan.



# Performance Evaluation

The frequency of Owner evaluation is dependent upon the scope of work and the Contractor's EHS performance.

- ◆ This Owner led evaluation may include a review of the following documentation:
  - Contractor's self assessment
  - Worksite safety performance
  - Contractor's EHS system records
  - Hazard assessment and control plan



# Performance Feedback

- ◆ The Owner must inform a Contractor when EHS requirements are not being met.
- ◆ Although the Contractor is directly responsible to resolve EHS issues the Owner is ultimately responsible to ensure a safe working environment.

If a Contractor does not meet an Owner's EHS expectations and requirements, then an opportunity should be provided to discuss the issues and develop corrective actions consistent with contractual provisions.



## Safety Moment

One of the best ways to forestall significant error is to audit your own faults.

*Sun Tzu - The Art of War*



Questions?  
Comments?  
Concerns?