



Contractor Environment, Health and Safety Management

A Best Practices Guideline

NOTICE TO READER

When it was first issued/re-issued, this best practice guideline embodied the consensus best thinking in our industry. Many of the principles, procedures, checklists, etc. are still relevant and can be adapted for current use. However, users are cautioned that this best practice has not been updated, so a critical assessment should be made when adapting – in particular, for sections that reference standards, regulations or legislation.

This Best Practice guideline ("guideline") was developed through a consensus process approved by COAA. This process brings together volunteers representing varied viewpoints and interests to achieve a reasonable consensus on a generic guideline for industry use. The content of this guideline does not represent the views of any particular committee member. This document is a general guideline and COAA strongly recommends legal and other professional advice being obtained to complement and clarify specific adopting of this guideline. This guideline is also subject to periodic review and readers should ensure they are referencing the most current version of this guideline. Suggestions for improving this guideline are welcome and can be submitted directly to COAA.

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A. INTRODUCTION

Many construction Owners employ contract personnel for a wide range of activities, from administrative support to construction, equipment repair and maintenance. Successful completion of Contractor work is highly dependent upon integrated Environment Health and Safety (EHS) management.

B. OBJECTIVE

The objective of this Best Practice is to assist Owners, Prime Contractors and Contractors to develop effective Contractor EHS management systems and/or processes.

C. VALUE

Effective EHS management systems will promote a collaborative working relationship between Owners, Prime Contractors and Contractors, resulting in improved:

- Health and safety of all personnel,
- Environmental performance, and
- Business productivity and profitability.

D. SCOPE

This Best Practice applies to Owners, Prime Contractors and Contractors performing work pertaining to an Owner's site. This Best Practice covers the EHS management processes from Contractor pre-qualification through to work completion and evaluation of performance.

This Best Practice includes the following four key EHS elements:

1. **Contractor Pre-qualification** – the process for qualifying Contractors as being acceptable to perform work at a work site.
2. **Contractor Selection** - the process of selecting an acceptable Contractor to perform a specific scope of work before the work begins.
3. **Mobilization/Work in Progress** – the process of implementing work activities to achieve the successful completion of the scope of work.
4. **Contractor Performance Evaluation** – the measures used to periodically evaluate Owner and Contractor performance against EHS requirements and goals.

Figure 1 on page 4 of this document illustrates the four key EHS elements, and associated sub-elements. Details of each key and sub-element are provided in this Best Practice.

E. APPLICATION

Contractor management is a continuous process that can be implemented at any time. Examples of entry points are provided below.

- An Owner not having a list of acceptable Contractors should start with the Contractor Pre-qualification step.
- If a Contractor is deemed acceptable for work on site, suitability to perform work can be evaluated against the specific work scope during the Contractor Selection step.
- If a Prime Contractor has selected a Contractor to perform work for them, but the Contractor is not on site, the process should start with the Mobilization/Work in Progress step.
- An Owner that wants to improve health and safety performance on the worksite with active Contractors should start with the Contractor Performance Evaluation step.

F. WORKING RELATIONSHIPS

Effective Contractor EHS management requires a collaborative working relationship between all parties and a collective commitment to achieve work site EHS performance objectives.

The working relationship will be significantly improved by clearly defining roles, responsibilities and accountabilities. Interactive communication between all parties is critical to ensure an effective working relationship.

G. ROLE OF PARTICIPANTS

Owner – in respect of a work site means the person in legal possession of the work site or, if the person in legal possession does not request the work, the person with an ownership interest in the work site who requests that the work be done (Province of Alberta OH&S Act).

Owner commitment and leadership are prerequisites for achieving desired EHS performance. An Owner should actively engage the Prime Contractor (or Contractors) in a collaborative working relationship to successfully manage EHS requirements.

Prime Contractor – means the designated Prime Contractor for a work site, as required by the Province of Alberta OH&S Act.

Every work site with two or more Contractors (employers) working at it must have a Prime Contractor responsible for the work. The role of Prime Contractor is performed either by an Owner or a Contractor under an agreement with the Owner.

When the Prime Contractor on a worksite is not the Owner, the Prime Contractor should read and apply this Best Practice as if they are the Owner.

Contractor – means a person, partnership or group of persons who, through a contract, an agreement or ownership, directs the activities of one or more employees involved in work at a work site (Province of Alberta OH&S Act).

Contractors complete work for an Owner at a work site. Contractors are expected to cooperate with all parties to achieve the desired EHS performance objectives.

When a Contractor employs one or more Subcontractors the Contractor should read and implement this Best Practice as if they were the Owner.

Subcontractor – for the purposes of this Best Practice, the term Contractor and Subcontractor are considered synonymous.

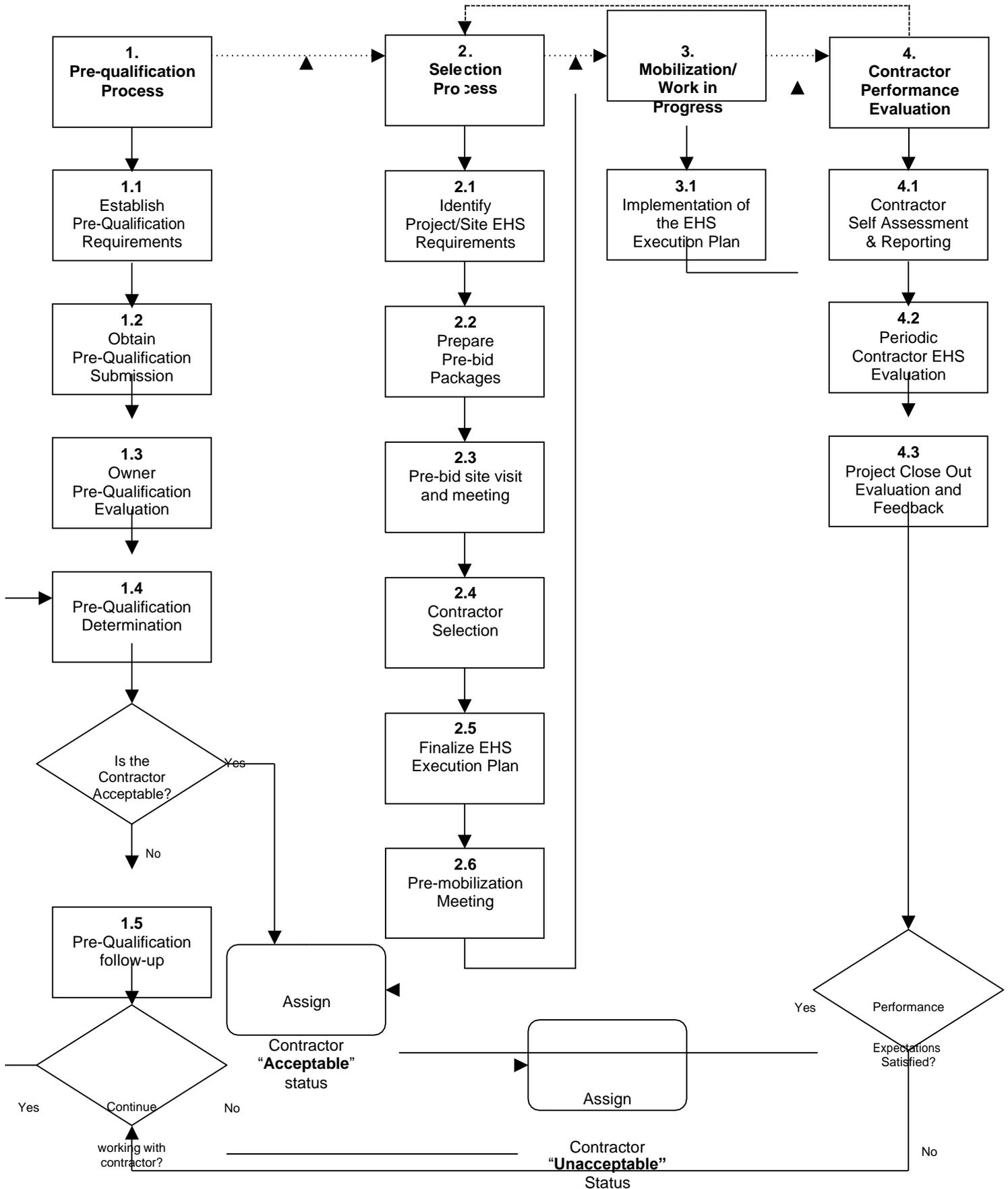
H. DEFINITIONS

EHS Execution Plan – means the plan developed by an Owner and/or Contractor to address identified Environment Health and Safety requirements specific to the Scope of Work.

EHS Requirements – defines the Owner's Environment Health and Safety expectations specific to the Scope of Work, including policies, standards, procedures and safe work practices necessary to address worker safety and legislative requirements.

Scope of Work – the work to be done, described in sufficient detail to enable prospective contractors to understand the content of the work required, as well as the work environment.

Figure 1 – Contractor Management Process



1. Pre-qualification Process

In order to be eligible to perform work on an Owner's site a Contractor must be pre-qualified. 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.

In some cases, a Contractor may not be able to meet an Owner's EHS performance criteria. An Owner should have an alternate plan for managing this type of Contractor.

1.1 Establish Pre-Qualification Requirements

The Owner should review criteria from Appendix A, and select evaluation criteria that are relevant to the Owner's expectations to assess a Contractor's compliance with OH&S legislation and industry best practices.

The Owners should include selected criterion in a standardized pre-qualification template for consistent use within the organization.

1.2 Obtain Pre-Qualification Submission

An Owner should establish a standard method for providing Contractors with pre-qualification criteria in a standardized template, and for obtaining the Contractor's completed submission. The Owner should identify if additional supporting documentation is required in a Contractor's pre-qualification submission.

1.3 Owner Pre-Qualification Evaluation

An Owner should establish a standardized method for reviewing a Contractor's pre-qualification submission to determine if a Contractor has met the baseline requirements.

Competent EHS personnel should evaluate the Contractor's pre-qualification submission and validate the information provided. Pre-qualification evaluation should include the following criteria:

- Is the quality of pre-qualification submission adequate?
- Is the Contractor's experience relevant to Owner requirements?
- Does Contractor case history meet expectations?

1.4 Pre-Qualification Determination

There are three potential outcomes of pre-qualification determination, 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. Once the pre-qualification acceptance level is determined the Owner should communicate the qualification status to the Contractor with any gaps clearly defined.

Unacceptable or Conditional acceptance status should result in additional efforts by the Contractor to satisfy the Owner acceptance criteria. An Owner may decide to discontinue working with a Contractor assigned a Conditional status if reasonable progress toward Acceptable status is not achieved.

Pre-qualification acceptance should establish protocols for managing Contractors performing emergency work, or those who do not satisfy pre-qualification requirements. As a minimum, these Contractors should be working under close Owner supervision within the scope of a detailed EHS execution plan on the authority of a senior Owner representative.

1.5 Pre-qualification Follow-up

An outcome of the pre-qualification determination should be a list of Contractors with an assigned acceptance status. An Owner should regularly review this list to be aware of the Contractor's acceptance status, and to determine if follow-up action is required.

2. Contractor Selection Process

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.

2.1 Identify Project/Site EHS Requirements

The Owner must complete a baseline hazard assessment and control plan to identify EHS requirements associated with the scope of work. An Owner should be thoroughly familiar with “reasonably foreseeable” hazards associated with the nature of the work.

The duration of the project, the type of work to be performed and the location of the work are some of the factors an Owner should consider prior to developing EHS requirements for the pre-bid package. It is important for an Owner to recognize that unscheduled or off shift work may have inherently different hazards.

In cases where a Contractor reviews the scope of work to identify EHS requirements (due to the Contractor’s expertise, and knowledge of the anticipated hazards) the Owner remains overall responsible for the thoroughness of the hazard assessment and control plan.

An outcome of the Owner’s baseline hazard assessment and control plan is delineation and definition of Owner provided services so the Contractor can determine what must be included in the EHS execution plan.

An Owner and a Contractor must collectively communicate information regarding the scope of work, the baseline hazard assessment and control plan, and the EHS execution plan to their respective workers.

2.2 Prepare 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 plan and EHS requirements that may be specific to the work or job site.

An Owner should also identify its contact representatives in the event a Contractor requires pre-bid package content clarification.

2.3 Pre-bid Site Visit and Meeting

The pre-bid site visit and meeting provides the Owner with an opportunity to elaborate on requirements identified in the pre-bid package documentation.

The Owner should use the pre-bid site visit and meeting to clarify the scope of work and the baseline hazard assessment and control plan. This meeting should also be used to ensure potential EHS issues are identified and EHS requirements are satisfied prior to the bidding process, including:

- Pre-qualification status of the Contractor should be confirmed,
- Project specifics such as location, timelines, milestones, quality and responsibilities for human and material resources are clarified, and

The Contractor should use the pre-bid site visit and meeting to assess the Owner's scope of work and the related baseline hazard assessment and control plan. The outcomes of the pre-bid site visit and meeting are used in the development of the summary EHS execution plan. The summary EHS execution plan generically defines the following:

- 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.

Agreements reached during the pre-bid meeting should ultimately be defined in the commercial agreement, before the work begins.

2.4 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 submitted in the Contractor's pre-qualification 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.

2.5 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 final EHS execution plan should include a hazard assessment and control plan that reflects the baseline documentation with additional input from the Contractor.

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 EHS requirements highlighted in Section 2.3 should be worked into a detailed plan that includes a breakdown of major components, or critical aspects of the work.

2.6 Pre-mobilization Meeting

A pre-mobilization meeting is held to verify the Owner and Contractor's intent to proceed with the work. A contract can be formally awarded immediately following the pre-mobilization meeting.

The Owner should have completed a review of the Contractor's finalized EHS execution plan, and take this opportunity to review key aspects of the plan with the Contractor to validate the work can still be completed as anticipated. The baseline hazard assessment and control plan and the EH&S execution plan should be reviewed and formally endorsed by Owner/Contractor representatives appropriate to the scope of work and historical working relationship.

3. Mobilization/Work in Progress

The EHS execution plan is the guiding document to support mobilization/work in progress efforts. The Owner and Contractor should cooperatively interact to ensure the Contractor's workforce becomes familiar with the project facilities, Owner/Contractor personnel, and management systems.

The amount of detail and effort to support mobilization/work in progress activities should be commensurate with the level of risk for the work.

3.1 Implementation of the EHS Execution Plan

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 occurs to the scope of work or hazards associated with the work, the hazard assessment and control plan 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.

4. Contractor EHS Performance Evaluation

Evaluation of EHS performance should be based on the duration of the project, the level of risk for the type of work being performed, and the Contractor's historical EHS performance. Owners and Contractors both have responsibilities for regularly monitoring and evaluating the work in progress.

4.1 Contractor Self Assessment and Reporting

The Contractor should retain the appropriate EHS management system documentation required to demonstrate compliance with Owner/Contractor EHS requirements. EHS performance monitoring and reporting should include leading indicators.

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.

4.2 Owner Evaluation/Audit of Contractor EHS System

The Owner will regularly evaluate the Contractor to ensure compliance with the EHS execution plan and the hazard assessment and control plan. The frequency of 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

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.

4.3 Project Close Out, Evaluation and Feedback

A Contractor's EHS performance should be evaluated at least annually, and at the completion of any contract.

The Owner must review acceptable and non-acceptable performance with the Contractor and Owner representatives responsible for selecting the Contractors to perform work. These lessons learned should be utilized to improve both the Owner and Contractor EHS management systems/processes.

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.

1. Business Description

Company Name, Street and mailing addresses, telephone, cell phone and facsimile numbers and email address.	Same information for parent company, if applicable.
Name and job title of person who authorizes the release of information contained in the PQF.	Contact information for that person: Street and mailing addresses, telephone, cell phone and facsimile numbers and email address.
Description of the services provided by the contractor and length of time the company has been in business under present name.	Description of types of work that would normally be subcontracted to other contractors, including labour brokers.
Annual dollar value of all work performed in each of the last 3 years and Value of largest job performed in the last 3 years.	Desired job value range: provide maximum and minimum values.
Details of 3 largest jobs in progress: Customer name/ location; type of work; dollar value; customer contact name, telephone, cell phone and facsimile numbers.	Details of the 3 largest jobs completed in the last 3 years including customer name and location, type of work, dollar value, customer contact information.

2. EH&S Performance

Obtain field performance for last three years including the number of fatalities, lost time injuries, medical aid injuries, modified work injuries and first aid injuries	Obtain field performance for all work performed by sub-contractors.
Obtain the total employee field labour hours	Obtain total field labour hours performed by sub-contractors.
Employee field hours recordable injury rate calculation: $\frac{\# \text{ fatalities} + \# \text{ lost time injuries} + \# \text{ modified work injuries} + \# \text{ medical aid injuries} * 200,000}{\text{Total field labour hours including sub contractors}}$	Sub-contractor field hours recordable injury rate calculation: $\frac{\# \text{ fatalities} + \# \text{ lost time injuries} + \# \text{ modified work injuries} + \# \text{ medical aid injuries} * 200,000}{\text{Total field labour hours including sub contractors}}$
Obtain details of any EH&S related judgments, suits, stop work orders active or pending against the company.	Obtain details of any EH&S related judgments, suits, stop work orders active or pending against sub-contractors used by the company.
Obtain Workers Compensation Board (WCB) Data for last 3 years including current year. WCB premium discount (-%) or surcharge (+%)	Verify WCB Employer Experience Ratio (-%) < industry group average) or (+%) > industry group average.
Confirm whether or not the company is registered in the WCB Partners in Injury Reduction program and if the company has a modified work program.	Confirm whether or not the company has participated in a WCB Disability Management Seminar

3. EH&S Management

Obtain Senior EH&S representative contact information (name, title and telephone, cell phone and facsimile numbers and email address) and a summary of experience, qualifications, time in job.	Determine whether a full time or a part time EH&S representative is assigned to each field job?
Obtain confirmation that the company assigns one or more EH&S focal points for work on in the field.	Obtain confirmation that the company management holds their supervision accountable for the safety performance of their employees.
Does company have a written EH&S Management Program? Does the program address Partnerships in Injury Reduction COR elements, including Management and Leadership, Hazard ID and Risk Control, Rules and Work Procedures, Training, Communication and Incident Investigations	Obtain their most recent external audit score and their two most recent internal audit scores. Does the Company have a leading indicator program? Do they align with the COAA best practice, and are they used to promote safety?
Find out whether or not the company has: <ul style="list-style-type: none"> • A set of written EH&S goals and objectives • A measurement system in place to track their performance toward meeting the written EH&S goals and objectives 	Obtain confirmation that the company management requires their supervision to report all occupational injuries and illnesses, as well as incidents, hazardous acts/conditions and significant near misses to the client as soon as possible after their occurrence.
Determine if the company uses EHS performance criteria in the selection of all sub-contractors, to the same standard as the owner.	Verify that subcontractors are included in EHS orientations, meetings, inspections, audits and other EHS related performance measurements.

4. Safe Work Practices and Procedures

Obtain an inventory of "standard" safe work practices and request the company to provide a current list of specialized Safe Work Practices.	Confirm the company has basic EHS related procedures including housekeeping, unsafe conditions reporting and materials/equipment standards.
Verify that the company conducts EHS workplace inspections and EHS audits to ensure compliance with management systems and program requirements. Confirm deficiencies are documented and tracked to completion.	Confirm whether or not required PPE is provided for employees and a PPE Policy/program is in place to ensure PPE is inspected and maintained.
Confirm the company has a system for establishing the applicable health, safety, and environmental specifications for the acquisition of materials and equipment	Verify the company: <ul style="list-style-type: none"> • conducts inspections on operating equipment (cranes, forklifts, aerial work platforms) • maintains operating equipment in compliance with the regulatory requirements • maintains the applicable equipment inspection and maintenance certification records
Determine if the company has an effective WHMIS program, including worker training, current MSDS and the use of both supplier labels and workplace labels.	Verify the company ensures the effectiveness of its WHMIS program, by determining if workers know the hazards associated with their work, the required controls, and where to obtain required EHS information.

5. Health Monitoring & First Aid

Confirm whether or not the company has the following: <ul style="list-style-type: none"> • A hearing conservation program • A respiratory protective equipment (RPE) program • A respiratory protective equipment (RPE) Code of Practice 	Confirm the company satisfies required medical surveillance to meet applicable legislated requirements (Alberta OH&S Code Part 4 and Part 16). Are medical examinations conducted for pre-employment, pulmonary function, and replacement job capability?
Confirm the use of an alcohol and drug program that aligns with the COAA Canadian Model for Providing a Safe Workplace: Alcohol and Drug Guidelines and Work Rule.	Determine if pre-access or random testing or testing for cause, or post incident is included.
Determine if the contractor is capable of providing First Aid and other medical services for employees while on site. How will this be accomplished?	Determine if personnel trained to perform first aid and CPR will be provided while working on site?

6. Health and Safety Program Essentials

Confirm EHS meetings are held for Employees, Field Supervisors, Sub-contractors and new hires.	Indicate the frequency of any meetings held and confirm whether or not the EHS meetings documented.
Confirm whether or not the company has a EHS recognition program, as well as a progressive discipline policy. Obtain details of when immediate employee termination may occur under the policy.	Verify the company's health and safety program ensures legal responsibilities are met. <ul style="list-style-type: none"> • Employees report unsafe acts and conditions • Employees intervene and correct unsafe acts and conditions • Reported unsafe acts and conditions are investigated and corrected.
Determine if the company has a program for hazard assessment, elimination and control. See information on the COAA web page. http://safety.coaa.ab.ca/safetylibrary.htm	Confirm employee training includes a section on Field Level Hazard Assessment (FLHA) or equivalent, which meets or exceeds the COAA Best Practice.
Determine if the company has a Management of Change process.	Verify the MOC process meets or exceeds the requirements shown in attachment XX.
Obtain confirmation that the company has an incident investigation policy that requires workers to report incident and an investigation process that guides an investigator to the root cause.	Verify that incident investigations are not fault-finding exercises, and that corrective actions address both immediate and root incident causes. Corrective actions must be tracked to closure.

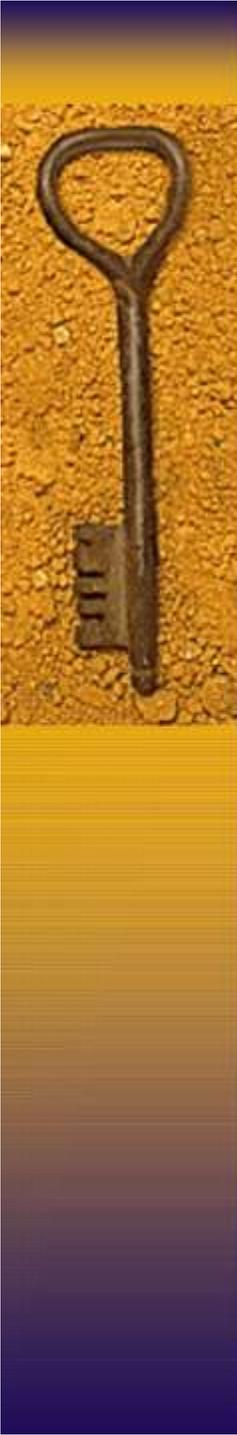
7. Orientations and Training

Verify the company has an EHS orientation program for new hires and returning workers. Significant gaps or breaks in employment must have appropriate refresher orientation, depending upon nature of work.	Obtain a list of the topics covered by the orientations to determine suitability and relevance to services provided.
Determine how the contractor supplies competent workers to the job site, including: <ul style="list-style-type: none"> • Adequately Trained (appropriate job skills) • Sufficiently Experienced (relevant work experience) • Suitably Qualified (certified trade skills) 	Determine if the company supplies employees trained in the appropriate job skills. Does the company provide employees with certified job skills, when required by regulatory or industry standards? Obtain a list of trades/occupations that have been certified.
Determine if the company has a specific Health and Safety training program for supervisors. Confirm the training is equivalent to the Alberta Construction Safety Association's Leadership for Safety Excellence course.	Obtain training records for a superintendent, general foreman, safety advisor and a tradesperson foreman as appropriate for each trade employed directly by the company.
Confirm the company knows the regulatory health and safety training requirements for their employees, and that their employees receive required refresher training. Determine how the company verifies successful completion of training. <ul style="list-style-type: none"> • Written Test • Oral Test • Worker Monitoring • Performance Test 	Confirm the company retains health and safety, and trades training records for their employees, and ensure the document/system includes: <ul style="list-style-type: none"> • Employee Identification • Date of Training • Name of Trainer • Method Used to Verify Understanding
Determine if the company has a functional Behaviour Based Safety program in place. Confirm it meets or exceed the requirements of the Construction Owners Association of Alberta Behaviour Based Safety Best Practice: http://safety.coaa.ab.ca/safetylibrary.htm/ Behavior Based Safety)	Verify the BBS program is monitored to ensure effectiveness, utilizing the following criteria: <ul style="list-style-type: none"> • Number of observations for each behaviour completed in the month • % safe on each behaviour observed • Overall % safe for all behaviours observed • Number of individuals who completed observations • Details of any changes being implemented to increase the % safe behaviours



Contractor Management Environment Health & Safety Best Practice (2007)

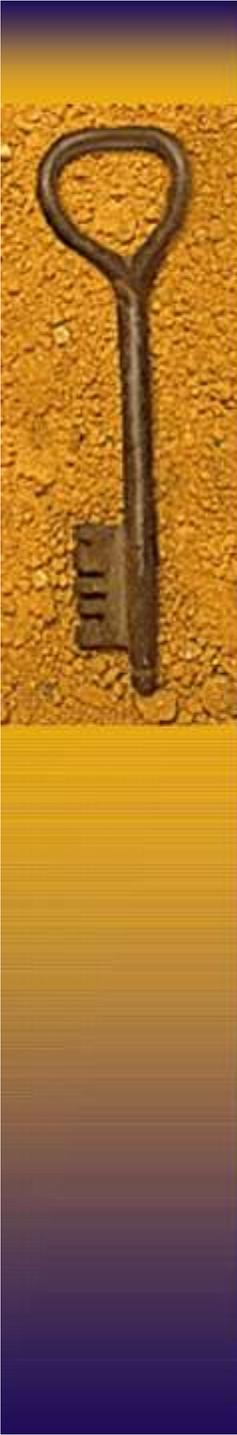
Best Practices XV
Conference
May 15 & 16, 2007



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
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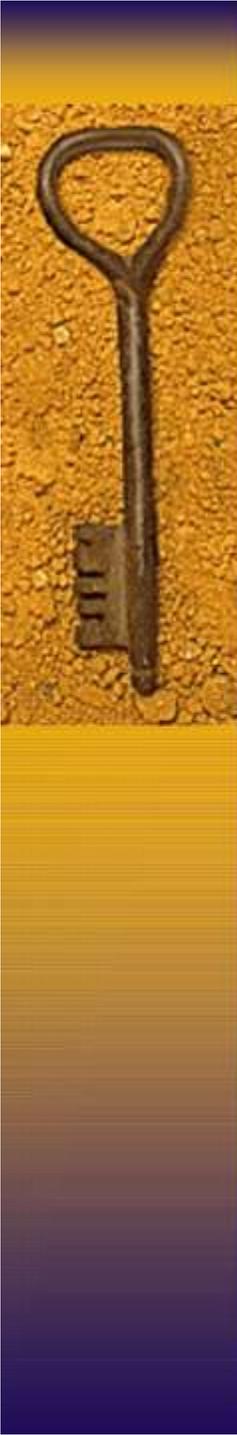


**Contractor Management
EHS Best Practice (2007)**

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.



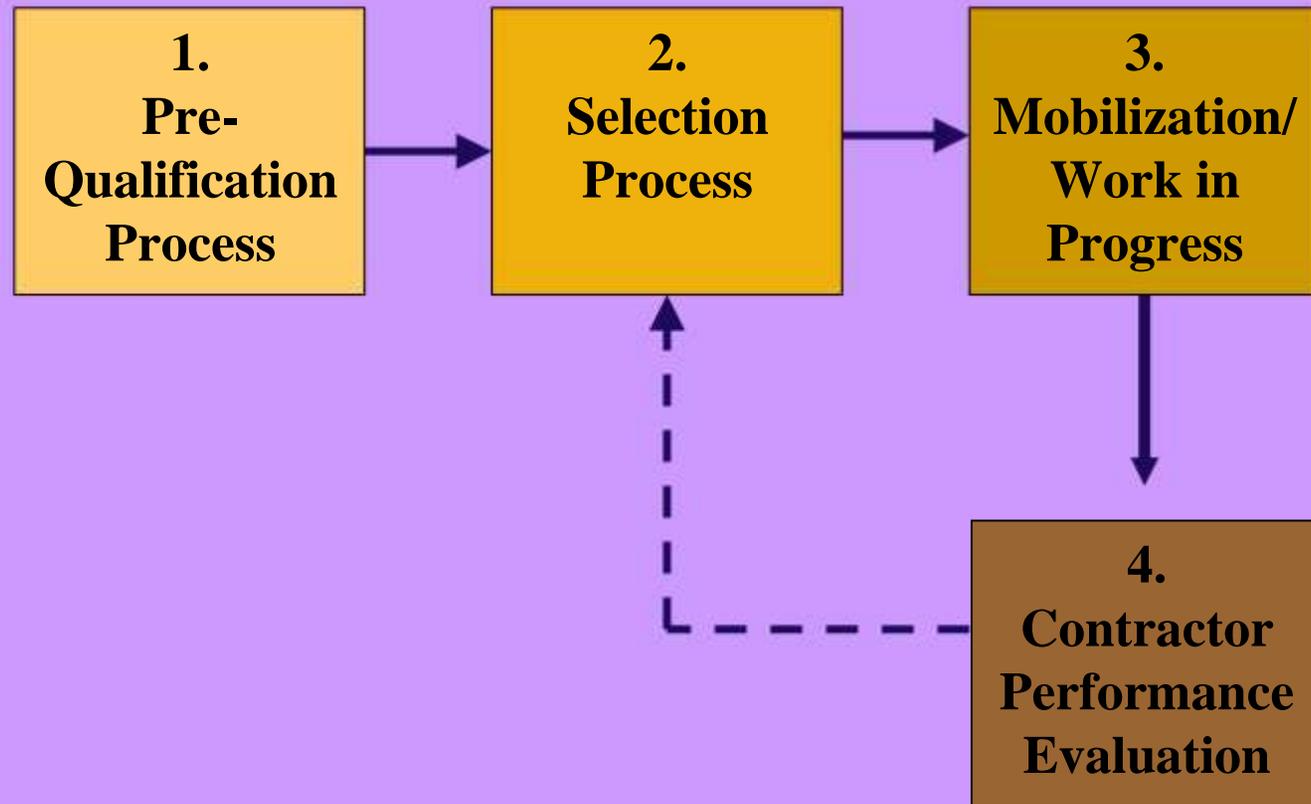
CMP Best Practices

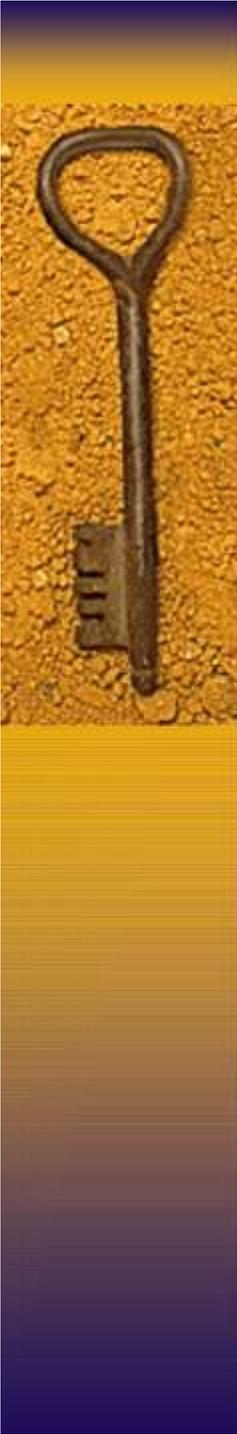
◆ Contractor Management in Alberta

- 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

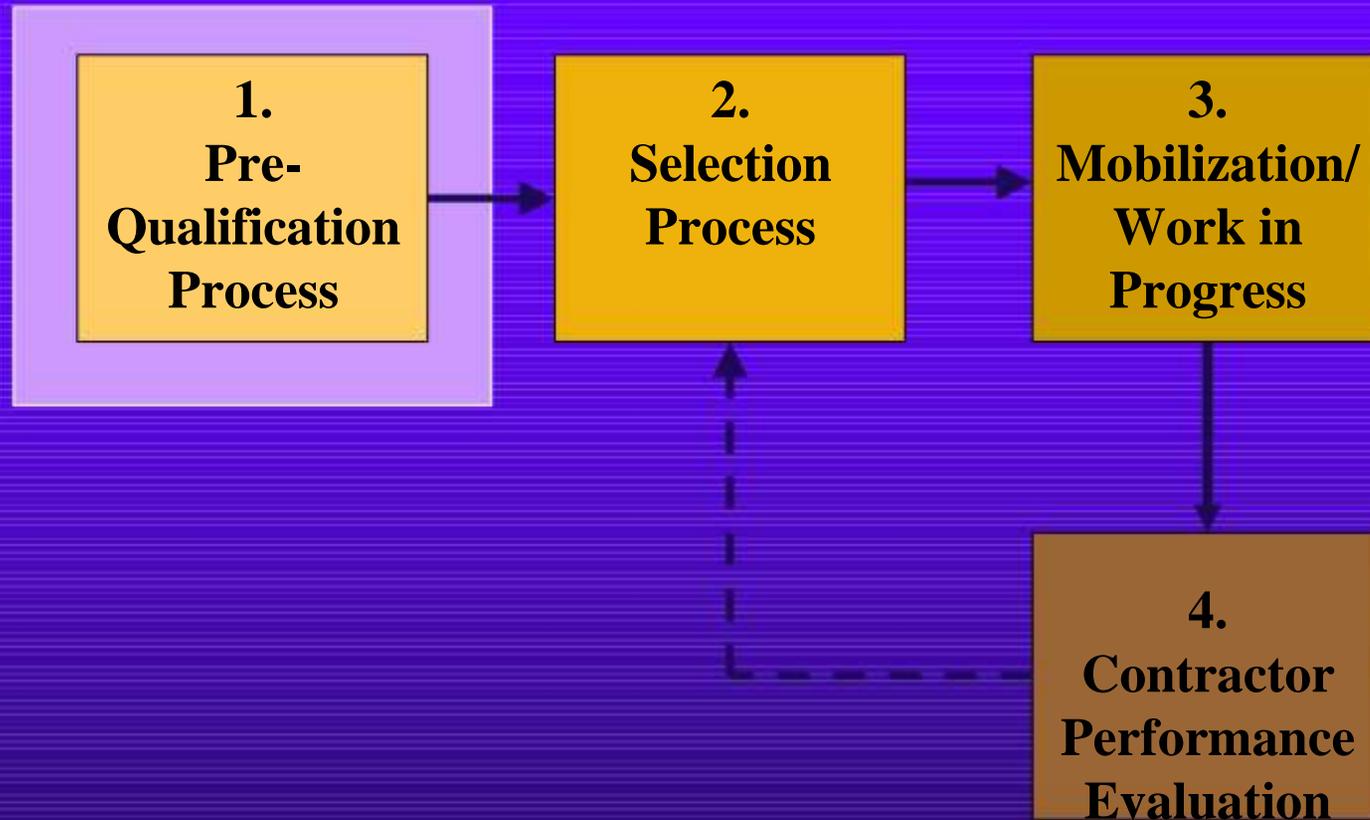


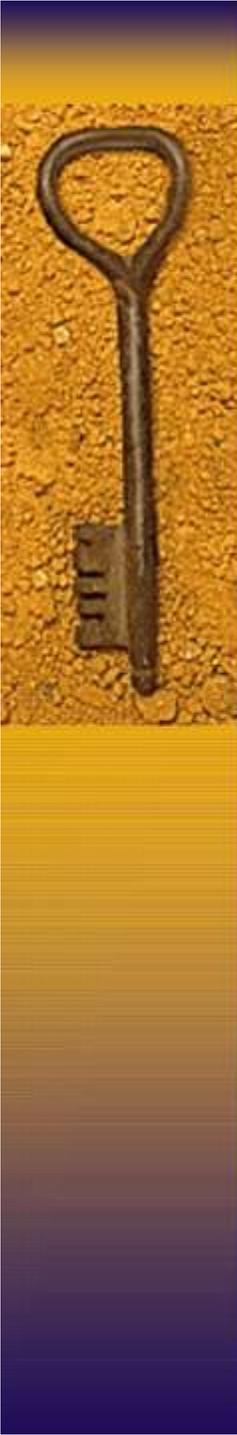


CMP Best Practice - Highlights

- ◆ 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

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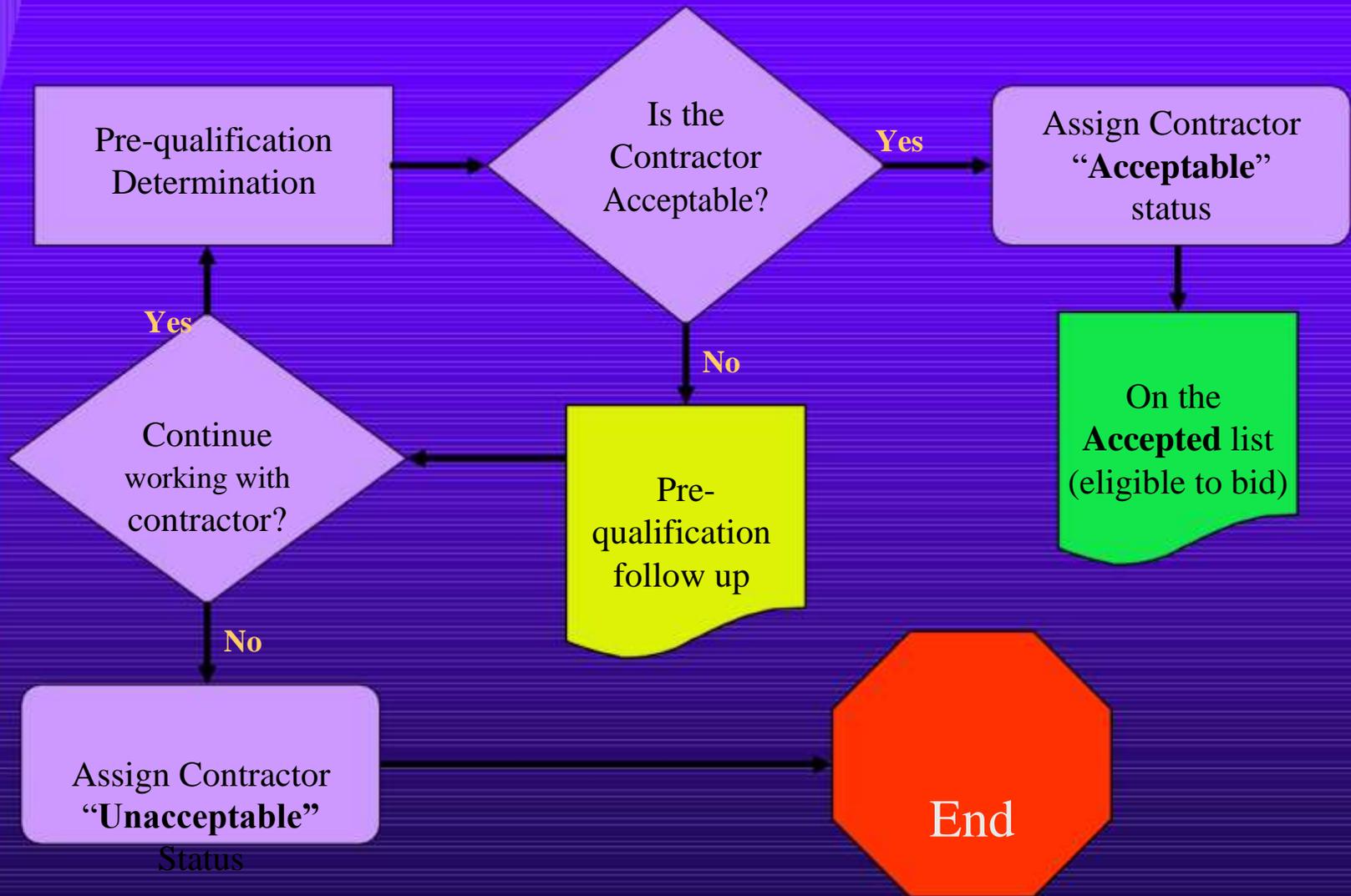
Contractor Status

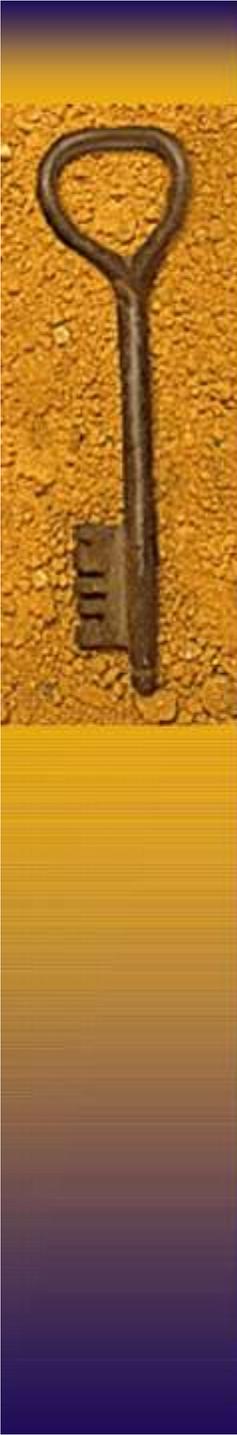
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The goal of this process should always be for Owners to use Contractors who provide acceptable responses to all the pre-qualification criteria.

Contractor Status Decision Model





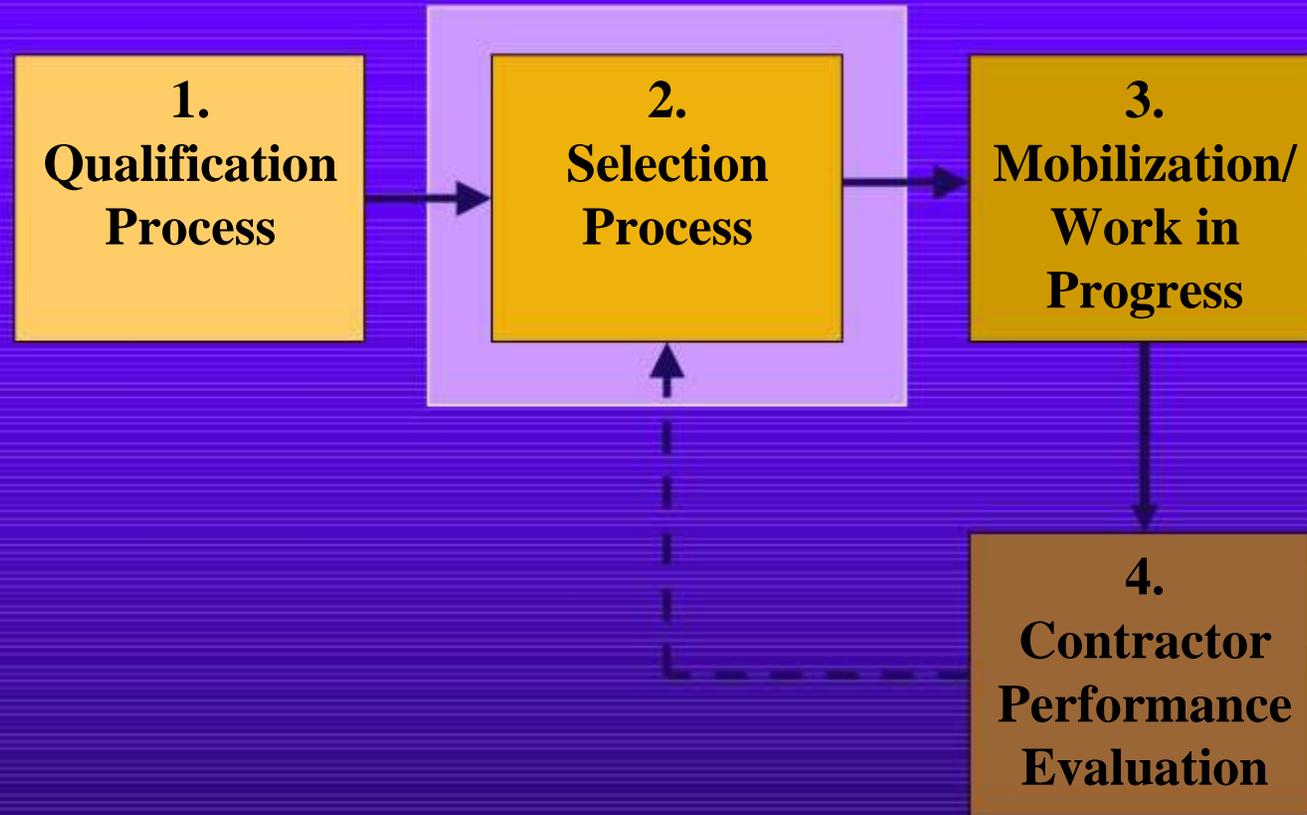
Safety Moment

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



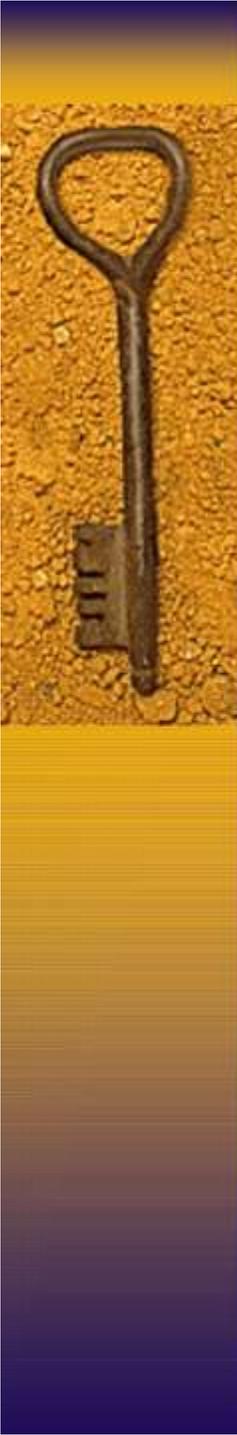


Contractor Selection

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.

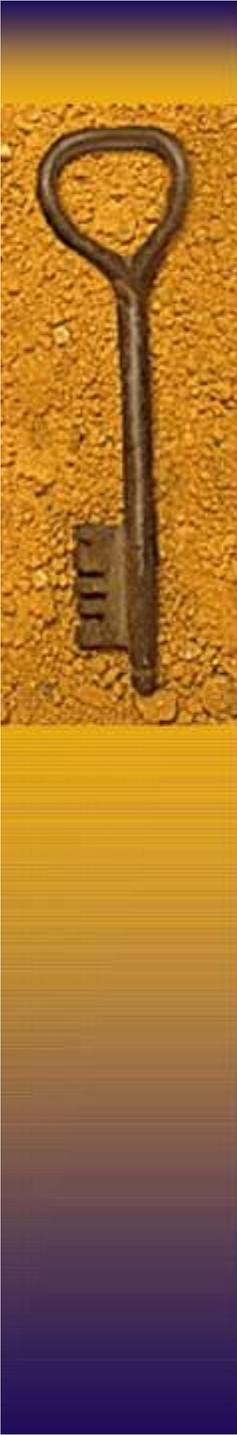


Contractor Selection

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.

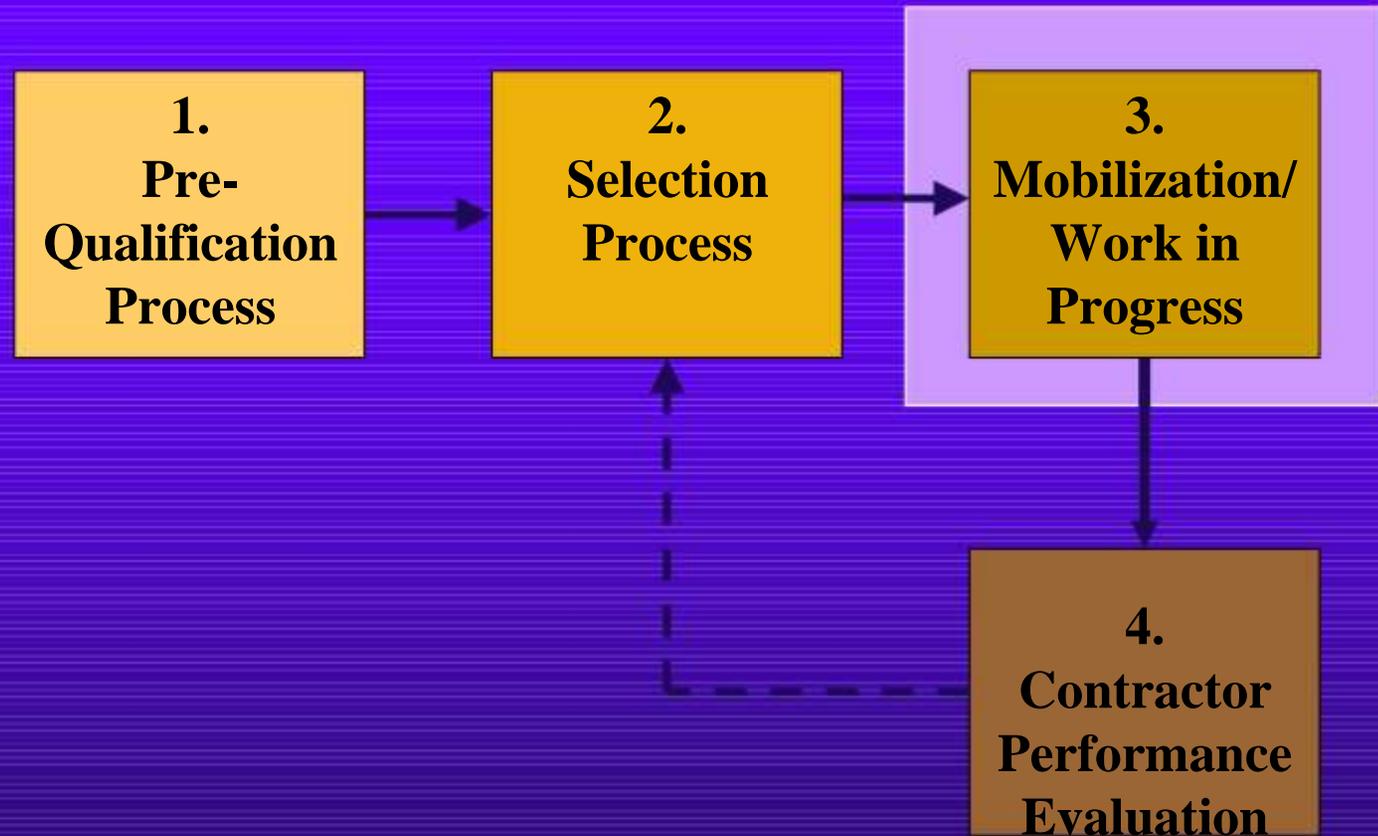


Finalize EHS Execution Plan

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



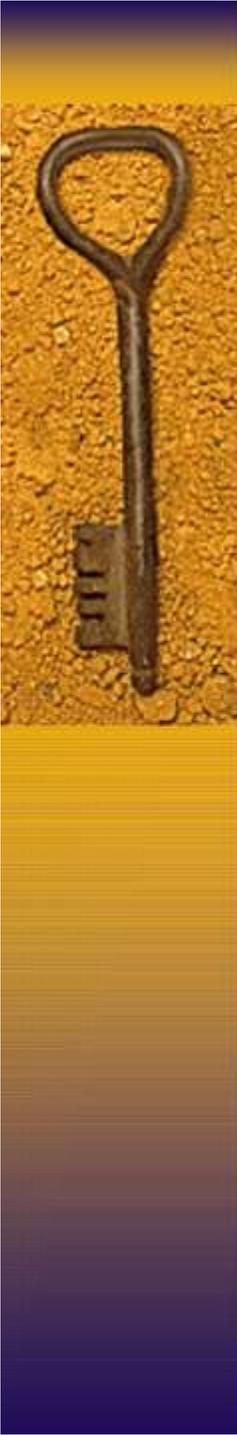


Mobilization/Work in Progress

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.

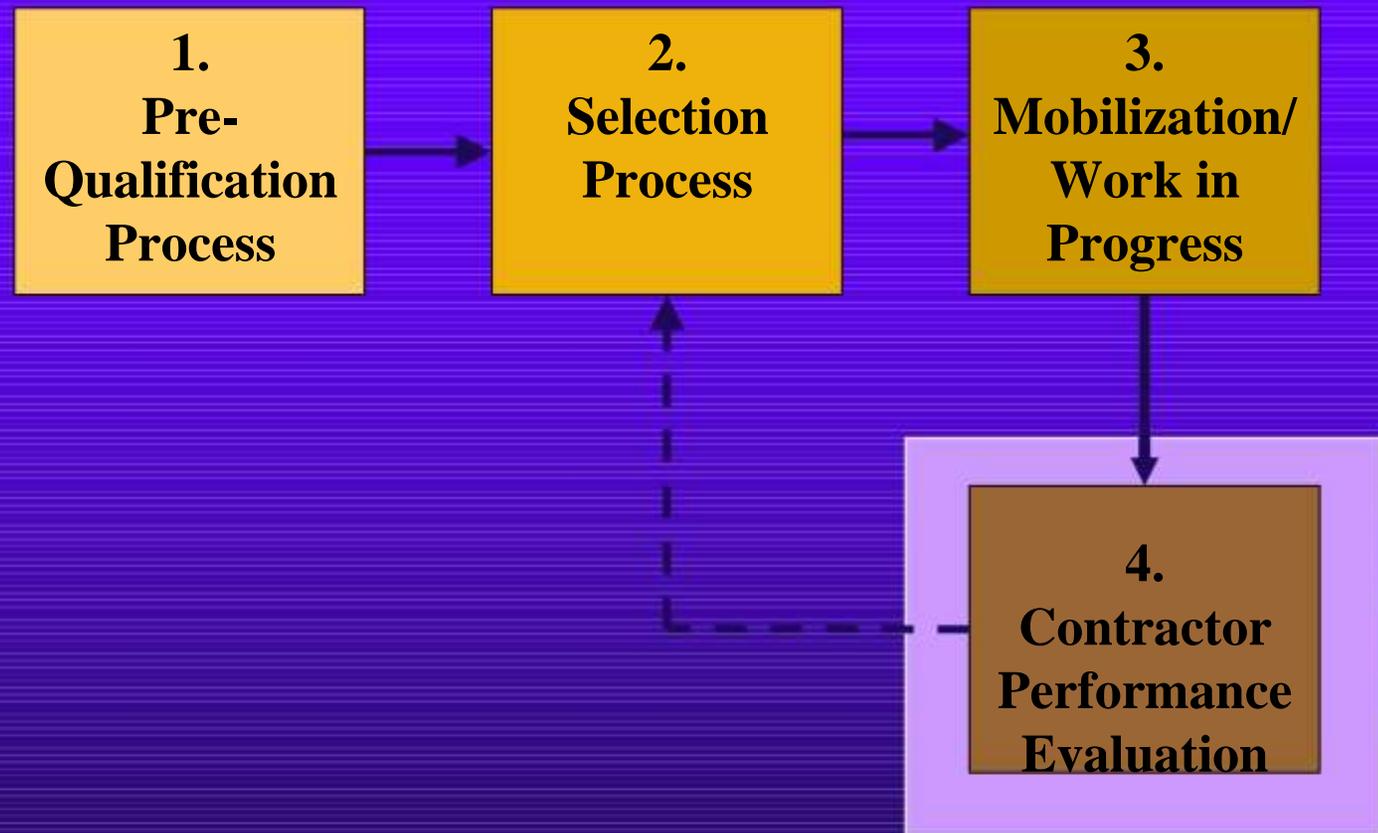


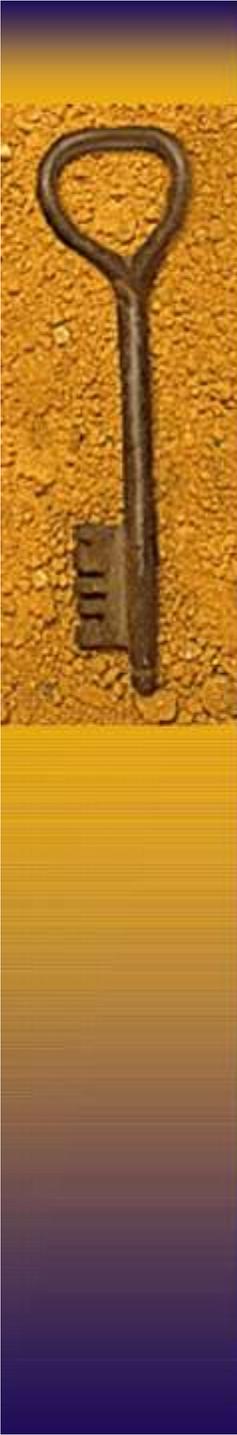
EH&S Execution Plan Content

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

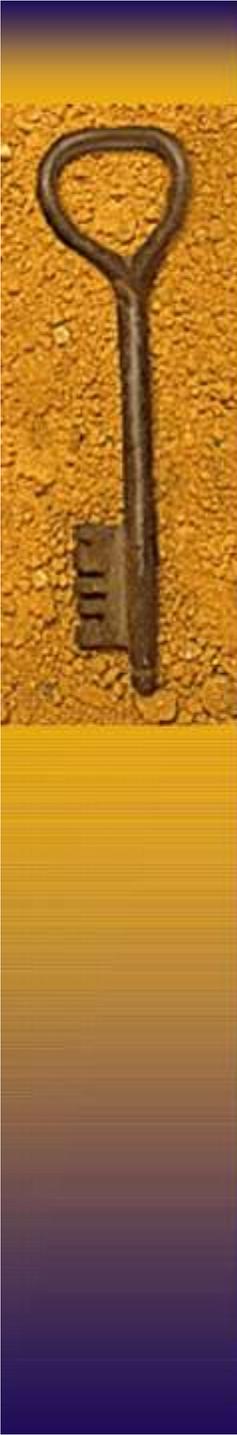




Performance Evaluation

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

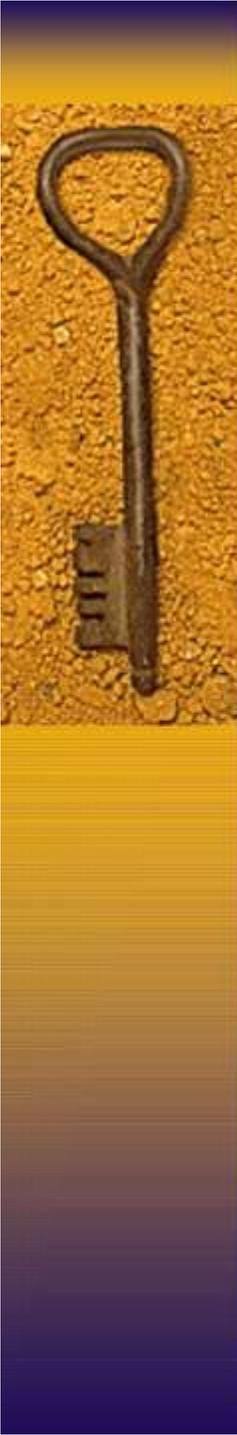
- ◆ The Contractor should retain the appropriate EHS management system documentation required to demonstrate compliance with Owner/Contractor EHS requirements.
- ◆ The Contractor will periodically evaluate compliance with the EHS Execution Plan to ensure:
 - Workers have the information, knowledge, and 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.

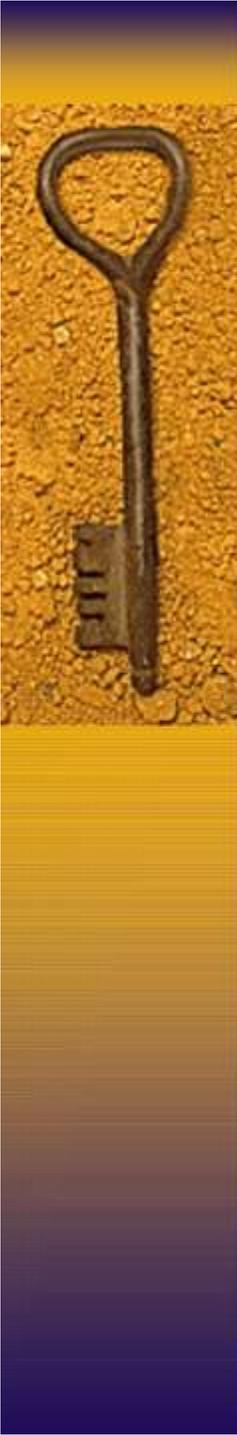
- ◆ This Owner led evaluation may include a review of the following documentation:
 - Contractor's self assessment
 - Worksite safety performance
 - Contractor's EHS system records
 - Hazard assessment and control plan



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?

Contractor EH&S Management Best Practice (2007)

COAA
Construction Owners
Association of Alberta

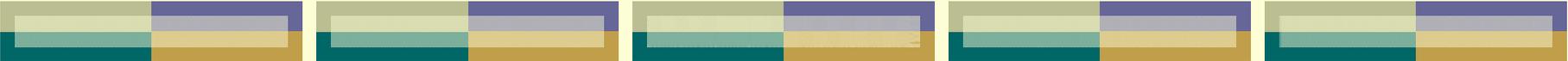


December 2006



- The 1997 Contractor Management Best Practice was updated to reflect modern language and a progressive EH&S management philosophy.
 - A sub-committee was formed to review the existing best practice and to come forward with an update.
 - Our mission was to produce a reference document that would be viable for the next 10 years.
 - The review and revision identified a lot of progress and changes in safety management over the past 10 years.

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


COAA
Construction Owners
Association of Alberta

Contractor Management EHS Best Practice (2007)

● Contractor Management Sub-Committee

- *Dale Shafer*
- *Doug Kelly*
- *Mark Halama*
- *Phil Wilson*
- *Sterling Rideout*
- *Terry Densmore*
- *Graham Dobson*



Philosophy

- Regulation has become increasingly prescriptive, which allows best practice to be more performance based.
- The sample checklists have been eliminated in the spirit of developing a “what to do” best practice.
- Although this document reflects current best practices, the “bar has been raised” in terms of industry standards.

This best practice is more direct in approach, and less “motherhood and apple pie” in nature...it cuts to the chase and tells the user what they need to know.



Drivers

- Ownership of, and accountability for Contractor safety management has improved significantly.
- Application of Prime Contractor is better understood, and impact of Bill C-45 is driving accountability.
- Direct Owner and Contractor EHS management has increased across Alberta.

The new best practices takes into account that Contractors have ownership of their EH&S requirements, and understand their roles and responsibilities.



Contractor Management EHS Best Practice (2007)

● Language

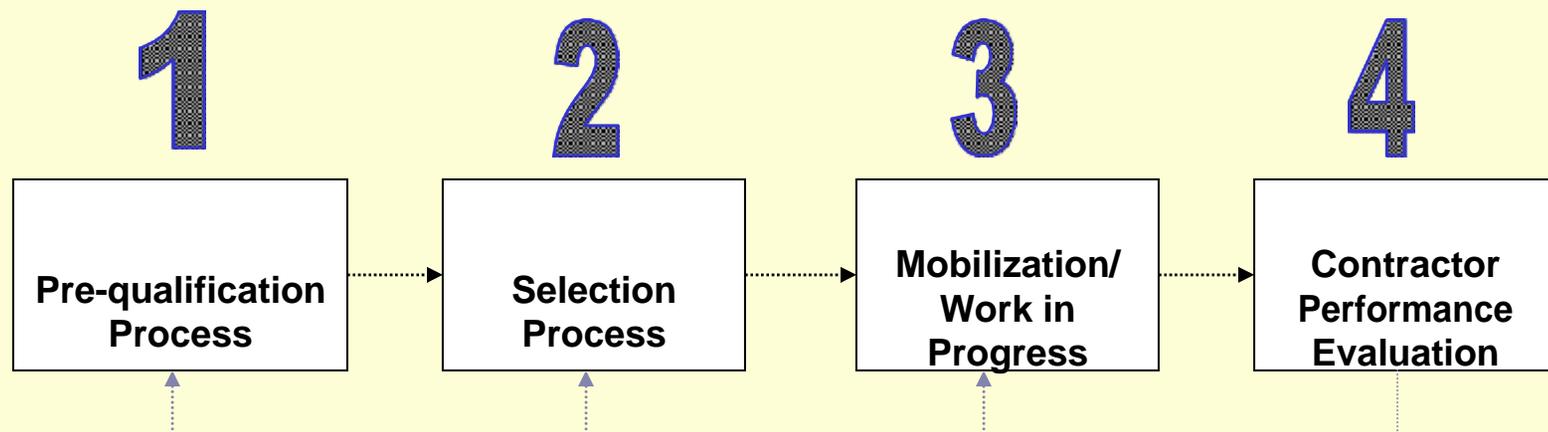
- The term “approved” used during pre-qualification has been replaced with the term “accepted”.
- Prime contractors, contractors and sub-contractors have been defined to eliminate repetition and confusion.
- The term EHS Execution plan has been introduced to cover requirements relating to Hazard ID and Control.

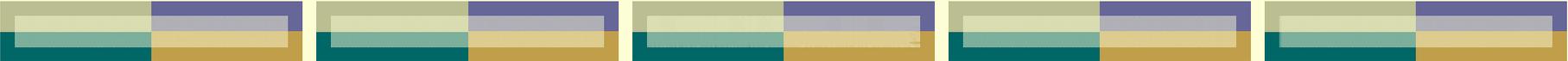
The extent of document revisions reflects changes to legislation, and the evolution of EH&S management since the first contractor management best practice was developed.



● Highlights

- The best practice has been re-structured to reflect the closed-loop continuous improvement management cycle.

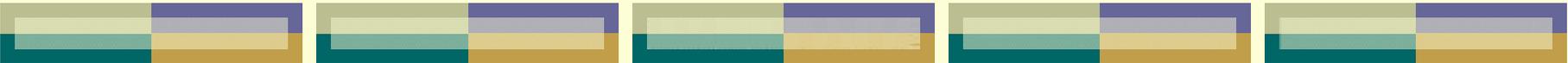





Contractor Management EHS Best Practice (2007)

Implementation

- Consensus agreement from COAA Safety Committee in support of this best practice.
- Presentation to the Board of Directors in Q1/2007.
- Roll out and release in Q1/2007
- Present it at 2007 Best Practices conference.



Questions?