

Best Practices of Contractor SH&E Management in Multi-National Companies

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Major companies and multi-national organizations engage many contractors into their workforce in order to achieve their production targets and strategic business objectives. Contractors come from many different backgrounds, have varying skill sets and, in some cases, speak many languages. Many of them also have a general practice that they in-turn engage many sub-contractors to complete the tasks. It is of prime importance for any organization to ensure that their contractors and sub contractors are complying with the companies SH&E management systems regarding contractor management in order to achieve organization SH&E Goals, Corporate Social Responsibility requirements, and compliance with all legal requirements. All of these require a particular form of individual rigor in order to ensure that there is a 'fit' to the 'corporate culture' of the parent organization. Many companies throughout the world have established SH&E management Systems and a systematic approach to the management of contractors and sub-contractors so that the risks to the health of company and contractor Staff, all stake holders and the environment are protected. This paper describes the case studies of successful organizations from UK, USA, Australia and Gulf Region on how they developed and implemented the contractor SH&E Management practices and improved overall SH&E performance. Each panel member will focus / describes on Top 5 Best Practices of contractor SH&E Management and associated initiatives within their organization.

Best Practices of Contractor SH&E Management in Multi-National Companies–UK Experience

by Richard Cooper, Sr. Manager, SHE&QA, Europe

Introduction

Working within any sector of industry, there is a jargon or language which is adopted, a common way of speaking which allows for ease of communication. When I joined the industry I could not understand why engineers kept talking about going to the ‘Hole in the Wall.’ I soon learned that an ATM was to them something completely different.

Let me therefore define a Contractor and that sub set if that gives clarity. A contractor is defined as ‘one that has a contract for services.’ That probably requires some further explanation and I must stress that my understanding here is based on the definitions and usage within the English legal system. An employee of a company will have a ‘contract of service’; in other words he is required to provide to the ‘employer’ his service on usually an exclusive basis.

A contractor on the other hand has a contract with an employing organisation ‘for the provision of services.’ They are usually free therefore to execute other contracts simultaneously and can specify individuals that are to be engaged in the contract. Just to complicate things, some contractors may have a contract which is such that they alone must provide the services and are not liberty to provide any substitute for the execution of the contract.

The way we do it—in the United Kingdom

Let me just for a moment or two, wave the Union Jack -Britain is without doubt a great place. We embrace, as part of our national culture, latitude in respect to how a goal or objective is undertaken, while at the same time setting guidelines rather than rules.

This philosophy has in part been enshrined in our primary ‘Safety’ legislation. Without going too much in detail, Lord Robins (1972), as part of his report on safety legislation, commented that rule setting is a slow legislative process, and that as managers understood that accidents cost the organisation, they should work to a goal of ‘providing a safe place of work’. This was accepted by politicians of both main parties and was passed into legislation in 1974, in terms of the Health and Safety at Work etc. Act.

It is understood by both our regulator and also by industry of all sectors that controlling the working environment is a complex task, but the hazards and associated risk can be controlled to reduce both to as low a rate as is reasonably practicable.

Now this last point for a UK operating company is an important issue, for by the very nature of the process we are accepting the risk and the control that must be exercised to reduce it to such a level. What is fully appreciated perhaps is that, in a ‘traditional’ sense, introducing contracts into the working environment (and that usually means some form of construction or maintenance) increase the hazards and thereby the risk of an event taking place.

At this stage it may be of value to just to clarify some of the terminology that has been used:

Event – Unplanned occurrences that have or have the potential to cause loss of process, damage to property, harm an individual, or damage the environment.

Hazard – any substance, gas, or physical object that has the properties which can cause damage to property, harm an individual, or damage the environment.

Risk – an evaluation of likelihood that the hazard will materialize.

Contractors – an overview

As already described, for the UK and across Europe contractors are defined in a number of ways.

The process about to be outlined is common to a number of multi - national companies; each has a slight variation; however, the principle is the same.

An individual contractor (not being able to substitute labour) is treated as an employee. The same induction process, the same rules, regulations, etc. that an employee of the company would be subjected to. In this sense the control or management of the contractor is exercised as the same process as for all other employees.

Now the more challenging process, that of controlling a contractor engaged by the company to perform a specific task or function.

It must be stated that one of the challenges still in place today is firstly, a lack of selection and then the client organisation attempting to exercise detailed control or micro manage the contractor. From a UK legal perspective this increases the liability of the client. If you instruct the contractor on how to undertake the tasks and as a result a hazard is realized, then you as the client bear the larger burden of liability.

Takeaway: Never approve as the client a contractor's method statement – always return with the notation – NO COMMENT

Construction, Refurbishment, Civil Engineering or Maintenance

These are of course the traditional and high hazard undertakings for which a contractor is usually engaged. The reasons for such are varied but in the main revolve around the fact of:

- Not core business
- Cost
- Lack of expertise to undertake the function.

Takeaway: Evaluation, Selection, Planning, Monitoring, and Review – the keys to a successful contract.

The above is in many ways the very brief outline of the control or management of contractor organisations that is undertaken. This process applied to any contract which the Client company wishes to undertake can be simple to apply but importantly establishes the correct relationship with the contractor and discharges the legal obligation for Clients to undertake some form of due diligence.

The UK Health and Safety Executive publish a number of guidance notes of the use of contractors the shared 'safety' responsibilities and the care that Clients should exercise in the engagement of contractors.

In the HSE leaflet 'Use of Contractors, a joint responsibility'. The takeaway given above is modified to: Identify the job; Select suitable contractor; Assess the risk of the work: Provide information instruction and training: Co-operation and co-ordination: Consulting the workforce: Management and Supervision.

There is also a great deal of guidance in respect of Clients duties and responsibilities in documentation associated with the Construction Design and Management Regulations.

What does this mean in practice?

Let us assume that the job or task has been identified, and therefore as a Client company, the need to engage a competent contractor has been identified. In conjunction with the project manager, the procurement team will identify at least three companies that should have the capability to undertake the tasks concerned.

This may be as a result of use of the contractor previously, in which case they will be included on our 'approved contractor listing' or by recommendation from a landlord, project manager, or other source. The main point of this being that no contractor is awarded a contract to undertake physical activities unless they are included on the 'Approved Contractor List.'

This then requires an **Evaluation** of the contractor safety management system and also recommendations or testimonials of previous clients. At this stage an evaluation questionnaire is sent to the potential contractor. This then is coupled with a visit to the potential contractor's Head Office location to undertake a 'desk top' audit to obtain verification, not only in respect of physical evidence but also an in-depth view of various elements of the potential contractors Safety Management System.

Selection of the contractor is made following this evaluation exercise. Once selected, the contractor receives 'Approved status' and as such can 'bypass' in the future the evaluation stage of the process. However, it has to be noted that dependent on contract value, contract risk and utilisation of the contractor, the evaluation stage can and will be revisited to enable the approved status to be maintained on at least a 24 month cycle.

Planning Following a contract award the contractor is required to submit to the Project Manager for onward transmission to 'in-house' safety team copies of method statements and risk assessments. This must be coupled with an emergency plan which will detail sites of work, distances to emergency services and general welfare provision for the contract. The contractor will also be required to attend a 'pre-start' meeting to ensure that a presentation can be made of the work methodology and emergency provision. At such meeting interfaces are explored to ensure a positive communication is maintained.

Monitoring Dependent on contract risk, value and duration, a monitoring regime is established by the in-house team. This could involve site visits, inspections, audits or in certain circumstances reliance may be placed on copies of the contractor's safety professional visit reports. It should be noted that we require as a minimum the contractor to submit such report visits to the 'in-house' team.

Review At the completion of each contract (or at a given period for contracts lasting more than 12 months), a contract review is undertaken. This formal review is documented and allows for contract managers and the safety team to evaluate performance in respect to quality of work and safety elements. In the event of a negative outcome of this review, the contractor may be subject to sanction which can range from additional supervision (at their cost) to removal from the approved list.

Note that we include as part of this review process regular meetings with the contractor's safety team for contracts lasting in excess of 12 months, e.g., facilities maintenance contract (6 weekly conference calls with contractor's safety advisor) twice annual meetings with contractor's head of safety.

Conclusion

The process outlined above follows what is regarded as 'Best Practice' within the recommendations of the UK regulators, and has been found to be pragmatic and ensures a dialogue between contractor and client.

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Contractors & Sub-Contractors in Contingency Operations

by Jack Fearing, CPEA, Director EHS, DynCorp International LLC, USA

Presentation Outline

Safety professionals attending this presentation will obtain an understanding of the variety of considerations necessary to select and support contractors and sub-contractors during contingency operations supporting the Departments of Defense (DOD) & State (DOS) operations throughout the Middle East.

DOD contractors and their subs in the region face many unique challenges in developing and maintaining a robust and sustainable safety program. DynCorp International is one of those contractors. DynCorp International is a global government services provider in support of U.S. national security and foreign policy objectives, delivering support solutions for defense, diplomacy, and international development. DynCorp International has over 30,000 employees in over 65 countries, including over 15,000 in the Middle East, and operates major programs in aviation, logistics, construction, platform support, contingency operations, and training and mentoring to reinforce security, community stability, and the rule of law. DynCorp International is headquartered in Falls Church, VA.

Specific challenges in implementing a value-added Contractor & Sub-Contractor Safety Program include, but are not limited to, the following:

- Understanding the nature of this non-traditional work environment,
- Developing a safety program to conform to the specific culture in these environments,
- Knowledge of host nation regulatory requirements,
- Extended work days in austere and hostile environments,
- Training and utilizing an extremely diverse workforce,
- Integrating multiple teams with varying levels of expertise into a cohesive process to affect change, and,
- Utilizing third party resources effectively.

This presentation will focus on the aspects of building and implementing a value-added contractor safety program in a contingency environment:

1. Developing the business case for the use of contractors in a contingency environment:
 - Regulatory Requirements (host nation)
 - Customer Requirements (Utilizing Foreign Nationals & Third Country Nationals)
 - Corporate Requirements (ExPats)
 - EHS & Risk Management Concerns

- Employee Support and Participation
- 2. Evaluating the risk and EHS for a contractor safety program includes:
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 - Recognizing the Culture and Specific Needs and Customs
 - Recognizing and Evaluating Unique Hazards
 - The Ability to Communication in Various Languages
 - Developing & Implementing the Corrective Action Plan
- 3. Integrating available resources to providing solutions & tools to develop the Contractor Safety Program
- 4. Corporate EHS & Risk Management Inputs
- 5. Selling changes to Management.
- 6. Case Studies detailing specific key elements of how an effective contractor safety program was implemented at DOD installations in the Middle East

As a result of this program, the attendee will be provided the following learning objectives:

1. Proven techniques on overcoming challenges in a unique environment where typical contractor safety and strategies may not apply.
2. Strategies and processes for integrating third-party resources, including safety/ risk control consultants, in developing a comprehensive loss control program for contractors and sub-contractors.
3. Avoiding pitfalls and impediments when navigating in a contingency environment.
4. Security requirements for operating in a DOD environment.



Looking at Contractor Safety Management from Down Under– an Australian Perspective of Contractor Safety Management Best Practice

By Neil W Dine, JP, FSIA, RSP(Aust), MASSE

Introduction

The notion of looking at things from more than one angle is not new. In contractor management, the “Johari Window” technique has been around for years. The purpose of this paper as part of a joint presentation is to examine what differences, if any, come to mind when dealing with safety in more than one society or global location. Providing a consistent approach to the contractor management of health, safety and environment (HSE) issues is, without doubt, a task of truly global proportions and is also a significant challenge for many organisations.

Background

In Australia, over the past few years, it is a well-worn notion that safety has some fundamental problems. Chief among these is the lack of standard definitions, lack of basic models that are agreed on as suited for purpose, and the failure of the tripartite system of controlling safety at a governmental level, along the lines of the Robens model of the United Kingdom.

Those who move around the world can be said to come in two types, tourists and travelers. Tourists see what they are shown; travelers see what there is to see. Like all travelers, we safety professionals tend to look for what is there and to learn from our counterparts what works for them and see if we can transport that home.

Managing Contractor HSE issues is not for management alone. Neither is it the sole responsibility of a company's HSE Department. It is in fact the task of each and every one of a company's employees. Each one has a role in the management of health, safety and the environment and each one has some level of responsibility for ensuring that their company, as a minimum, meets the legislative requirements of the country in which it operates. In the world of safety, that is as true as in any other field. Let's also be frank about what my personal thoughts are in Australia.

The Robens Legislative Model

Lord Robens, in his landmark report on Health & Safety in the United Kingdom¹ in the 1970's essentially espoused the notion that, if you get people to talk to one another, they can understand each other. No problem with that, but the application of his thinking to safety in the UK and Australia led to the tripartite system of occupational health and safety legislation, based on the notion that, if you put someone from government, someone from unions and someone from management into a room, they will be able to solve the problems of safety. I formed the view that the *Robens model has disenfranchised the science of safety*. In Australia as in other parts of the world we have been swamped by mandated meetings and consultations, and contractor safety to some degree has been left to flounder in its wake.

There is obviously nothing wrong with the notion of getting people to talk to one another, but to forget about engineering out the hazards and to slide towards the notion of having meetings as an alternative, and the solution surely would not have been the way other, more sophisticated systems have gone. AND IT DOESN'T WORK

However, several years ago, the current Australian Federal Government realized that OH&S laws and regulations in Australia needed to be reviewed and modernized to include the science of safety.

Over the past three years the Australian Federal Government has reviewed OH&S laws in Australia and as a result and in-conjunction with all of the Australian States new laws regulations and codes of practice have come into operation in most states of Australia which will and is having a dramatic effect on the management of contractors.

Key elements in these laws will allow contractors to effectively manage workplace safety and work to one set of laws regardless of which jurisdiction or state that they are working in and will reduce the costs borne by inconsistent laws and provide a single national focus for OHS.

The Safety Institute of Australia Inc (SIA) has commended the principle of this harmonised legislation across Australia and believes that is a very positive move in ensuring best practice with contracting. In addition the SIA believes that the engagement of suitably qualified persons to provide OH&S advice to persons conducting a business or undertaking is paramount

The title for this OH&S law is the **National Work Health and Safety Act (NWHSA)** and the laws include a number of definitions:

¹ Robens (1972) Report of the Committee on Health and Safety at Work 1970-1972. London HMSO..

- The Act does not use the term “employer,” recognising that there are many different types of working relationships in the modern work place and not just the traditional employer/employee relationship. For this reason it uses the term “ **a person conducting a business or undertaking**” (PCBU)
- Similar to the reasoning behind using the term “PCBU,” the Act does not refer to **employee**, instead they are now known as ‘**workers**.’
- Workers’ duties under the Act are clearly defined as such that they must take reasonable care of their own health & safety, take reasonable care that their conduct does not affect others, and comply as reasonably as possible with instructions
- Principal contractors have been defined as “**officers**” who are persons ‘who make, or participates in making decisions that affect the whole, or a substantial part, of the business or undertaking of the body [organisation]’. This definition is a very significant change, and contractors, in particular, need to take active steps to ensure compliance, as it has the potential to be wide-ranging and ensures that they have a defined responsibility to provide a safe workplace
- In this legislation there is a definition of “**reasonably practicable**” and is qualified by the “**duty of care**” owed to a worker. Under this new Act “reasonably practicable” means that which is(or was at a particular time) reasonably able to be done to ensure Workplace Health & Safety, taking into account and weighing up all matters including
 1. The likelihood of the hazard occurring, the likelihood of the risk occurring
 2. The degree of harm that may result from 1
 3. What the person knows about the hazard or risk and ways of removing or reducing the risk
 4. The availability and suitability of ways to remove or remove the risk, and
 5. After assessing the extent of the risk and the available ways of removing or reducing the risk, costs associated with available ways of removing or reducing the risk, including whether the cost is grossly disproportionate to the risk
 6. In determining whether a worker failed to take reasonable care, the Act considers that there should be information regarding what the worker knew about the relevant circumstances This includes information, instruction, training, supervision provided to a worker, and other relevant circumstances that should be taken into account when determining whether or not a worker failed to take reasonable care.

In all jurisdictions within Australia and in the various current legislations there is a requirement to consult with workers and ensure participation and representation. The Safety Institute of Australia in its review of the new Act asks, is the proposed scope of duty to consult workers appropriate?

- Should the model NWHS Act include a procedure to follow if agreement on a consultation procedure cannot be reached. A default OHS Issue resolution procedure should be available to clarify the process where agreement cannot be reached.
- The Victorian State Worksafe “OHS Issue Resolution” procedures provide a suitable model.

Elections for Health & Safety Representatives (HSRs) and possibly deputy HSRs must be conducted 'as soon as reasonably practicable' after the relevant work groups are established, or after a request for an election is received if work groups are already established. The SIA believes that a time limit should be prescribed to remove ambiguity. Negotiations for work groups must be commenced within a 'reasonable time.'

The model Act requires that the HSR training must take place within a reasonable time, to accommodate a range of circumstances. For example, it may take longer for HSRs working in rural or remote regions to attend an approved course that may not be available in their area.

Conclusion

The new National Work Health and Safety Act, Regulations and Codes of Practice are a radical approach to managing OH&S Legislation in Australia and bring under one umbrella all Federal, State and Local government bodies, industries, associations and contractors.

The Act removes legal labels and pigeon holes for duties of care and obligations of employers and workers, and there is now a positive duty of care for officers (those who have a responsibility) to exercise due diligence with enforcement of the Act and regulations and is aimed at OH&S outcomes, not just punishment.

The Act defines the nature of the activity or operation of the business or undertaking and is clearly linked to the duties associated with that activity which requires a duty of care and ensures that these duties are conducted in a manner that is reasonably practicable.

Due diligence is defined for the first time in relation to OH&S, and the Act defines who is an officer with regard to what they must do to provide a safe place of work.

Nationally, for the first time unions have a right of entry to consult and advise and not just to inquire into suspected breaches of the National Work Health and Safety Act. They only have the right of entry when they have members at the work place.

Companies and organisations now have to undertake their risk assessments and gap analysis of their OH&S management systems and to review and revise all aspects of their corporate governance to ensure effective management and due diligence compliance.

These new laws, regulations and codes of practice will have an effect on the operations of Multinational Companies in managing contractors and in turn will ensure "best practice" from a contractor management point of view.

Key elements in these laws will allow contractors to effectively manage workplace safety and work to one set of laws regardless of which jurisdiction or Australian State that they are working in and will reduce the costs currently borne by inconsistent laws and provide a single national focus for OHS.

The Safety Institute of Australia Ltd (SIA) has commended the principle of this harmonised legislation across Australia and believes that is a very positive move in ensuring best practice for companies who manage contractors

Top 5 Best Practices of an Oil and gas Industry in the Gulf Region

By Hamad Al Kandari, Team Leader- HSE (E&PD) and Ashok Garlapati, Sr HSE Specialist (E&PD), Kuwait Oil Company, State of Kuwait

The oil and gas industry is an essential element of the Gulf Region and it is vital importance for the health and welfare of the region. The oil and gas industry operations mainly comprise exploration, development, and production of crude oil and its refining, involving various operations including drilling, processing, transporting and refining. At each stage of activity, companies in the Gulf region engage huge numbers of contractors for their operations and timely execution of projects. In turn, these contractors engage many sub- contractors to execute the projects in time and in a safe manner.

To manage the new dynamic oil and gas industry in a safe manner, it is not sufficient just to manage the project, but a duty of care and great consideration should also be granted to the concerned oil and gas contractor management. Due to this fact, the HSE management of contractors becomes as prominently important as the overall project management. Active and on-going participation by both the company and contractors are essential to achieve this goal. While each has a distinct role to play in ensuring the ongoing safety of all involved, there is an opportunity to further enhance the company and contractor relationship by clearly defining roles and responsibilities, establishing expectations, and maintaining the communication throughout the relationship. It is essential that the companies review and assess the contractors' HSE performance management system and programs, while the contractors are to provide HSE information as requested by the company. Often the information varies from company to company. By establishing standard formats, which streamline the building process, company and contractor resources can be devoted to improving specific HSE issues. It is important to share the best practices among the companies in managing the contractors particularly with respect to HSE management. This section describes some of the best practices under each stage of contracting processes, which are:

- Pre-qualification & Evaluation Process,
- Selection & Contract Award,
- Pre-Mobilization & Mobilization,
- Contract Execution, and
- De-Mobilization & Final Evaluation

Pre-Qualification & Selection process:

The objective of the Pre-qualification process is to screen potential contractors to establish that they have necessary experience, capability and financial viability to undertake the activities. We have incorporated HSE criteria as one of the requirement in addition to the existing criterion. The HSE Criteria generally includes following elements, which each Contractor has to submit along with their pre-qualification bid:

1. Leader Ship & Commitment
2. Policy & Strategic Objectives
3. Organization, Responsibilities, Resources, Standards and Documentation
4. Hazards & Effects Management
5. Planning & Procedures
6. Implementation & Performance Monitoring
7. Auditing & Review
8. HSE Management- Additional Features
9. Company Specific information

Selection and Contract Award

The objective of the selection phase is to assess whether the HSE Plan and the Bid Evaluation criteria have been met and to select the successful bidder. All HSE documents and applicable procedures will be provided to contractors, which consists of company HSE goals & objects, company HSEMS, scope of the HSE plan, associated risk register, HSE controls, definition of the company/contractor anticipated interfaces, company supervision strategy and interaction with company operations, interaction with specific company plans such as emergency response, training requirements and competencies, and specification of the minimum pre-execution requirements. We ensure that the identified hazards are passed onto the contractor so as to take necessary control measures by them. The contractor who is meeting all the HSE requirements will be selected and awarded accordingly. Award of the contract is considered based on number of aspects such as technical competence, ability to meet schedule, and cost. The documented appraisal of the contractor's capability to manage is evaluated thoroughly. This appraisal provides a "go-no go" criterion, i.e., if a contractor does not meet the minimum criteria, that particular contractor will not be awarded a contract. Once the contract has been awarded, joint meetings will be held as soon as possible to agree on the final HSE plan and detailed program.

Pre-Mobilization and Mobilization:

The focus during the Pre-Mobilization phase is on the relevant aspects of the contract risk assessment, and any other HSE aspects of the contract are communicated and understood by all parties prior to implementation of the contract. Kick-off meetings will be held with the concerned parties in order to review of associated major hazards, confirmation of HSE plan to be implemented, confirmation of worker competence, confirmation of any HSE performance objectives and targets, and bridging of company and contractor HSE procedures and plans. Confirmation of HSE induction and training are in place and ready for startup briefing of subcontractors on HSE requirements and incident reporting and investigation procedures. This meeting is conducted as an HSE workshop with the participation by concerned personnel of both company and contractor Management.

During Mobilization phase, we ensure that the Contractor sets up a method of operation that is in accordance with the agreed HSE Plan. We also ensured that the contractor deployed his supervisory staff and is implementing the agreed-upon briefing and training for his supervisors and employees. We also involve review of CVs and key line management and HSE personnel as well as in the interviewing process. It is ensured that all key personnel assigned to the project attend an HSE Orientation Program, which is used to communicate the HSE Plan and any other significant HSE aspects of the contract. Periodic meetings are held to ensure that the contractor understands our requirements and also facilitates their smooth implementation. Mobilization/pre-commissioning audit against the project HSE plan are carried out to determine whether the contractor has achieved the necessary HSE requirements/controls.

Contract Execution Phase

The objective of this phase is to assure that the work to be performed is conducted according to the agreed HSE Plan and that any additional HSE requirements are identified during the work are properly taken care of. We ensure that additional company supervision is provided within or in close proximity to the operating plant and hazardous area zones or acknowledged high risk operations. Where responsibility for supervision rests with the contractor, the company's role should be to monitor compliance to contractual terms and systems defined within the contract. We also provided Specialist HSE advice to line management through dedicated HSE supervisors/officers, who will be appointed by contractor itself as per the HSE plan requirements. We ensured that these HSE personnel are suitably qualified in terms of skills and communication with diverse workforce and also understand Company's HSE requirements. The roles and functions of the superintendent of contract are clearly defined in the contractor HSE oversight procedure which are to ensure: the contractor line management commitment to HSE issues,

compliance with all HSE related clauses in the contract and the HSE plan, existence of contractors internal HSE control system, the contractor's monitoring of the quality, condition and integrity of the equipment and tools, the contractors holding toolbox talks, regular HSE meetings, Contractors implementation and participation in emergency exercise and drills, compliance with incident and near miss reporting, investigation and follow-up, the resolution of interface problems between contractors. In order to ensure the competence assurance of the contractor, we have introduced Site Verification Visits (SVV) program in order to monitor the contractor's compliance to contractual requirements, company HSE procedures, completion of all agreed HSE trainings, including any statutory training requirements, availability of HSE documents, instruction, information leaflets with special attention to use of local language reinforced with simple visual messages. Regular inspection and audits provide the methods for monitoring the contractor HSE activities and operational issues. Periodic Audits by corporate HSE Group and Work in Progress Audits by superintendent of contracts provided more formal and comprehensive assessments of adherence to the HSE Plan. Inspections and audits are performed by both contractors and company. Findings and inspections and audits are regularly communicated to contractors with a positive commitment from both parties to use the findings for improving performance.

De-Mobilization & Final Evaluation

The objectives of this phase are to identify the hazards associated with demobilization and identify and implement controls to minimize the risks. In addition, overall performance of the contractor is provided to the management on the performance. The contractor's HSE plan is the vehicle for managing HSE activities in this phase. Demobilization often is a phase of the project having an increased chance of incidents. The project infrastructure and contractor HSE management structure are dismantled with people moving off the project to new assignments. The superintendent of contract will ensure that appropriate organizational structures remain intact until associated activities have been completed which includes emergency response, site restoration, waste management and disposal. The superintendent of contractor continues to monitor the performance against the HSE Plan. It is ensured that the vigilance on HSE matters to the very end of the contract. A close-out report is prepared to the management on the contractor's performance, including the operational performance and adherence to HSE plan. and an overall rating is provided for further review and for considering the award for any new contracts.

This presentation will cover the top 5 best practices of integration of HSE issues during the various phases of contractor management.