

Introduction

Purpose

This guidance is designed to help sites put in place a robust process for managing onsite 3rd party service providers (here called "contractors"), to ensure safe work execution.

Scope

The guidance applies to any work carried out on Aliaxis sites by contractors (including sub-contractors). It applies to project work (eg repairing a roof, constructing a new building) and ongoing services (eg cleaning, security, catering).

The guidance does not apply to contract labour (who work under Aliaxis supervision) or visitors. It is also not directly applicable to visiting truck drivers or off-site service providers.

Sub-contractors

As the guidance should also be applied to sub-contractors, Contract Managers will need to:

- Hold main contractors responsible for the management of their sub-contractors;
- Ensure main contractors have adequate arrangements to select & manage the sub-contractors they engage. (Main contractors will need to appoint their own Contract Manager and Site Contact, and the sub-contractor will need to appoint their own CPA);
- Ensure sub-contractors are not engaged without the prior approval of Aliaxis.

Competence

All affected personnel should understand the contractor management process. In addition, Contract Managers and Site Contacts should have a good appreciation of the HSE risks linked to the contracts with which they are involved, and relevant legal requirements.

Contracting strategy

Decisions on when and how to engage contractors should consider the HSE risks associated with the work and the competencies of the contractors involved. Each contract should be categorized at the very beginning to determine what level of Aliaxis oversight will be required. The approach to implementing each step in the following process should reflect this categorization. (Refer to Annex 4 for an example approach).

Process Phase 1: Selection

Evaluate contractor capability

Potential contractors should be evaluated for HSE capability and the results used to define the types of work for which the contractor is considered competent.

If capability is insufficient, contractors should not be engaged. In exceptional circumstances – if critical work is required and no better contractor is available - additional actions should be taken to ensure the work is done safely, eg restricted scope of work, extra training & coaching, increased supervision, enhanced monitoring.

Issue request for proposal (RFP)

RFP documents provided to potential contractors should include:

- A clear description of the scope of work;
- HSE information about the work and location, including site-specific risks;
- The local Aliaxis HSE requirements (See Annex 3 for an example);
- A request for information on how the contractor will ensure the work is done safely.

Evaluate proposals & award contract

Evaluation of proposals should consider how contractors plan to manage the HSE risks involved. A written contract should be prepared and issued to the Contractor prior to start of work. The contract should clarify responsibilities for HSE activities and require compliance with the local Aliaxis HSE requirements. A copy of the HSE requirements should be provided.

Process Phase 2: Planning

Develop the work plan

The selected Contractor should carry out a risk assessment and establish safe ways of working. The Contract Manager should review these with the Contractor. The way of working should normally be documented in a work method statement or SOP.

During planning, the following aspects should be considered:

- If the work will be carried out close to other onsite activities;
- If the work is likely to involve high-hazard tasks, and require a permit-to-work (PTW);
- If contractor personnel will require additional training prior to (or during) the works;
- If specific checks will be required prior to starting work (eg licences, qualifications, equipment test certificates or inspection records);
- If the work will involve sub-contractors and how these will be managed;
- The level of supervision required from the Contractor;
- The level of monitoring required from the Site Contact.

Appoint Contractor Performing Authority (CPA)

The Contractor should appoint a CPA to be responsible for preparation and safe execution of the works, and for supervising the Contractor Workers. This will normally require the CPA to be physically present in the work area while the work is going on; variations from this approach should be agreed with the Contract Manager or Site Contact.

For large projects, the Contractor may need to appoint more than one Performing Authority, each one supervising a different job or group of Contractor Workers

Check worker competency

It is the responsibility of the Contractor to ensure their workers are competent. The Contract Manager should carry out reasonable checks to confirm this. Workers unable to demonstrate competence should not be allowed to work.

Process Phase 3: Execution

Provide induction

All Contractor Workers (and Performing Authorities) should receive an HSE induction before they start work or move around on site unescorted. Induction should include:

- How to reach the Site Contact, and how to report incidents and unsafe conditions;
- Site-specific hazards;
- Site HSE rules;
- Site emergency procedures.

Induction may be provided by the Contractor, Aliaxis or a 3rd party.

The identity of Contractor Workers should be checked as they enter site to identify any who are not anticipated or who have not completed induction.

Carry out risk prediction

At the start of each new job, the CPA should carry out a Risk Prediction in the relevant work area and brief the Contractor Workers on the results.

Authorise start of work

Contractors should not start work until the Site Contact has:

- Visited the relevant work area(s);
- Reviewed the work method statement and risk prediction with the CPA and confirmed they have a clear understanding of the:
 - Scope of works
 - Relevant risks & precautions
 - Agreed safe way of working
- Confirmed that the necessary checks of work equipment and documentation have been done.

If the Site Contact identifies that a more detailed evaluation of the risks is required, or that more time is required to plan or prepare for the job, they should stop the work.

Jobs involving high-hazard tasks should not start until a PTW has been issued by an appointed Permit Issuer.

Supervise & monitor work

The CPA is responsible for **supervising the work**. The Site Contact is responsible for **monitoring compliance** with site rules and the agreed way of working through regular visits to the work areas. When non-compliances are observed, they should be raised immediately with the CPA and action requested. In cases of immediate danger, work should be stopped.

Review contractor performance

The Contract Manager should hold regular meetings with longer-term contractors (eg those onsite for more than 3 months) to discuss HSE issues & opportunities, and review HSE performance. If performance is below expectation, appropriate action (up to and including termination of the contract) should be taken.

Annex 1: Definitions

Term	Definition
Area owner	Person with operational responsibility for the area in which the work is done.
Contract manager	Person appointed by Aliaxis to be responsible for overall management of the contract. (Typically, an Aliaxis employee, but could be a 3 rd party appointed by Aliaxis).
Contractor	3 rd party service provider that performs an outsourced activity for Aliaxis.
Contractor worker(s)	Person(s) who carry out the work activity.
Contractor Performing Authority (CPA)	Person appointed by the Contractor to be responsible for preparation & safe execution of the work, implementing the agreed safe way of working, and supervising the contractor workers. Often, also one of the Contractor Workers.
Contracting strategy	Decisions on which jobs will be assigned to contractors, and how these will be distributed.
Main contractor	Contractor who performs an outsourced activity for Aliaxis, and who engages sub-contractors to do some part of the work.
Permit-to-Work (PTW) System	A documented system to control high-hazard jobs that ensures: <ul style="list-style-type: none"> • Relevant jobs are only carried out by authorized and competent people who prepared effectively; and • Effective communication is in place between those managing the work, those who carry out the work and other affected personnel.
Risk prediction	A simplified form of risk assessment, used by the workers to anticipate risks and identify required controls, prior to starting a job.
Site contact	Person appointed by the Contract Manager to coordinate & monitor the work of the contractor while onsite. Typically, an Aliaxis employee, but could be a 3 rd party. May also be the Contract Manager.
Sub-contractor	Contractor who performs an outsourced activity for Aliaxis, but who is engaged not by Aliaxis but by another (main) contractor.
Work method statement	Documented safe work procedure for a project-related job.

Annex 2: Roles & Responsibilities

This table provides guidance on responsibilities for the key roles in contractor management. Additional responsibilities (linked to PTW) apply if the work involves high-hazard tasks.

Role	Key Responsibilities
Contractor Worker	<p>Carry out the work safely</p> <ul style="list-style-type: none"> Do not start any job until briefed on how to do it safely Carry out job, mindful of risks and required precautions, following agreed way of working Stop work & inform CPA if scope of work changes, new risks are found, or incident occurs
Contractor Performing Authority (CPA)	<p>Plan & supervise the work</p> <ul style="list-style-type: none"> Ensure job is not started until authorized by Site Contact Carry out risk predictions & agree safe way of working with Site Contact Ensure workers understand & implement safe way of working Stop the job & inform Site Contact if scope of work changes, new risks are found, or an incident occurs Keep Site Contact informed about job status Make work area safe at end of job
Site Contact	<p>Authorize & monitor the work</p> <ul style="list-style-type: none"> Review risk assessments, risk predictions & work method statements to ensure these are to appropriate standard Check that CPA understands risks & controls, and that relevant personnel (including Area Authority) are informed of the work Ensure necessary checks are done (eg work equipment, certificates) Authorize work only after all checks are complete Carry out workplace visits to monitor compliance to agreed safe way of working.
Area Owner	<p>Coordinate activities in the work area</p> <ul style="list-style-type: none"> Participate in planning of jobs Inform Site Contact & CPA on status of area & equipment, and risks present Support pre-job measures Ensure relevant operational personnel are informed of the work and any changes to standard ways of working during the work
Contract Manager	<p>Manage the contract</p> <ul style="list-style-type: none"> Integrate HSE considerations into contracting strategy Provide HSE information to contractor, including local requirements and site-specific risks Assess HSE capability of contractors and integrate into selection decisions Integrate HSE into contract documentation Regularly review contractor HSE performance, and take appropriate action

Annex 3: Example HSE Requirements for Contractors

<p>Compliance</p> <p>Contractors must comply with all relevant HSE legal requirements and with local Aliaxis Site HSE Rules.</p>	
<p>Aliaxis Authorisation</p> <p>Contractors must obtain authorisation from Aliaxis before:</p> <ul style="list-style-type: none"> • Engaging other 3rd parties; • Using or disconnecting any equipment belonging to Aliaxis (or other 3rd parties); • Connecting equipment to site services (electricity, compressed air, water, drains, etc); • Disposing of any solid or liquid wastes on site; • Bringing any work equipment or materials/chemicals onto site. 	
<p>Permit-to-Work</p> <p>Contractors must obtain a permit-to-work each day before starting any job that involves:</p>	
<ul style="list-style-type: none"> • Work at height; • Hot work; • Critical lifting; • Confined space entry; 	<ul style="list-style-type: none"> • Ground disturbance; • Demolition; or • Interventions on equipment requiring hazardous energy to be present.
<p>Personnel</p> <p>Contractors must:</p> <ul style="list-style-type: none"> • Assign a "Contractor Performing Authority" to supervise the work and ensure compliance to Site HSE rules, work method statements and permit-to-work requirements; • Provide workers who are competent, adequately trained, and with relevant certifications; • Ensure 3rd party workers remain within their assigned work areas and wear the required PPE; • Notify Aliaxis in advance of any changes in personnel. 	
<p>Risk Management Procedures</p> <p>Contractors must:</p> <ul style="list-style-type: none"> • Carry out a risk assessment for each job in advance and use this to develop a work method statement; • Submit risk assessments and work method statements (or SOPs) in advance for review by Aliaxis. 	
<p>Work Equipment & Ways of Working</p> <p>Contractors must:</p> <ul style="list-style-type: none"> • Maintain work equipment in good & safe working order with all certifications up to date; • Provide safe access equipment for work at height (eg scaffolding, platforms); <ul style="list-style-type: none"> ◦ Portable ladders must not be used, unless authorised by Aliaxis; ◦ Fixed scaffolds must be inspected after any changes (and at least once a week) by a competent person and tagged to indicate their status; • Ensure work equipment is stopped before any intervention, and any work involving disassembly (including guard removal) is done under lock-out/tag-out. • Ensure waste is disposed of in line with legal requirements and retain relevant disposal documentation. 	
<p>Incidents, Near Misses & Unsafe Conditions</p> <p>Contractors must stop work immediately & contact Aliaxis if:</p> <ul style="list-style-type: none"> • There is an HSE incident (including injuries, environmental releases, and near misses); • They identify new risks; or • They are unsure how to proceed safely. 	

Annex 4: Categorizing Contracts

Contract Categorisation

An example tool for categorizing contracts, and determining the level of oversight, is provided below. Using this tool, contracts can be categorized into different Management Approaches according to the level of hazard involved and the planned duration of the work. Note however that this is only a tool. Contract Managers should always apply their judgement to select the appropriate approach.

Hazard Level	Description of Activities	Duration of Works		
		<2 weeks	2-12 weeks	>12 weeks
Low	Activities involving only common, simple, day-to-day hazards. Examples include: office-based work; simple tasks done from permanent, safe work locations; inspections not involving equipment interventions.	Management Approach 1	Management Approach 2	Management Approach 2
Medium	Activities involving less common workplace hazards. Examples include: using powered equipment, industrial chemicals, temporary work locations, etc. Activities requiring simultaneous work by multiple teams.	Management Approach 2		Management Approach 3
High	Activities requiring a permit-to-work, and any other activities that carry a similar level of hazard. Examples include work at height; hot work; line breaking; electrical work; demolition; excavation, Mode 4 interventions; confined space entry, critical lifting.	Management Approach 3	Management Approach 3	Management Approach 3

Management Approaches

Once the Management Approach is established, this can be used to inform how the different contractor management activities should be done. An example is set out below. Note however that this is only a tool. Contract Managers should always apply their judgement to select the appropriate approach.

Management Approach	Selection	Planning	Execution
Management Approach 1	<ul style="list-style-type: none"> Review basic legal compliance, eg licences, liability insurances, etc. Issue RFP with relevant HSE information. Issue contract with relevant HSE documents. 	<ul style="list-style-type: none"> Discuss proposed way of working with contractor and confirm adequate planning. Confirm name of CPA and clarify expectations of role. Obtain names of contractor workers and discuss their competencies with contractor. 	<ul style="list-style-type: none"> Provide Site HSE rules to contractor workers and discuss with CPA. Check CPA understands agreed way of working. Carry out simple visual check of work equipment & area. Authorize work if satisfied with preparation. Carry out daily visits to area to check on safe working.
Management Approach 2	<p>Above plus...</p> <ul style="list-style-type: none"> Carry out basic HSE capability assessment, focused on specific scope of works prior to RFP Consider HSE in award decision. 	<p>Above plus...</p> <ul style="list-style-type: none"> Obtain risk assessment & work method statement¹ and review with contractor. Obtain list of relevant qualifications & training of contractor workers. 	<p>Above plus...</p> <ul style="list-style-type: none"> Provide HSE site induction to contractor workers. Before authorizing work, discuss method statement¹ with CPA and check for understanding. Require CPA to complete a daily risk prediction before starting work. Carry out regular inspections of work using checklist and review risk predictions with the CPA.

Management Approach	Selection	Planning	Execution
Management Approach 3	Above plus... <ul style="list-style-type: none"> • Carry out thorough HSE pre-qualification, using questionnaire, reference checks • Carry out site visit(s) to observe work practices. • Request contractor to present how they will manage HSE during contract. 	Above plus... <ul style="list-style-type: none"> • Request & check sample of original qualifications (or training records). 	Above plus... <ul style="list-style-type: none"> • Before authorizing work, discuss risk assessment with CPA • Inspect or test sample of work equipment • Apply PTW process • Hold regular meeting with contractor management to review performance (if onsite >12 weeks)

Annex 5: Thorough HSE Pre-Qualification

Information Request

The following is a list of HSE-relevant information that can be requested from the contractor as part of a thorough HSE pre-qualification:

- Company HSE policy and HSE management system;
- HSE performance data, eg reportable (or lost time) injury rates, fatalities & irreversible injuries;
- HSE organisation;
- Certificates and licences demonstrating professional and HSE competencies;
- Professional liability insurance certificates;
- Resumes and qualifications of key personnel;
- Information on any legal citations or prosecutions;
- Names of any sub-contractors to be used, and the way in which the principal contractor will manage those sub-contractors.

Equivalent information to the above should also be requested from any sub-contractors to be used.

The list of information requested should be reviewed and adjusted as necessary, based on the type of organisation being evaluated and the nature of work for which pre-qualification is undertaken. When considering past performance, references, etc, it is recommended to look back over a 3-year period.

Site Visits

If Aliaxis does not have recent experience (eg within previous 3 years) of using the contractor (or sub-contractor) for similar work, site visit(s) should be organised as part of thorough pre-qualification. The purpose is to understand how work is planned and executed, with a focus on HSE risks.

Customer References

References should be sought from recent, relevant customers. This should be done directly with the customer and not through the contractor.

Small Contractors and Self-employed Individuals

Small contractors (ie 10 or fewer employees) and self-employed individuals are not expected to have a full HSE management system and may lack certain HSE processes (eg risk prediction). Such contractors can be used but will need to follow the local Aliaxis HSE management system. In these cases, Aliaxis may need to provide training on the local system; however all legally mandated training should be organised by the contractor.

Annex 6: Example Inspection Checklist

The checklist below can be used to carry out routine inspections of contractor work. For larger or longer-term contracts, it may be appropriate to develop a specific checklist that includes more project-specific issues.

Work/Project:		Location:	
Contractor:		CPA:	
Date:		Time:	

Question	Yes	No	Comments
CPA present?			
Daily Risk Prediction completed?			
Pre-start safety briefing with team?			
PTW obtained + controls applied (if relevant)			
Good housekeeping?			
Work equipment in good condition?			
Aliaxis equipment/services safe to work on? (eg LOTO)			
Each worker has received induction?			
Workers understand & follow safe system of work?			
Liquid & solid wastes correctly disposed of?			
Is there a need to review risk assessment or safe system of work?			
Any unreported incidents?			
Any good practices to recognise?			
Any CI suggestions from the contractor?			

Completed by:		Signature:	
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CPA=Contractor Performing Authority; PTW=Permit-to-Work; LOTO=Lock-out/Tag-out; CI=Continuous Improvement