

# STANDARD OPERATING PROCEDURE

SAFETY Everyone. Everywhere. Every day

## CONTRACTOR WHS MANAGEMENT

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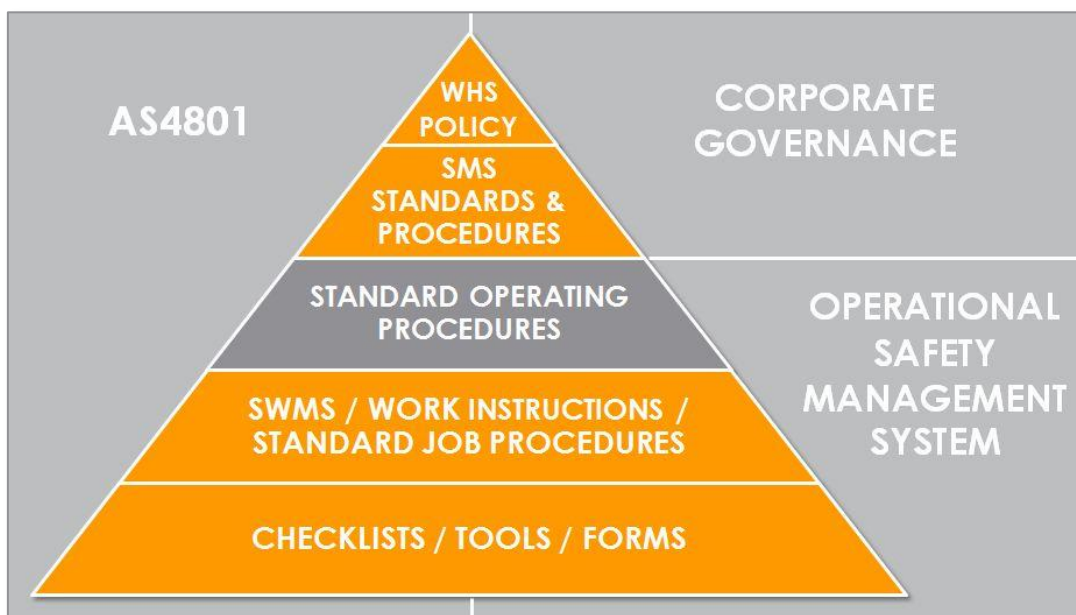
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### TABLE OF CONTENTS

1. SMS DOCUMENT HIERARCHY .....	2
2. PURPOSE .....	2
3. SCOPE.....	2
4. DEFINITIONS AND ACRONYMS.....	3
5. ROLES AND RESPONSIBILITIES .....	6
5.1 QUU Executives.....	6
5.2 QUU Program Director .....	7
5.3 QUU Category Manager/ Category Specialist .....	7
5.4 QUU Project Manager .....	7
5.5 QUU Contract Managers.....	7
5.6 QUU Workers .....	8
5.7 QUU WHS Team .....	8
5.8 QUU Person In Control Of Worksite (PICOW) .....	8
5.9 QUU Managers & Supervisors .....	9
QUU SPECIFIC REQUIREMENTS BY CONTRACTOR CLASSIFICATION:.....	10
6. PROCEDURE.....	12
7.1 SELECTING SUPPLIERS.....	13
7.1.1 Competitive Sourcing Procedures .....	13
7.1.2 Other Relevant Considerations for Supplier WHS Information .....	13
7.2 TRANSITIONING.....	14
7.2.1 Review WHS Information .....	14
7.2.3 Conduct Contractor Engagement Meeting .....	15
7.2.4 Verify Individual Contractor Competency/Qualifications.....	15
7.2.5 Provide with QUU Contractor/ Site Familiarisation Induction.....	16
7.2.6 Conduct Contractor Pre-Start Meeting.....	16
7.3 MANAGING .....	17
7.3.1 Site Monitoring & Site Visits .....	17
7.3.2 Monitor Contractor WHS Performance .....	18
7.3.3 Ongoing WHS Meetings .....	18
7.3.4 Reporting WHS Matters.....	18
7.3.5 Conduct Investigations.....	19

7.3.6 Manage Contractor Non-Conformances .....	19
7.6.6 Review Corrective & Preventative Actions.....	19
7.4 WHS PERFORMANCE & RISK REVIEW .....	20
7.4.1 Identify WHS Requirements for Completion of Works .....	20
7.4.2 Conduct Post-Contract Evaluation .....	20
7.4.3 Share Lessons Learnt .....	21
<b>1. PROCEDURE WORKFLOWS .....</b>	<b>22</b>
<b>2. REFERENCES.....</b>	<b>23</b>
<b>3. REVIEW.....</b>	<b>23</b>
<b>4. RELATED DOCUMENTS.....</b>	<b>23</b>
<b>5. FURTHER INFORMATION .....</b>	<b>23</b>

## 1. SMS DOCUMENT HIERARCHY



## 2. PURPOSE

This Standard Operating Procedure (SOP) details the process and requirements for managing work health and safety (WHS) risks associated with contractors undertaking work at QUU Worksites.

The overall purpose of this SOP is to ensure that risks associated with contractor engagement are managed in order to minimise the risk of injury or harm to workers, the environment and property. This SOP outlines the minimum WHS requirements for contractor management in the supply of services), including the purchasing and decommissioning of goods and services, so that all relevant activities align with and satisfy QUU's WHS legislative and broader safety management system (SMS) requirements.

## 3. SCOPE

This SOP Procedure applies specifically to the following persons during work hours at or attending a recognised QUU workplace whether fixed, temporary or mobile and any QUU plant and equipment used at such workplaces:

- Contractors, consultants, volunteers, students or external labour hire engaged by or associated with QUU who are involved in any work processes or part thereof, on behalf of, or as agents for QUU.

#### 4. DEFINITIONS AND ACRONYMS

In this SOP, the following definitions and acronyms apply, unless the context indicates otherwise.

**Contract:** A legally binding agreement or arrangement (written or oral) between two or more parties for the transfer, provision or supply, for value, of goods or services, including the performance of work. For the purposes of this SOP, a Contract does not include a contract of service, such as a common law contract between QUU and an employee.

**Contractor:** Within this SOP, QUU has a number of contractor definitions. A contractor is any person who is not a QUU employee and is engaged to undertake activities at a QUU workplace. QUU has defined five (5) types of contractor for the purposes of contractor management:

1. Principal Contractor; and
2. Field-based Contractor; and
3. Unplanned and/ or Emergency Work Contractor; and
4. Office- based Contractor; and
5. Other Contractors & PCBU's

**Contractor WHS Induction:** Online or offline induction process that provides contractors with knowledge and evidence of competency of industry and QUU specific requirements to be undertaken (every 12 months).

**Contractor Site Familiarisation Induction:** on-site face-to-face induction process where QUU is the principal contractor and/ or person with management control of activities (to be undertaken every 12 months or upon commencement on a new project/ activity location). Where QUU is the PICOW for the works, the WRAP may be sufficient.

**Construction Work:** Any work carried out in connection with the construction, alteration, conversion, fitting-out, commissioning and renovation, repair, maintenance and refurbishment, demolition, decommissioning or dismantling of a structure.

In this Procedure, Construction work includes the following:

- Any installation or testing carried out in connection with an activity mentioned in paragraph 1 above;
- The removal from the workplace of any product or waste resulting from demolition;
- The prefabrication or testing of elements at a place specifically established for the construction work, for use in construction work;
- the assembly of prefabricated elements to form a structure or the disassembly of prefabricated elements forming part of a structure;
- The installation, testing or maintenance of an essential service in relation to a structure;
- Any work connected with an excavation;
- Any work connected with any preparatory work or site preparation (including landscaping as part of site preparation) carried out in connection with an activity mentioned in paragraph 1 above;
- An activity mentioned in paragraph 1 above that is carried out on, under or near water, including work on buoys and obstructions to navigation.

In this Procedure, construction work does not include any of the following:

- The manufacture of plant;
- The prefabrication of elements other than at a place specifically established for the construction work, for use in construction work;
- The construction or assembly of a structure that once constructed or assembled is intended to be transported to another place;
- Testing, maintenance or repair work of a minor nature carried out in connection with a structure;
- Mining or the exploration for or extraction of minerals.

**General Construction Induction Card:** Induction card provides new and existing workers with the basic understanding and knowledge needed to start or continue work within the building and construction industry. This card was formerly known as a blue card.

**Health and Safety Representative (HSR):** A Worker who has been elected by a work group to represent them on health and safety issues.

**High Risk Construction Work:** Construction work that:

- Involves a risk of a person falling more than 2 meters;
- Is carried out on a telecommunications tower;
- Involves demolition of an element of a structure that is load-bearing or otherwise related to the physical integrity of the structure;
- Involves, or is likely to involve, the disturbance of asbestos;
- Involves structural alterations or repairs that require temporary support to prevent collapse;
- Is carried out in or near a confined space;
- is carried out in or near:
  - A shaft or trench with an excavated depth greater than 1.5 meters;
  - A tunnel;
- Involves the use of explosives;
- Is carried out on or near pressurised gas distribution mains or piping;
- Is carried out on or near chemical, fuel or refrigerant lines;
- Is carried out on or near energised electrical installations or services;
- Is carried out in an area that may have a contaminated or flammable atmosphere;
- Involves tilt-up or precast concrete;
- Is carried out on, in or adjacent to a road, railway, shipping lane or other traffic corridor that is in use by traffic other than pedestrians;
- Is carried out in an area at a workplace in which there is any movement of powered mobile plant;
- Is carried out in an area in which there are artificial extremes of temperature;
- Is carried out in or near water or other liquid that involves a risk of drowning;
- Involves diving work.

**KPI:** Acronym used for Key Performance Indicator.

**Manager:** As per QUU naming conventions, the Manager who has direct responsibility for the activity being performed or the work area the activity is occurring in.

**Person conducting a business or undertaking (PCBU):** a business or an undertaking that is either conducted alone or with others, whether or not for profit or gain. A PCBU can be:

- a sole trader (for example a self-employed person)
- a partnership
- a company
- an unincorporated association
- a government department
- a public authority (including a municipal council). An elected member of a municipal council acting in that capacity is not a PCBU.

**Officer:** for a corporation, partnership or unincorporated association is as defined in section 9 of the Corporations Act 2001 (Cth), and includes a person:

- who makes, or participates in making decisions that affect the whole or a substantial part of the business
- has the capacity to significantly affect the corporation's financial standing
- on whose instructions the directors of the corporation are accustomed to act.

**Principal Contractor:**

A Principal Contractor for a construction project as defined by WHS Regulation (2011 s292), is a person conducting a business or undertaking that commissions a construction project that is equal to or above \$250,000.

For all Principal Contractors, Queensland Urban Utilities will transfer management/control for the work by way of contract or via the appointment of a Principal Contractor for construction work.

As a Principal Contractor has management or control of a workplace, the Principal Contractor is also subject to duties imposed by the WHS Act (2011) and WHS Regulations (2011) of a person with management or control of a workplace.

**Safety Management System (SMS):** That part of QUU's overall management system which includes organisational structure, planning activities, responsibilities, practices, procedures, processes and resources for developing, implementing, achieving, reviewing and maintaining the WHS policy, and so managing the WHS risks associated with the business of the organisation.

**Site Familiarisation Induction:** Induction process that informs contractors of site QUU specific workplace risks and information required to undertake activities safely on QUU controlled worksites.

**Subcontractor:** An individual, company or other legal entity which has been engaged under a subcontract by a QUU contractor to assist in the discharge of the QUU contractor's obligations to QUU.

**Supervisor:** In respect of QUU, any QUU employee who acts or is appointed as a supervisor, coordinator or team leader within QUU.

**SWMS:** Acronym used for Safe Work Method Statement.

**Unplanned and/or Emergency Works:** An event that arises internally or from external sources which has or may adversely affect the normal state of a system, facility, occupants or visitors and which requires an immediate response.

Note: The unplanned and/ or Emergency work requirements only apply to those contractors that aren't the subject of a contract or PO terms and conditions.

**Visitor:** Any person who is not a volunteer, a worker, PCBU or Principal Contractor.

**Volunteer:** A person who acts on a voluntary basis regardless of whether they receive out of pocket expenses.

**WHS:** Acronym used for Work Health and Safety.

**WHSMS:** Work Health & Safety Management System in QUU is defined as the combination of the planning and review, the management organisational arrangements, the consultative arrangements, and the

specific program elements that work together in an integrated way to improve health and safety performance

**Worker:** As per section 7 of the WHS Act. Workers include QUU employees, employees of contractors or subcontractors, outworkers, apprentices and trainees, work experience students, volunteers and sole traders.

**Workplace:** A place where work is carried out for a business or undertaking and includes any place where a worker goes, or is likely to be, while at work and includes:

- A vehicle;
- Vessel;
- Aircraft or other mobile structure;
- And waters and any installation on land;
- On the bed or banks of any waters or floating on any waters.

## 5. ROLES AND RESPONSIBILITIES

All PCBUs, including QUU, have a fundamental duty of care under the WHS Act to manage WHS risks and protect the WHS of all workers engaged in and affected by their business activities, to an acceptable level. In practice, this means that PCBUs must take all reasonably practicable measures to reduce or eliminate workplace WHS hazards and risks to ensure the health and safety of all personnel.

Throughout the lifecycle of a project or activity that involves contractor WHS management, all relevant WHS documentation and data must be managed in accordance with QUU's WHS Documentation, Data Control and Record Management Procedure (PRO362).

The QUU WHS Resources, Responsibility and Accountability Standard (STD132), Procedure (PRO359) and associated *WHS Responsibility and Accountability Matrix* details the overarching responsibility and accountabilities for WHS. Outlined below are responsibilities specific to contractor management and procurement which must be met by staff at all levels within QUU.

Outlined below are responsibilities specific to contractor management requirements at all QUU-controlled worksites:

### 5.1 QUU Executives

- QUU's officers, including Board members, Executive Leaders, general managers and other senior managers, are accountable for taking reasonable steps to ensure QUU complies with its health and safety duties and obligations. For contractor management, procurement and disposal, this includes:
  - Establishing systems and arrangements that ensure all WHS risks associated with contractor management and procurement activities are identified and effectively managed.
  - Ensuring there is an appropriate allocation and use of resources to enable QUU to meet procurement requirements in accordance with QUU's SMS standards and relevant WHS legislation, codes of practice and standards.
  - Ensuring systems are in place to consistently monitor and audit the performance of contractors and the effectiveness of WHS contractor management and procurement related arrangements and activities.

## 5.2 QUU Program Director

- The Program Director leads and manages a multidisciplinary team to to:
  - Have oversight of direct reports such as Project Managers, Program Engineers and Quality Assurance Officers;
  - Lead project resources from other functional business areas including Planning, Operations and Maintenance as required, to successfully deliver a program of works to ensure completed on time, within budget and to scope.
  - Accountable for ensuring compliance with WH&S legislation, industry codes and standards for their designated portfolio.

## 5.3 QUU Category Manager/ Category Specialist

- The category manager/ category specialist is responsible for:
  - Approving suppliers/ contractors under allocated categories;
  - Ensuring that relevant breaches and non-conformances are appropriately managed;
  - Acting as an escalation point and mediator between internal and external business stakeholders;
  - Engaging with suppliers to communicate business changes and improvements.

## 5.4 QUU Project Manager

- The project manager is a person who manages a project on behalf of QUU and are responsible for:
  - Leading a project from its inception to execution. This includes planning, execution, commissioning and handover; managing the people, resources which may include contractors to add relevance of this position to this SOP and scope of the project.
  - Accountable for ensuring compliance with WH&S legislation, industry codes and standards.

**Note:** A project manager may act as a Contract Manager for the contracts within a project.

## 5.5 QUU Contract Managers

- Contract managers are responsible for:
  - Oversight of day to day activities and ensuring contractors adhere to specific contract conditions & all WH&S requirements.
  - Managing all contractors and subcontractor activities under the specific contract & occupational conditions.
  - In the event of a critical WHS risk or event, immediately suspending any work or services performed by Contractors or their Subcontractors and escalating to the Project/ Contract and category Manager for moderation.
  - Perform post contract or activity evaluation and documenting performance In QUU's contract management system & escalate poor performance and/or high risks for immediate review.

## 5.6 QUU Workers

- Workers working with field based or site based contractors are responsible for:
  - Ensuring that when a purchase order is used to engage goods or services, all specific WH&S requirements have been established and implemented in line with QUU WHS & Procurement Processes.
  - Ensuring that any unsafe act or condition such as newly identified risks, incidents, hazards, near misses are immediately escalated and reported to relevant QUU project &/or Contract Manager and assist with implementation of appropriate actions to mitigate associated risks.

## 5.7 QUU WHS Team

- The WHS Team are responsible for:

Working collaboratively with persons at all levels of the organisation to assist QUU meet its WHS duties and obligations. This includes:

- Assisting in the establishment and continual improvement of systems and arrangements to ensure WHS contractor management and procurement related activities are effective and comply with QUU's SMS and WHS legislative requirements.
- Working collaboratively with relevant parties to ensure WHS is integrated into QUU purchasing, procurement and decommissioning / disposal related activities.
- Working collaboratively with Project Directors, Project / Contract Managers throughout the WHS contractor management process to ensure Contractors meet QUU's SMS and WHS requirements.
- Assessing Contractor WHS performance and identifying corrective and preventative action for identified issues as per the QUU WHS Audit and Inspection Procedure (PRO366).
- Monitoring and evaluating supplier and contractor performance including broader WHS contractor management systems and arrangements with key stakeholders and other PCBUs to ensure their effectiveness.
- Remain up to date with changes to WHS legislation, standards and codes and communicate relevant information to key stakeholders to the business

## 5.8 QUU Person In Control Of Worksite (PICOW)

- The PICOW is responsible for:
  - Authorising the activities on the work site and controlling the entry of workers, visitors and contractors on QUU controlled work sites (see MAN53);
  - Ensuring activities are undertaken in accordance with relevant QUU procedures, legislation, industry codes and standards.
  - Checking the licences, qualifications and competencies of any engaged contractor and undertake a risk assessment of the entity engaged under unplanned/ emergency work conditions.

**Note:** If a contractor is acting for/ or on behalf of QUU as the Principal Contractor as a PICOW, the contractor must demonstrate that they have a PICOW process that aligns with QUU's Person in Control of Worksite Process. The PICOW on any site must be identified prior to work commencing. If a contractor does not have a PICOW process that aligns with this process the contractor must work under the supervision of a QUU PICOW



## 5.9 QUU Managers & Supervisors

- QUU Managers and Supervisors are responsible for assisting with site-based WHS contractor management and procurement requirements. This includes ensuring:
  - Contractors and Subcontractors complete required site-specific WHS training such as safety induction, task specific training and general awareness training as relevant to the work to be undertaken in accordance with QUU SMS and WHS requirements.
  - Records of any site specific WHS induction and/or training delivered to contractors are maintained.
  - The monitoring and evaluation of WHS performance of any Contractors on site. This includes Contractor and Subcontractors compliance with relevant QUU SMS and site specific WHS requirements.
  - The reporting of identified Contractor WHS performance issues or risks to Project / Contract Managers and record in QUU's contract management system.
  - Working collaboratively with Project / Contract Managers in the selection, implementation and close out of corrective and preventative action to ensure any identified WHS performance issues are suitably managed.
  - The coordination and management of any site-specific activities associated with QUU's WHS procurement and disposal arrangements.

**Note:** (QUU Managers and Supervisors procuring and managing field based or office based contractors)

## QUU SPECIFIC REQUIREMENTS BY CONTRACTOR CLASSIFICATION:

QUU has a variety of classifications in which it uses for the assortment of contractors that undertake activities in combination with business undertakings. It is absolutely necessary for the type of contractors to be identified by all QUU workers as strict legislative requirements apply along with specific QUU requirements. The information listed in this section should only be used as a guide to determine minimum specific QUU WHS requirements and the instructions within this this document must also be followed:

## Mandatory QUU WHS Requirements by Contractor Classification

### 1. Principal Contractor

Principal Contractor	✓	✓	✓	✓	✓	NA	✓	✓	✓	✓	NA
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### 2. Field Based Contractors

Operations, Maintenance & Construction Work	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Trade and Non-Technical Services Work	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Professional Services Operational Work	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Facilities Maintenance Work	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

### 3. Unplanned &/ or Emergency Contractors

Unplanned &/ or Emergency Work	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
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### 4. Office Based/ Telecommunications Contractors

Professional and Other Non-Operational Administrative Work	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Telecommunications Work	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Specific QUU WHS Requirements that apply:

I.	Contractors are required to complete QUU's Contractor WHS Induction ( <a href="https://www.urbanutilities.com.au/about-us/information-for-suppliers/safety-management-system/">https://www.urbanutilities.com.au/about-us/information-for-suppliers/safety-management-system/</a> )
II.	Contractors are required to undertake a QUU Site Familiarisation induction (FOR813).
III.	Contractor(s) are required to undertake QUU specific mandatory training and authorisation as required (GP27) and provide evidence of Industry WHS Licences (GP28)
IV.	Queensland Urban Utilities will retain the responsibility for management control of the workplace and work under direction and control of QUU's contract manager, project manager or financial delegate (unless contractually specified).
V.	QUU can discharge duties of a person conducting a business or undertaking to the contractor.
VI.	If the supplier is not pre-qualified and does not have an executed contract, the contractor must provide all relevant insurances, for example public liability/ indemnity insurance.
VII.	All sub-contractors are to be approved by QUU prior to undertaking activities.
VIII.	Application for work access permits required to completed and approved prior to access on QUU controlled worksite.
IX.	Contractor to submit monthly WHS statistics report to Contract/ Project manager.
X.	Contractor may be required to act as a PICOW on QUU sites upon review and acceptance of proposed SMS process & risk assessment.

### 5. Other Contractors & PCBU's

- I. Contractors & PCBU's for example visitors, volunteers, employee of a contractor or subcontractor, labour hire, apprentice, trainees, students gaining work experience, outworkers, or persons who attend a QUU workplace for the purpose of meetings or conversations etc. can visit an unlimited number of times if they have undertaken QUU's Site Familiarisation WHS Induction. However, if personnel conduct work for more than 5 days over a 12 month period at a QUU workplace, they must complete the Contractor WHS Induction (FOR813).
- II. Below are some example scenarios:  
 You are a person engaged to work for QUU;  
 You can sign into the visitor kiosk five times, then you must complete the contractor induction;
  - On the 6th day you are required to complete the Contractor Induction.
  - You are a person who is engaged to work 1 day per week for 12 weeks:
  - During the 6th week you will be required to complete the Contractor Induction.

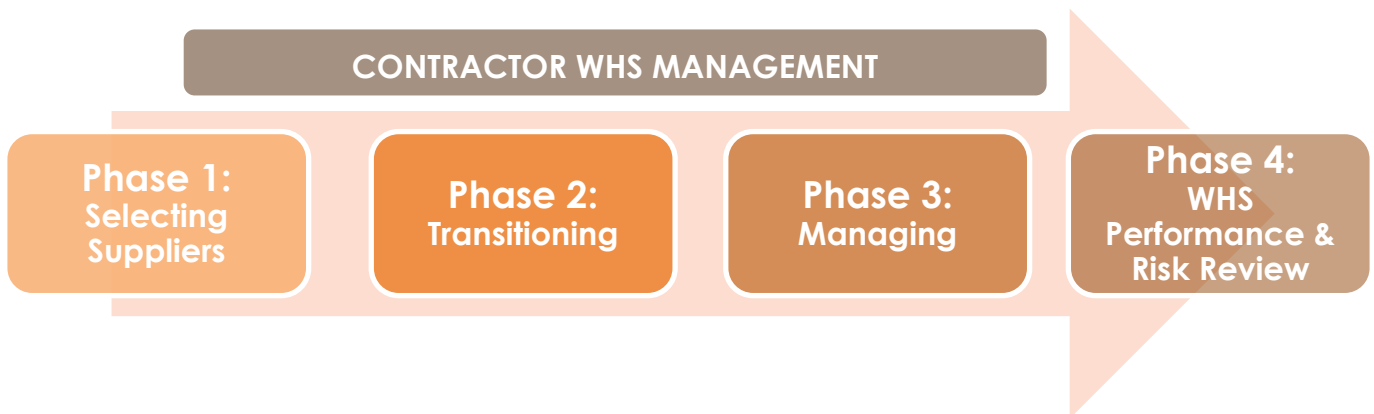
**NOTE:** The QUU representative who engaged the external resource is responsible for ensuring the contractor has completed the contractor induction.

Also see: Contractor WHS Management Guidance Document (PRO529)

## 6. PROCEDURE

The QUU Contractor WHS Management process follows four phases:

Selecting Suppliers, Transitioning, Managing and WHS Performance & Risk Review.



## 7.1 SELECTING SUPPLIERS

### 7.1.1 Competitive Sourcing Procedures

The purpose of this phase is to assist in defining WHS requirements against the risk of the proposed business activity to be performed by a QUU contractor. This is to ensure that the WHS risks associated with the works are adequately identified and assessed in the later contractor management processes by QUU employees, the engaged contractor employees and all associated parties.

Upon deciding on the need to engage a contractor for planned works, strict procurement processes are required to be followed by all QUU Workers (please speak with QUU's Procurement team if you are unsure of what this entails).

### 7.1.2 Other Relevant Considerations for Supplier WHS Information

Applies to all contractors:

All QUU personnel involved with the review of contractor WHS information and WHS hazards & risks must be trained and competent to do so.

For all non-principal contractors, the QUU contract manager/ project manager and all other relevant QUU workers with management control of contractor activities must review the non-principal contractors supplied work health and safety documentation. A risk assessment of the proposed activities must also be completed in conjunction with:

- QUU's WHS Hazard & Risk Management Procedure (PRO363); and/ or
- QUU's Risk Assessment Guide (PRO84).

The risk assessment completed as part of this review must identify, assess and treat potential risks that may exist with proposed work methodologies. This risk assessment must document all potential hazards and risks with additional consideration of interactions between QUU workers, contractors and members of the public. For example, if a contractor is working on a QUU worksite and risks are imposed to both contractor representatives and QUU workers i.e. risk of inadvertent access to site, the hazard(s), risk(s) and control(s) must be documented and clearly understood by all relevant parties.

Where there is an identified high risk construction activity, it is recommended that workers contact QUU's WHS Team to ensure that appropriate controls have been implemented.

Where there is a high or extreme risk identified as residual, the work activity must not proceed. For QUU workers, Supervisors or Managers must approve and implement appropriate controls before allowing works to continue.

**Note:** Where contractors or QUU is nominated as the Principal Contractor, the Contract Manager, Project Manager or Project Superintendent, in partnership with relevant Contractors, must review the Principal Contractor's finalised project hazard and risk register.

As part of the risk register review, any risks identified as 'High' or 'Extreme' must be included in the relevant business units Operational Risk Register and should also be integrated into QUU's corporate risk register if deemed necessary.

All identified risks and agreed controls must be incorporated into all contract related documentation.

This should include but not be limited to the following:

- Contract specifications;
- WHS Management Plan Requirements or task specific risk assessment e.g. Safe Work Method Statements (SWMS); and
- Emergency response and evacuation plans.

Both the contractor and QUU representatives must ensure that all relevant aspects and outcomes of the contract risk assessment process, WHS Management Plans and other WHS requirements are communicated and understood by all parties before any contracted work commences.

## 7.2 TRANSITIONING

The purpose of this phase is to ensure the WHS aspects of a contract align with the requirements detailed in the Selection phase of this SOP, and promotes continuous improvement in WHS performance. The aim of this phase is also to provide effective handover between internal/ external stakeholders and the QUU person in control of work activity.

### 7.2.1 Review WHS Information

Contract/ Project Manager must review the contractor's relevant WHS documentation on the specific activities to be undertaken. This information may also be obtained from QUU's procurement team if previously submitted as part of the invitation to offer process. This is to ensure the Contract/ Project manager is aware of all risks likely to be involved in the project or activity.

The Contract/ Project manager must also review the completed WHS risk assessment undertaken as part on the previous, process step prior to commencement and ensure this information remains accessible to all relevant QUU stakeholders and contractors. The project manager/ contract manager must ensure contractors have identified, assessed and controlled all foreseeable hazards/ risks and risks that may be associated with work activities. WHS risks involved with previous undertakings of similar undertakings should also be considered.

The contractor is responsible for ensuring that all relevant aspects and outcomes of the contract risk assessment process, WHS Management Plans and other WHS requirements are communicated and understood by all parties before any contracted work commences.

If the contractor uses a subcontractor for any parts of the work, the QUU Project/Contract Manager must undertake the following prior to the contractor/ PCBU arriving on site:

- Check, accept and maintain record that the contractor has processes in place to ensure that outcomes of the contract risk assessment process for the subcontractor.
- WHS Management Plans and other WHS requirements are communicated and understood by subcontractors before any contracted work commences.

The principal contractor or non-principal contractor status should also be understood by all relevant parties to ensure:

- Nominated contractors who have management control of the activities is known by all relevant stakeholders; and
- Applicable QUU & legislative WHS requirements are followed and effectively managed.

Prior to beginning work, the Contractor's WHS Management Plan/ WHS documentation must be finalised to take into account any comments provided by QUU in the initial contractor management phases.

At a minimum, the Contractor's WHS Management Plan must:

- Meet the terms and conditions of the contract;
- Specifically address each requirement identified in the WHS section of the tender package;
- Specifically address WHS requirements identified in the pre-commencement risk assessment;
- Comply with all current and applicable legislation & industry standards.

The final submission of the contractor's WHS Management Plan must be formally reviewed and approved by the Project/Contract Manager, financial delegate any key stakeholders as required.

Once accepted, the contractor must ensure their WHS Management Plan has been discussed and understood by the contractor's employees and sub-contractors.

WHS Management Plans may change and evolve in response to changing conditions and risk profiles. In these instances, the contractor must notify the QUU Project/Contract Manager, and the changes must then be discussed and approved by the QUU Project/Contract Manager in consultation with the QUU Safety Team.

### 7.2.3 Conduct Contractor Engagement Meeting

A joint engagement meeting between the QUU Project/Contract Manager, member of the Safety Team and the Contractor must be held as soon as practicable after a Contract is awarded.

The degree of contractor engagement required should be based on the size, complexity and specific risk factors of the Contract.

Topics for discussion at the meeting should include a safety focus with consideration but not limited to the following:

- Reviewing, in partnership, the WHS risk register;
- Reinforcing WHS responsibilities and expectations;
- Agreeing to contractor WHS plan requirements;
- Outlining the WHS resources required;
- Comparing the contractor's SMS and processes to those of QUU to determine preferential use;
- Outlining contract monitoring and reporting KPIs;
- Identifying induction, training and competency requirements;
- Developing the WHS Audit & Inspection Schedule;
- Establishing required risk processes and forums; and
- Establish risk register and controls assurance requirements.

### 7.2.4 Verify Individual Contractor Competency/Qualifications

Contractor employees must be suitably skilled and competent to perform all work activities.

Contractors must:

- Provide and maintain copies and registers of training, qualifications, licences, tickets and professional competencies, including expiry dates as required; and
- Provide and maintain industry WHS licences in accordance with legislative requirements (WHS Licence Requirements Guidance Document GP25); and
- Provide and maintain QUU specific requirements (as set out in section 6.1).

Where QUU is nominated as the Principal Contractor or contractors have been authorised by the business to work under QUU's WHSMS, Contractor and Subcontractor employees must be appropriately trained by QUU in all relevant aspects the SMS, including WHS directives applicable to the contracted scope of works.

All records for Contractor competencies and qualifications must be recorded and maintained for all activities.

### 7.2.5 Provide with QUU Contractor/ Site Familiarisation Induction

Contractor and Subcontractor employees must be inducted at a level appropriate to the work being undertaken. At a minimum, the familiarisation induction( FOR813) or WRAP (FOR533) must address:

- QUU's WHS requirements/ legislative requirements; and
- Site-specific WHS arrangements/requirements; and
- An overview of hazards and risks likely to be encountered; and
- Potential emergency response and evacuation requirements; and
- Hazard/ Incident investigation & reporting requirements.

### 7.2.6 Conduct Contractor Pre-Start Meeting

In accordance with QUU's procurement and sourcing requirements, the QUU Project/Contract Manager must ensure a Start-up meeting is held with the contractor before work commences for all activities. The WHS objectives of the Start-up meeting are to:

- Ensure all contractor management and supervisors understand the requirements for managing WHS aspects of the contract and activities;
- Ensure all parties are aware of QUU's expectations and the contractor's WHS obligations;
- Help build understanding and a positive working arrangement with the contractor.

A documented meeting agenda and minutes should be used during this process.



## 7.3 MANAGING

The purpose of the managing phase is to measure and evaluate the WHS aspects of the contract against defined criteria to ensure they align with the requirements of the agreed plans.

This is achieved by:

- Monitoring contractor WHS performance to assess compliance with QUU's WHS requirements and agreed plans and processes;
- Proactively addressing performance gaps and non-compliance; and
- Recognising good WHS performance.

### 7.3.1 Site Monitoring & Site Visits

Wherever QUU has management control of a worksite, contractors will be required to participate in QUU's Person in Control of Worksite Process (MAN53 PICOW Person in Control of Worksite Handbook) which informs contractors of foreseeable and or identified WHS hazards and risks within the worksite.

Wherever contractors are performing activities under QUU as the principal contractor, the contractor must demonstrate that they have a PICOW process that aligns with QUU's PICOW process, unless QUU is acting as the PICOW. If a contractor cannot demonstrate a compliant PICOW process, the contractor must work under the supervision of a QUU PICOW.

**Note:** In conjunction with the PICOW process, contractors must work under their own WHS management system unless directed otherwise.

Where management control of the worksite has been delegated to contractors, QUU will undertake periodic site inspections of the work activities in accordance with the agreed contract terms. The QUU Project/Contract Manager must plan and coordinate site visits at intervals specified within the contract management plan or where relevant, as directed by a QUU superintendent.

Site visits should include:

- Observations of high-risk or high-value work activities and discussion with contractors and employees;
- Discussion of QUU's WHS values;
- Review and discussion of incidents, corrective actions taken and lessons learned;
- Discussion regarding good WHS performance and addressing unacceptable performance;
- Provision of timely feedback on WHS issues and concerns raised; and
- Safety Management System compliance checks (for example, checking the applicable Permit to Work).

The QUU Safety Team in consultation with the relevant business groups will schedule and plan audits of work activities. In general, these audits should include:

- Review of contractor WHS documentation, implementation and compliance;
- Review of WHS performance and record keeping;
- Verification that WHS training, licences and qualifications are appropriate and records maintained; and
- Verification of compliance with QUU and regulatory requirements.

As required, the QUU Safety Team will review audit outcomes to identify issues, compliance gaps, hazards or risks and ensure these items are addressed as soon as practicable.

Audit and inspection reports must be retained at each site and a copy forwarded to a central location for control and administration.

The contractor must undertake audits and inspections of their own work activities, work areas and equipment to:

- Identify hazards; and
- Monitor compliance against nominated WHS Management Plans, procedures and processes.

Refer to PRO366 Work Health and Safety Audit and Inspections Procedure for further guidance relating to this requirement.

### **7.3.2 Monitor Contractor WHS Performance**

Contractors who undertake works on QUU workplaces are required to provide QUU with WHS performance data on a monthly basis.

Contractors must provide specific reports on WHS performance for the scope of work of the contract, not for the contractor's company-wide performance unless the works are being performed as part of a standing offer arrangement contract.

The QUU Project/Contract Manager must monitor the contractor's WHS performance against contract WHS KPIs, requirements and expectations to identify trends, areas of strong performance and areas of concern.

### **7.3.3 Ongoing WHS Meetings**

Where QUU remains the Principal Contractor QUU & contractors must hold regular WHS specific meetings and ensure all personnel attend and actively participate.

When contractors are acting as the Principal Contractor, the QUU Contract Manager or delegate may be invited to attend the Contractor's WHS meeting of a regular basis.

A copy of the meeting agenda and notes and any action items arising from each meeting must be made available to QUU upon request.

Depending on the size, nature and scope of work, contractors may be requested to attend QUU-facilitated WHS meetings.

Note: For Unplanned and/ or emergency work, a toolbox talk and/ or documented pre-activity consultation record for example a WRAP Sheet, will be suffice in evidencing this requirement.

### **7.3.4 Reporting WHS Matters**

In conjunction with the monthly reporting, QUU workers or contractors that detect any unsafe acts or conditions must report the issue to their supervisor or manager immediately.

If there is an immediate danger to workers, QUU workers and contractors have the authority to stop the activity immediately.

All reported issues must be recorded in QUU's WHS Reporting System and managed according to QUU's PRO364 WHS Incident Reporting, Investigation & Escalation Procedure.

### 7.3.5 Conduct Investigations

QUU values the WHS of all employees, contractors, subcontractors and the public and will investigate relevant:

- Hazards/ Risks;
- non-conformances;
- Incidents, Injuries and near miss events.

For further guidance please refer to PRO364 WHS Incident Reporting, Investigation & Escalation Procedure.

### 7.3.6 Manage Contractor Non-Conformances

If a contractor breaches contractual terms and conditions or places any worker at risk by not following their designated safe system of work or legal duties Project/ Contract Managers must:

- Immediately inform the contractor verbally of the non-conformance or WHS issue;
- Escalate the issue to the relevant contractor representative and record in QUU's WHS Reporting System and Contractor Management system as necessary;
- Provide in writing details regarding the breach of contractual arrangements and legal obligations;
- Reinforce QUU's expectations;
- Communicate a timeframe by which breaches must be addressed;
- Exercise an authority to stop work for any situations that threaten the health and/or safety of people.

If the contractor fails to take effective corrective action, the QUU Project/Contract Manager must exercise appropriate contractual clauses and or contact the relevant QUU's Category Manager.

### 7.6.6 Review Corrective & Preventative Actions

All corrective and preventative actions are to be reviewed in line with QUU's PRO364 WHS Incident Reporting, Investigation & Escalation Procedure.

## 7.4 WHS PERFORMANCE & RISK REVIEW

The purpose of the review phase is to:

- a) Ensure safe completion and demobilisation of plant, equipment, materials and personnel from QUU nominated or controlled worksites; and
- b) Review contractor WHS performance at the completion of the contractor's scope of work.
- C) Ensure any newly identified hazards/ risks have been effectively recorded and managed in accordance with QUU's hazard and risk management procedure.

### 7.4.1 Identify WHS Requirements for Completion of Works

Prior to completing the scope of work, all contractors must identify any hazards and risks associated with completion and demobilisation and implement adequate controls to minimise these.

The contractor must have in place a program to ensure that all former work sites are left in a condition that is safe and returned to a manner found prior to establishment. The contractor must consider the following issues:

- Security of plant & equipment;
- Removal of rubbish and general housekeeping relating to work site;
- Interaction with other concurrent work activities;
- Has met legislative WHS requirements, codes and standards as well as specified contract terms & conditions.

Contract/ project managers must visit any site where work activities have been undertaken to ensure that all hazards/ risks have been mitigated and the site has been returned to a safe condition. Alternatively, a condition assessment may be completed by the contractor and approved by the contract/ project manager as satisfactory.

### 7.4.2 Conduct Post-Contract Evaluation

The QUU Project/Contract Manager must conduct a post-contract evaluation for all contracts the Post Project/ Activity.

The performance evaluation should:

- Review the contractor's WHS performance, including KPIs and statistical trends;
- Review key findings of the contractor's interim reviews and the status of any performance improvement actions;
- Review non-conformances;
- Evaluate the quality of interaction between QUU and the contractor, addressing communication, support, initiative and cooperation;
- Review audit and compliance trends;
- Review the cultural and behavioural performance of contractors;
- Review non-conformance notices issued by QUU;
- Third party incident notifications;
- Improvement or prohibition notices issued by the regulator;

- Internal or external (to the Contractor) audit reports about WHS performance and indications of how the findings are being addressed.

The evaluation should be conducted within 30 days of contract completion.

The contractor must be given feedback from the evaluation via a post-work evaluation workshop or documented assessment.

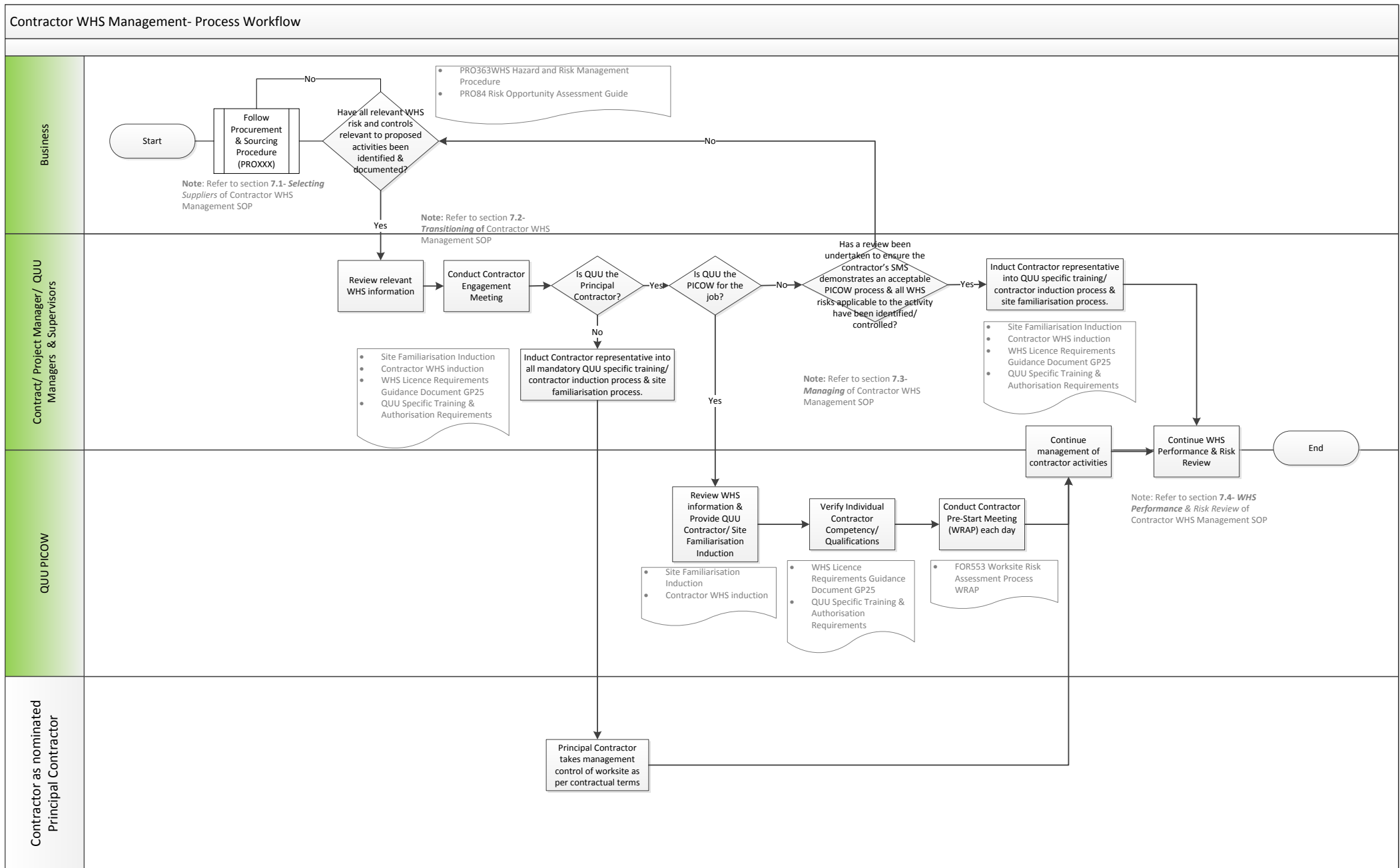
#### 7.4.3 Share Lessons Learnt

Any lessons learned throughout the contract or activity lifecycle must be recorded and communicated to internal stakeholders as required. Any best practice and performance improvement opportunities identified should be incorporated into ongoing contractor management processes for continual improvement purposes.

All identified hazards/ risks under the management and control of QUU must be managed in accordance with:

- QUU's WHS Hazard & Risk Management Procedure (PRO363); and/ or
- QUU's Risk Assessment Guide (PRO84).

# 1. PROCEDURE WORKFLOWS



## **2. REFERENCES**

The following references contain information used in the preparation and development of this Contractor Management SOP:

- Queensland Work Health and Safety Act 2011
- Queensland Work Health and Safety Regulations 2011

## **3. REVIEW**

The Contractor Management SOP is to be reviewed every 2 years or earlier if:

- There is an identified risk to business
- A significant safety or unplanned plant event occurs
- Incident investigation or audit results show that application of the standard fails to deliver the required outcomes
- There are changes in associated legislation
- There is evidence that the standard is not having a positive impact on safety-related KPIs.

## **4. RELATED DOCUMENTS**

- QUU Work Health and Safety Policy (POL33)
- WHS Contractor Management, Procurement and Disposal Standard (STD###)
- QUU WHS Conditional Prequalification Assessment Process (PRO348, TEM207, REF172)
- Plant Standard Operating Procedure (PRO386).
- WHS Objectives and Targets Procedure (PRO357)
- WHS Resources, Responsibility and Accountability Procedure (PRO359)
- WHS Documentation, Data Control and Record Management Procedure (PRO362)
- WHS Hazard and Risk Management Procedure (PRO363)
- Industry WHS Licence Requirements Guidance Document (GP28)
- Contractor WHS Management Guidance Document (PRO529)
- QUU Specific WHS Training & Authorisations Requirements Guidance Document (GP27)
- Contractor Site Familiarisation Induction (FOR813)
- Contractor Site Familiarisation Induction Agenda (FOR814)

## **5. FURTHER INFORMATION**

For further information, contact your Health and Safety Representative or the QUU Health and Safety Team.