

CONTRACTOR MANAGEMENT GUIDE

This guide provides an outline of contractor management including the process we follow for appointing and monitoring contractors. The information in this document provides those selecting or working with contractors with guidance on how to engage contractors, and what documentation and tasks must be completed so that work is done safely without causing harm to those working at or visiting our sites. Before starting a project we encourage you to contact the Property Manager for guidance.

1

SCOPING THE WORK

Before starting work, refer to the flowchart on page 3 to determine what steps need to be taken.

Determine what work needs to be completed and consider the health and safety implications.

What risks do contractors bring to your site and what risks are present on your site that could harm contractors?

Tasks and documentation

Initial appraisal of hazards and overview of likely risks associated with different options.

Consider health and safety issues when choosing the best way to select a contractor, deciding who to contract (competency and capability) and agreeing price and other contractual terms.

2

PRE-QUALIFYING THE CONTRACTOR

Assess the capability and skills of potential contractors (i.e. experience and if you have used them previously). Check their qualifications and insurances.

Tasks and documentation

Ensure all contractors fill in a pre-qualification questionnaire before starting work.

Assess the health and safety management and, depending on the scale or significance of the hazards, conduct a detailed appraisal of technical competence (e.g. working at height, working with electricity).

3

CONTRACTOR SELECTION AND NEGOTIATION OF TERMS

Provide information to potential contractors on health and safety, including hazards relating to the particular contract and your site, e.g. hazard register, asbestos register.

Request a health and safety plan for the work. If significant or high risk activities are involved, discuss this with the contractor.

Request safe work method statements (SWMSs) or job safety analysis (JSAs) for the work activity.

Assess capability of tenderers (where pre-tender qualification hasn't been done).

Check relevant information is given to contractors, i.e. your hazard/risk register, emergency management information etc.

Tasks and documentation

Refer to flowchart on page 3 for guidance.

Review contracts. Contact the Property Manager to manage large contracts.

Review and agree health and safety plan or safety documentation.

Contractors complete a draft plan. Principal provides information and answers questions specific to the job, and helps complete hazard assessment and method statements where appropriate.

Contractor responds to information provided and provides either:

- A draft health and safety plan; or
- Acknowledgement of receipt and acceptance of health and safety information, terms and conditions; or
- Other documentation as required.

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AWARDING THE CONTRACT

Develop a job specific health and safety plan.

For smaller jobs or ongoing work, maintain agreed standards, systems and processes established by pre-qualification, and modify them to suit the circumstances of the individual contract.

Tasks and documentation

The contract itself will often draw on the tender documents or other information provided to or by the contractor.

Job registration or permit-to-work systems may be used to inform risk assessments.

Complete health and safety plan.

Principal provides information and answers questions specific to the job, and helps complete hazard assessment and method statements where appropriate.

Include agreed detail of lines of communication, responsibilities, accountability, safe systems of work, method statements, use of client services, etc. You may want to agree when and how they will undertake the work to maintain lower levels of risk to others.

Legal Requirements and Regulations

It is important that all contractors follow the legal requirements and regulations for their industry.

Refer to www.worksafe.co.nz for more information.

Diocesan Property Manager

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property@aucklandanglican.org.nz

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MONITORING THE CONTRACT

Monitor and check throughout the duration of the contract, using their documentation, to see if they are doing what they say they are doing.

Respond to information as received.

Keep the contractor informed of the results of monitoring.

Check and ensure contractor performance meets the agreed standards or their own system of work.

Tasks and documentation

Ensure permit to work or job registration systems, competency requirements, and other controls are in place and maintained.

Meet as appropriate to plan for and resolve health and safety issues.

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POST-CONTRACT REVIEW

Conclude review to determine success or otherwise of the contract and if there is anything that can be learned for further workers/work.

Tasks and documentation

Help principal and contractor learn from health and safety performance during the contract.

Complete post-contract evaluation form.

Send post-contract review to the diocesan Property Manager.

CONTRACTOR MANAGEMENT FLOWCHART



Small contractor jobs

Small jobs completed on site. Discuss your requirements with the Property Manager.



Scope work to be completed. Consider what can cause harm while work is done.
Pre-qualify contractor by assessing their competency to complete work safely. Verify any insurance requirements.



Appoint contractor and request a SWMS or JSA for the work to be completed. Agree on standards and processes to be followed.
Monitor the work completed against the plan.



Once work is done, complete a post contract evaluation form and discuss outcomes with contractor. Note feedback for future work.

Large contractor jobs

Large scale building works.
Discuss your requirements with the Property Manager.



Scope work to be completed. Consider what can cause harm while work is done.
Assess potential contractors.



Pre-qualify contractor by assessing their competency to complete work safely. Assess their competency to complete high-risk activities and confirm their qualifications are current, including any liability insurances needed.



Request a job-specific health and safety plan for the work to be completed including any additional documentation for high risk activity.



Review the health and safety plan with the contractor and finalise before the contract is awarded.



Monitor the work completed against the plan. Communicate result of the monitoring with the contractor in conjunction with the project manager/ architect.



Once work is done, complete a post-contract evaluation form and discuss outcomes with contractor. Any lessons learnt will help determine future contract work.

Recommended additional documentation

- ▶ Site evacuation plan and emergency procedures
- ▶ Site hazard identification list
- ▶ Health & Safety agreement
- ▶ Names and contact numbers of key personnel

Associated guidelines

Refer to other H&S guides (Fire, Electricity, Event Management) as required.

Diocesan Property Manager

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SAMPLE CONTRACTOR MANAGEMENT PLAN



_____ has instituted a contractor management plan which includes formal contracts with
(Name of Ministry Unit)
all contractors, the requirement of all contractors to provide their health and safety policies and copies of
certificates to _____. The alternative is to be inducted by _____.
(Name of MU contact) (Alternate MU contact)
and to comply with all health and safety procedures and rules.

Subcontractors

Pre-acceptance

- a. A register is maintained at _____ offices with subcontractors acceptable safety plans on file.
- b. A subcontractor must not be engaged without an acceptable health and safety plan in place.
- c. Where there is no such record, the subcontractor shall provide a copy of their safety plan for evaluation. All safety plans must comply with the HSWA 2015, Health and Safety at Work (General Risk and Workplace Management) Regulations 2016, and relevant industry regulations.
- d. _____ shall evaluate all subcontractors safety plans to determine whether they are acceptable or not.

Acceptance

Together with the acceptance letter, the subcontractor must:

- a. Confirm the person responsible and accountable for health and safety on site.
- b. Provide the site-specific hazards and a method of controlling them. These are to be recorded onto the SSSP and site hazard board.
- c. Confirm that all employees and others that subcontractors engage are, or will be, inducted and trained to carry out their required activities in the same manner and in full compliance with all relevant legislation.

Post job evaluation

All contractors will be subject to post job evaluation and will be reviewed as to whether future work will be contracted according to their health and safety performance rating.

SAMPLE SMALL CONTRACTOR PLAN



SITE SAFETY PLAN – CONTRACTORS

To be completed prior to the commencement of any contract work

Contractor name: _____ Project name: _____

Ministry unit representative: _____ Date: _____

Site safety representative: _____

Hazard management procedures: _____

Hazardous goods described and safety procedures: _____

Personal protective equipment (PPE) provided: _____

Notifiable works are the following (and OSH has been advised): _____

Description of health and safety plan prepared and operated: _____

Methods of communication regarding safety information (e.g. toolbox meetings, pre-task meetings, hazard analysis meetings, site safety boards): _____

Emergency procedures cover the following contingencies:

The site emergency signal is (state): _____

The assembly area is (where): _____

Accident reporting register is located: _____

First aid kit is located (where): _____

Fire extinguisher is located (where): _____

Safety checklists located (where): _____

Safety inspections are conducted (state how and when): _____

Staff training procedures are as follows (frequency and how completed): _____

Staff supervision is as follows (who is responsible): _____

Other safety measures in place such as signs and fencing: _____

Approved by (ministry unit representative): _____ Date: _____

Distributed to: _____

SIGNED

Contractor

SIGNED

Ministry unit representative

DATE

DATE

SAMPLE CONTRACTOR INDUCTION CHECKLIST



Contractor: _____ Inducted by: _____ Date: _____

1. **Health & Safety Policy**
Show and discuss Health & Safety policy contents and duties.
2. **Emergency Procedure**
Show and discuss emergency procedures.
3. **Site Safety**
Complete a site specific safety brief form.
Identify any hazards that the employee/contractor may create or be exposed to and how to control these. Confirm process for notification of new hazards.
Contractors/Subcontractors: Advise _____ of all specific hazards relative to their operation.
4. **Safety Equipment**
Advise contractor of location of first aid kit and trained first aiders, and location of defibrillator.
Advise contractor of location of fire extinguishers, fire call points, fire hose reels, etc.
5. **Reporting:**
Discuss the responsibility and importance of reporting all accidents or near misses.
Advise procedure for accident register and reporting and hazard/occurrence reporting.
6. **Safety Information:**
Confirm that they have other information appropriate to their trade for this project.
e.g. WorkSafe, OSH guidelines, codes of practice, material safety data sheet (MSDS), etc...
7. **Safety Training:**
Confirm that they are adequately trained in the safe use of all plant, equipment and personal protective equipment that they will be required to use during their time on site.
8. **Site Amenities:**
Show location of toilets, wash areas and kitchen facilities. Complete site safety plan/briefing for each job.
9. **Personal Protective Equipment (PPE):**
The employee is required to have the following PPE on site:-
Safety hat Safety earmuffs Safety footwear
Safety goggles High-vis clothing Other (as identified on hazard sheets): _____
10. **Ability to perform duties**
Ask the contractor to advise _____ of any conditions that they are aware of that would affect their ability to perform their duties, where there is a risk of harming themselves or others (record actions to manage).

11. **Other information requirements:**

I _____ acknowledge that I have been inducted in health and safety, as outlined above, and I am aware of my responsibilities.

Signed: _____ Date: _____
(Contractor)

I confirm _____ has read and agreed to _____ health & safety plan.

Signed: _____ Date: _____
(Ministry unit)

SAMPLE AGREEMENT - INDEPENDENT CONTRACTOR



BETWEEN

("the ministry unit")

AND

("the contractor")

INTRODUCTION

This agreement sets out the terms and conditions of the contract. It shall remain in effect for the term of the agreement or until the agreement is terminated or it is renegotiated.

The contractor is contracted by the ministry unit to operate as _____

The contractor shall perform duties to the best of their ability, maintain the required standards of performance and provide responsible, loyal and honest service to the ministry unit.

GENERAL TERMS

The contractor shall:

- supply staff with the appropriate documentation including, but not limited to, health and safety policies and manual
- operate always in compliance with the ministry unit health and safety plan
- supply all accessory equipment
- supply all required personnel protective equipment (PPE) and safety gear
- liaise with statutory bodies and undertake work for the ministry unit as instructed
- control and be responsible for all aspects of work undertaken
- supply full contact and invoice details for all work monthly and fill out any required by the ministry unit and return on time. Supply a GST invoice to the ministry unit for monthly payment
- liaise with the ministry unit's management regularly as agreed.

CONTRACT RATE

The contractor will charge the ministry unit _____.

HEALTH AND SAFETY

It is the ministry unit's objective to ensure a healthy and safe workplace and the contractor agrees to abide by and implement everything in the ministry unit's health and safety plan.

The contractor is required immediately to report any new hazard, unsafe work condition or unsafe equipment to the ministry unit's manager and at all times to observe and practise safe work methods at work. Any work-related accident or near miss incident must be promptly reported on the same day.

The contractor will comply with the provisions of all applicable health and safety legislation and is required to comply with all relevant legislation and safety rules.

The parties are aware that significant penalties may be imposed on both in the event of prosecution for breaches of the legislation.

CONFIDENTIALITY

You may not disclose, by any means whatsoever, any information or knowledge relating to the ministry unit's business to any person or body, unless you have been expressly authorised to do so in the course of your duties.

This prohibition will continue to apply after the termination this contract.

RESTRAINT OF TRADE AND OTHER BUSINESS ACTIVITIES

Intellectual property rights for any original work, methodologies, systems, designs, documentation or material produced or published during this contract, including inventions, patent rights, trademarks, copyright or other processes developed or created by you arising from, and developed in connection with the activities of the ministry unit, shall remain the sole property of the ministry unit.

Any such information, documentation, software and related material designed by the contractor or held in their possession, must be returned to the ministry unit on termination of the contract.

ALCOHOL AND DRUG TESTING

You are required to comply with the ministry unit's alcohol and drug policy. This includes post incident and reasonable cause testing. Acceptance and signature of this agreement includes acceptance of this policy and gives the ministry unit the authority to require you to participate in alcohol and drug testing within the terms of the policy. Failure to do so may be considered as serious breach of terms, and may result in the termination of contract.

COMPLETENESS

The terms and conditions set out in this agreement replace any previous agreements and understanding and represent the entire agreement between the parties.

VARIATION

By mutual agreement, the parties may vary any term in this agreement. When any variation has been agreed, it will be confirmed in writing by recording the details in a variation letter that must be dated and signed by both parties.

MINISTRY UNIT POLICIES AND RULES

By signing this agreement you agree to be bound by the ministry unit's work rules, policies as they may apply, and as they may be amended from time to time by the ministry unit. The ministry unit shall ensure that current copies of such rules, policies and procedures are available to you.

The ministry unit has a policy of total compliance with all laws and rules including HSWA 2015, its regulations and local authorities.

TERMINATION

This agreement can be terminated at any time with the mutual consent of both parties.

Contractor

SIGNED	<input type="text"/>	NAME	<input type="text"/>
DATE	<input type="text"/>	TITLE	<input type="text"/>

Ministry unit

SIGNED	<input type="text"/>	NAME	<input type="text"/>
DATE	<input type="text"/>	TITLE	<input type="text"/>

SAMPLE CONTRACTOR PERFORMANCE REVIEW



HEALTH AND SAFETY SYSTEM

Record of review: Contractor Performance

Name of contractor: _____

Nature of work performed: _____

Review topic	Action required	Reviewed by	Date	Action required
Health & safety policy and commitments statement, etc submitted	Sighted			
Health & safety co-ordinator nominated <i>(may be an office-based person)</i>	Named and confirmed			
Contractor site induction completed	Recorded in contractor register			
Contractor employees' training/ competency confirmed as appropriate	Records sighted			
Appropriate certifications / licences held	Records sighted			
Contractor's own hazard records regularly completed for each job	Records sighted			
Hazard reporting by contractor occurs	Records reviewed			
Isolation and tagging procedures followed <i>(if applicable)</i>	Observations records reviewed			
Personal protective equipment (PPE) consistently used	Observations records reviewed			
Injury and incident recording and reporting is satisfactory	Records sighted			
Housekeeping and job site cleanliness	Satisfactory history			
Contractor's employees consistently sign visitor register	Satisfactory history			
Timeliness of job completed	Satisfactory history			
Work quality	Satisfactory history			

Overall, this contractor's performance is:

Satisfactory / Unsatisfactory

Future engagement is:

Recommended / Not recommended

Reviewed by: _____

Date: _____

Signed:

Please email a copy to the Property Manager (property@aucklandanglican.org.nz)

