

## 1 Purpose

The Northwest Territories Power Corporation (NTPC) is committed to establishing and maintaining an effective Contractor Safety Management program for all contractors engaged by NTPC. The purpose of this element is to provide a framework for Contractor Safety Management at NTPC.

## 2 Scope

This element applies to all workers who manage Contractors.

## 3 Definitions

### **Contract**

Any signed agreement between NTPC and a contractor (e.g., contract, service agreement).

### **Contract Administrator**

An NTPC employee responsible for the administration and management of contracts and service procurement documents (e.g., tenders, requests for proposals, requests for quotes, sole sourcing).

### **Contractor**

Any person or entity that has been contracted, sub-contracted, or otherwise engaged to provide services to NTPC.

### **Contractor Safety Qualification**

An assessment of contractors to ensure only those with acceptable past safety performance and appropriate safety programs are awarded work.

### **Principal Contractor**

The party, either NTPC or a contractor, who accepts overall responsibility for the safety of a project.

### **Project**

A non-routine series of tasks planned from beginning to end with defined durations, resources, and results. For the purpose of Project Safety Planning equipment purchases, consultants, studies, and routine operations & maintenance work are not considered projects.

### **Project Manager**

An NTPC employee, typically an Engineering or Operations Manager, who is given the overall responsibility and authority for the successful completion of a project.

### **Site Supervisor**

An employee or contractor assigned to supervise a worksite.

### **Worksite Monitor**

An NTPC employee, or Owner's Representative (i.e., a Contractor representing NTPC), who is responsible for observing the performance of the project and providing feedback to the Project Manager.

## 4 References

- NWT Safety Act 1988
- Health & Safety Management System Element 14.01: Project Safety Planning
- Health & Safety Management System Element 02: Hazard Assessment and Control
- Health & Safety Management System Element 08: Training and Communication
- Health & Safety Management System Element 09: Health & Safety Inspections

## 5 Responsibilities

### 5.1 NTPC

NTPC is responsible to:

- Ensure a process is in place to develop and implement a Contractor Safety Management program.
- Ensure the resources, time, money, and technology are available to support the Contractor Safety Management program.
- Ensure the performance of management and workers is measured relative to the Contractor Safety Management program.
- Ensure training is provided to workers on the Contractor Safety Management program.

### 5.2 Management

Management is responsible to:

- Ensure development, implementation, and use of the Contractor Safety Management program based on legislation and industry best practice.
- Ensure workers receive training in the Contractor Safety Management program.
- Seek assistance from the Health & Safety Department as required for the Contractor Safety Management program.
- Measure the performance of workers relative to the Contractor Safety Management program.

### 5.3 Health & Safety Department

The Health & Safety Department is responsible to:

- Provide advice and assistance in the development, implementation, and use of the Contractor Safety Management program.
- Provide interpretation of generalized work processes, industry best practice, and legislation for the development of the Contractor Safety Management program.
- Monitor applicable legislation and update the Contractor Safety Management program as required.
- Assist with training workers in the Contractor Safety Management program as required

## 6 Process Overview

- 6.1 NTPC shall establish, implement, and maintain documented procedures and tools for the management of contractors. The health & safety responsibilities of all parties shall be clearly outlined.
- 6.2 The components of the Contractor Safety Management process are:
1. Contractor Safety Planning
    - o Project Safety Risk Analysis
  2. Designation of Principal Contractor
  3. Contractor Safety Administration
    - o Standard health & safety wording in service procurement documents and contracts
  4. Contractor Safety Qualification
    - o Contractor Safety Requirements
    - o Contractor Safety Qualification
  5. Contract Award
  6. External Principal Contractor Project Safety Plan
    - o Project Safety Plan Assessment
  7. Contractor Safety Management
    - o Assign Worksite Monitor
    - o Project Safety Planning Meeting
    - o Project Safety Plan
    - o Safety Orientation
    - o Site Orientation
    - o Tailboard Meetings
  8. Contractor Safety Monitoring
    - o Monitoring
    - o Worksite Visits
    - o Project Safety Audits
    - o Monthly Performance Report
    - o Contractor Progress Review Meetings
  9. Contractor Safety Performance Evaluation
    - o Contractor Post-Work Safety Evaluation

## 7 Contractor Safety Planning

- 7.1 Contractor Safety Planning shall be carried out in accordance with *Health & Safety Management System Element 14.01: Project Safety Planning*.
- 7.2 In addition to Projects, for all work involving Contractors the Project Manager/Manager shall complete *Form 14.01.1: Project Safety Risk Analysis*. This shall form the basis of the safety requirements for the work.
- 7.3 The purpose of the Project Safety Risk Analysis is to determine the specific safety requirements including:
- High risk activities.
  - Whether contractors are required and what work they will do.
  - Designation of the Principal Contractor.
  - Hazard assessment and control:
    - o Job steps.
    - o Tools & equipment.
    - o Major hazards.
    - o Required controls.
- 7.4 The Project Manager shall submit the Project Safety Risk Analysis to the Health & Safety Department for review and comment, allowing a minimum of 5 days to conduct the review.

## 8 Designation of Principal Contractor

- 8.1 A Principal Contractor is the party, either NTPC or a contractor, who accepts overall responsibility for the safety of a project.
- 8.2 A Principal Contractor shall be designated for all projects.
- 8.3 A project shall have only one Principal Contractor at any specific time.
- 8.4 The Principal Contractor shall be either NTPC or an external organization (i.e., a contractor).
- 8.5 Where no external organization is designated as Principal Contractor, NTPC shall default as the Principal Contractor.
- 8.6 Where NTPC is the Principal Contractor, the Project Manager shall act as NTPC's representative.
- 8.7 A contractor shall be designated as Principal Contractor only if they:
- Demonstrate how their Safety Management System will address the responsibilities of Principal Contractor;

- Prepare and implement a Project Safety Plan as outlined in section 12;
- Provide a clear delineation between the site and any other work areas; and
- Will control:
  - o Access to the site;
  - o Operation of equipment at the site;
  - o Materials and substances used and/or stored at the site; and
  - o Workers at the site.

8.8 A contractor designated as Principal Contractor shall have full control of the worksite and NTPC shall treat the site as the contractor's workplace.

## 9 Contractor Safety Administration

9.1 Service procurement documents (i.e. tenders, requests for proposals, requests for quotes, sole sourcing) contain standard health & safety wording that includes the following:

- Workers' Safety and Compensation Commission (WSCC) requirements:
  - o Evidence of registration and good standing with the NWT WSCC.
- Legislative Requirements:
  - o Outlines applicable health & safety legislation.
- Designation of Principal Contractor:
  - o General responsibilities of the Principal Contractor.
  - o General conditions for the designation of a Principal Contractor.
- Contractor Safety Requirements. Includes the requirement to:
  - o Read and sign Section 34 of *Form 14.02.1: Contractor Safety Requirements* indicating they received, reviewed, understood, and will comply with NTPC's contractor safety requirements.
  - o Include the signed page with their submission.
- Contractor Safety Qualification. Includes the requirement to:
  - o Complete *Form 14.02.2: Contractor Safety Qualification*, providing the title of each requested document and a reference number or location so that it can be easily located during submission review.
  - o Include the completed form and all available documents requested on the form in the submission.
- Additional Requirements:
  - o Additional health & safety considerations based on the scope and nature of the work activities.

9.2 The Health & Safety Department shall review *Form 14.01.1: Project Safety Risk Analysis*, indicate whether Additional Requirements wording is needed, and provide comments and/or Additional Requirements wording.

9.3 The Health & Safety Department shall provide the completed *Form 14.01.1: Project Safety Risk Analysis* to the Project Manager.

- 9.4 Following the Health & Safety Department review the Manager/Director shall approve the Project Safety Risk Analysis.
- 9.5 The Project Manager shall then submit the Project Safety Risk Analysis to the Contract Administrator.
- 9.6 The Contract Administrator shall ensure the proper service procurement documents (i.e. tenders, requests for proposals, requests for quotes, sole sourcing) and contracts are put in place and that they include the necessary health & safety wording and associated documents (i.e., *Form 14.02.1: Contractor Safety Requirements* and *Form 14.02.2: Contractor Safety Qualification*).

## 10 Contractor Safety Qualification

- 10.1 NTPC shall complete a Contractor Safety Qualification process for all contractors conducting work for NTPC. The process consists of an assessment of the contractor's safety management programs and past safety performance.
- 10.2 Contractor Safety Qualification
- The contractor shall complete *Form 14.02.2: Contractor Safety Qualification*, providing the title of each requested document and a reference number or location so that it can be easily located during submission review.
  - The completed form and all available documents requested on the form shall be included in the submission.
  - The Project Manager shall submit the contractor's *Contractor Safety Qualification* and associated documents to the Health & Safety Department for assessment.
- 10.3 Contractor Safety Qualification Assessment
- The Health & Safety Department shall complete an assessment of the contractor's submission using *Form 14.02.3: Contractor Safety Qualification Assessment*, include comments and recommendations on the form, and provide the completed form to the Project Manager.
    - o Failure of the contractor to include evidence of a reasonable health & safety management system may result in the submission being deemed insufficient due to an inability to establish the contractor's ability to work safely.
    - o Where the successful contractor does not have health & safety management system elements in place that are applicable to the work activities being undertaken, they shall follow and comply with the applicable NTPC Health & Safety Management System Elements.
  - The Project Manager shall review the comments and recommendations, take the necessary actions to address the recommendations, record the actions taken on the form, and submit it to the Manager/Director for final approval.

#### 10.4 Approved Contractors Safety Qualifications List

- Successful contractors shall be added to *Form 14.02.7: Approved Contractors Safety Qualifications List* by the Health & Safety Department. The list includes the following information:
  - o Contractor name and contact information;
  - o Date of assessment;
  - o Date of expiry (one year after date of assessment);
  - o Summary of work; and
  - o Recommendations for approval (taken from the *Recommendations* section of *Form 14.02.3: Contractor Safety Qualification Assessment*).
- Successful contractors shall remain on the Approved Contractors Safety Qualifications List for a maximum 12 months, or less should a Project Manager recommend their removal from the list for safety performance reasons.
- Contractors on the Approved Contractors Safety Qualifications List are not required to resubmit their safety information for other contracts during this period.

### 11 Contract Award

- 11.1 The Project Manager shall provide the recommendation for award to the Contract Administrator.
- 11.2 The Contract Administrator shall notify the successful contractor of the approval for the specific scope of work.

### 12 External Principal Contractor Project Safety Plan

- 12.1 The Project Safety Plan shall be developed by the Principal Contractor in accordance with section 10 of *Health & Safety Management System Element 14.01: Project Safety Planning*.
- 12.2 If the contractor does not have a suitable Project Safety Plan form, they may be provided with *Form 14.01.2: Project Safety Plan* to use as a template.
- 12.3 The Project Safety Plan shall include a detailed Hazard Assessment & Control section. This section shall be:
- Arranged into job steps and their associated tools & equipment, major hazards, and required controls.
  - Developed and/or reviewed by those responsible to carry out the steps.
  - Finalized before work begins.
  - Updated when changes to the job steps or tools & equipment occur.
- 12.4 The completed Project Safety Plan shall be submitted to the Project Manager.



- 12.5 The Project Manager shall review the Project Safety Plan and submit it to the Health & Safety Department for assessment, allowing a minimum of 5 days for review.
- 12.6 The Health & Safety Department shall assess the contractor's Project Safety Plan using *Form 14.01.3: Project Safety Plan Assessment*, include comments and recommendations on the form, and provide the completed form to the Project Manager.
- 12.7 The Project Manager shall review the comments and recommendations, take the necessary actions to address the recommendations, record these on the form, and submit it to the Manager/Director for final approval.

## 13 Contractor Safety Management

### 13.1 Assign Worksite Monitor

- The Project Manager shall assign a Worksite Monitor.
- The Worksite Monitor may be an NTPC employee or Owner's Representative (i.e., a contractor representing NTPC). The Project Manager may also act as Worksite Monitor.
- The Worksite Monitor shall report to the Project Manager.
- The Worksite Monitor is responsible for observing the performance of the project and providing feedback to the Project Manager.

### 13.2 Project Safety Planning Meeting

- A Project Safety Planning meeting shall be held by the Project Manager prior to work commencing. The following parties shall participate:
  - o Project Manager;
  - o Worksite Monitor;
  - o Representatives from each contractor (where applicable).
- The meeting shall include a thorough review and update of each element of the Project Safety Plan to ensure all parties are in agreement on the health and safety systems and requirements that will apply during the term of the project.

### 13.3 Project Safety Plan

- The Project Safety Plan shall be reviewed by all workers prior to starting work (e.g., during the opening Tailboard Meeting). It shall include a review of:
  - o Project description & timescale;
  - o Hazard assessment and control;
  - o Project management structure and responsibilities;
  - o Communication schedule;
  - o All registers;
  - o Project safety management arrangements;
  - o Incident reporting requirements;
  - o Emergency response plan;



- o Site specific arrangements; and
- o Audits and inspections.
- The Project Safety Plan shall be updated and kept current during the project.
- The most up-to-date version of the Project Safety Plan shall be kept onsite and made available to workers at all times during the project.

#### 13.4 Safety Orientation

- The Project Manager shall ensure that every worker, both employees and contractors, receives an NTPC Safety Orientation prior to starting work.
- Contractors are required to receive the Safety Orientation annually.
- Principal contractors do not require an NTPC Safety Orientation.
- Refer to *Health & Safety Management System Element 08: Training and Communication*.

#### 13.5 Site Orientation

- The Project Manager shall ensure that every worker, both employees and contractors, receives a Site Orientation prior to starting work at the site.
- The Project Manager shall ensure that the External Principal Contractor provides Site Orientations for all workers prior to their starting work at the site.
- Refer to *Health & Safety Management System Element 08: Training and Communication*.

#### 13.6 Tailboard Meetings

- The Project Manager shall ensure Tailboard Meetings are conducted daily and prior to any work beginning. A new Tailboard Meeting shall be held whenever personnel, scope, or conditions of the work change
- The Project Manager shall ensure the External Principal Contractor conducts Tailboard Meetings in accordance with NTPC requirements.
- Refer to *Health & Safety Management System Element 02: Hazard Assessment and Control*.

## 14 Contractor Safety Monitoring

#### 14.1 Pre-start Contractor Inspection

- The Pre-start Contractor Inspection shall be conducted by an NTPC Inspector prior to a contractor commencing work.
- The Pre-start Contractor Inspection does not apply to consultants conducting hands-off work at a worksite or office.
- The NTPC Inspector may be the Project Manager, Worksite Monitor, Site Supervisor, or manager.
- The inspection shall be documented on *Form 14.02.4: Pre-start Contractor Inspection*.
- The NTPC Inspector shall conduct the inspection, identify corrective actions, and provide the form to the Contractor Representative.
- The Contractor Representative shall sign and date the form indicating that it has

- been received and the corrective actions will be completed before work begins.
- Work shall not begin until all deficiencies are corrected.
- The Contractor Representative shall complete the corrective actions, enter the date of completion for each corrective action, and return the form to the NTPC Inspector.
- The NTPC Inspector shall verify that all corrective actions have been completed and shall sign and date the form indicating that work can now begin.
- The NTPC Inspector shall then provide permission for the contractor to begin work.

#### 14.2 Monitoring

- The Project Manager shall ensure Contractor Safety Monitoring is conducted to ensure compliance with safety regulations and the safety requirements of the contract.
- The Worksite Monitor shall conduct monitoring of contractors.
- The Contract Safety Monitoring requirements shall be clearly identified in sections 11, 12, and 13 of the Project Safety Plan. The level of monitoring will depend on such factors as:
  - o Complexity of tasks.
  - o Level of risk.
  - o Duration of contract.
- Contractor monitoring records shall be maintained by the Worksite Monitor and may include:
  - o Worksite Visits.
  - o Project Safety Audits.
  - o Contractor Progress Review Meetings.
  - o Contractor Monthly Safety Performance Report.

#### 14.3 Worksite Visits

- The Worksite Monitor shall:
  - o Conduct Worksite Visits to observe and document worker compliance with NTPC safety practices and procedures.
  - o Record Worksite Visits on *Form 9.1: Worksite Visit*.
  - o Provide immediate feedback to the contractor's supervisor of any safety violations and require corrective action.
  - o Follow the NTPC Contractor Discipline Policy if and when Safe Work Practices and/or Safe Job Procedures are not being followed and/or hazards are not adequately controlled. Use *Form 14.02.8: Contractor Discipline Letter Template* to draft the letter in consultation with the Health & Safety Department.
  - o Provide completed Worksite Visit forms to the Project Manager and report on any non-conformances.
  - o Refer to *Health & Safety Management System Element 09: Health & Safety Inspections*.

#### 14.4 Project Safety Audits:

- Project Safety Audits of the Project Safety Plan shall be conducted to assess the implementation of the Project Safety Plan.
- Project Safety Audits shall be conducted as per the schedule set out in section 12 of the Project Safety Plan.
- Project Safety Audits shall be recorded on *Form 14.01.5: Project Safety Audit*.
- Refer to *Health & Safety Management System Element 14.01: Project Safety Planning*.

#### 14.5 Monthly Performance Report:

- The Project Manager shall ensure that contractors engaged on long term projects complete *Form 14.02.5: Contractor Monthly Safety Performance Report* each month.
- The report assists in tracking and reviewing contractor performance and in identifying areas requiring corrective action.
- The contractor shall submit the completed *Form 14.02.5: Contractor Monthly Safety Performance Report* to the Project Manager.
- The Project Manager shall review the report, identify any recommendations to the contractor, and provide the completed form to the Health & Safety Department.

#### 14.6 Contractor Progress Review Meetings

- The Project Monitor shall conduct Contractor Progress Review Meetings with the contractor representative as per the schedule set out in section 8a of the Project Safety Plan.
- Meetings shall include a review of:
  - o Worksite Visits;
  - o Project Safety Audits; and
  - o Contractor Monthly Safety Performance Report where applicable.

## 15 Contractor Safety Performance Evaluation

15.1 At the completion of the project the Project Manager shall evaluate the overall safety performance of each contractor using *Form 14.02.6: Contractor Post-Work Safety Evaluation*. This shall include a review of:

- Pre-Start Contractor Inspection.
- Incidents reported & investigations conducted.
- Worksite Visits and key issues.
- Safety rule non-compliance, WSCC orders.
- Project Safety Plan compliance (Project Safety Audits).
- Major safety challenges and how they were handled.
- Outstanding safety issues.
- Overall contractor safety performance.
- Recommendation whether to retain on Approved Contractors Safety Qualifications List.

15.2 Completed Contractor Post-Work Safety Evaluation forms shall be submitted to the

Health & Safety Department for review and comment, and then returned to the Project Manager.

- 15.3 The Project Manager shall provide the Contractor Post-Work Safety Evaluation forms to the respective contractors for response and comment.
- 15.4 Once a response is received from the contractor the Contractor Post-Work Safety Evaluation forms shall be provided to the Manager/Director for final approval.
- 15.5 Upon final approval the Project Manager shall submit the Contractor Post-Work Safety Evaluation forms to the Health & Safety Department, who shall record the contractor details in the Approved Contractors Safety Qualifications List.

## 16 Training

- 16.1 All Project Managers require the following training:
- 3 Day Supervisor Safety Training Program
  - NTPC H&S Management System Essentials for Managers and Supervisors
  - Project Safety Planning and Contractor Safety Management

## 17 Documentation

- *Form 2.3: Tailboard Meeting*
- *Form 9.1: Worksite Visit*
- *Form 14.01.1: Project Safety Risk Analysis*
- *Form 14.01.2: Project Safety Plan*
- *Form 14.01.3: Project Safety Plan Assessment*
- *Form 14.01.5: Project Safety Audit*
- *Form 14.02.1: Contractor Safety Requirements*
- *Form 14.02.2: Contractor Safety Qualification*
- *Form 14.02.3: Contractor Safety Qualification Assessment*
- *Form 14.02.4: Pre-start Contractor Inspection*
- *Form 14.02.5: Contractor Monthly Safety Performance Report*
- *Form 14.02.6: Contractor Post-Work Safety Evaluation*
- *Form 14.02.7: Approved Contractors Safety Qualifications List*
- *Form 14.02.8: Contractor Discipline Letter Template*

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|                                                                                                                                                                          | <b>Monitor:</b><br>Director, Health, Safety & Environment                             | Element No.:<br>14.02 |

| Development              |                                        |              |
|--------------------------|----------------------------------------|--------------|
| Name                     | Position                               | Date         |
| Prepared by: Paul Pascoe | Pozniak Safety Associates              | May 01, 2013 |
| Reviewed by: Eddie Smith | Director, Health, Safety & Environment | May 15, 2013 |
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| Revision History |                  |                          |                                |                                 |            |
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| #                | Revised Sections | Description of Revisions | Revised by<br>(name, position) | Approved by<br>(name, position) | Issue Date |
| 01               |                  |                          |                                |                                 |            |
| 02               |                  |                          |                                |                                 |            |
| 03               |                  |                          |                                |                                 |            |
| 04               |                  |                          |                                |                                 |            |
| 05               |                  |                          |                                |                                 |            |
| 06               |                  |                          |                                |                                 |            |
| 07               |                  |                          |                                |                                 |            |