

Contractor management

Small Mines Roadshow

February to April 2024



Presentation covers

- What does the legislation say?
- The consequences of poor contractor management
- What does a contractor management system look like?
- Contractor management system steps - (group exercise)
- Where to find information
- Take home messages



What does the legislation say?

Section 19 – Work Health and Safety (Mines and Petroleum Sites Regulation) 2022

- The safety management system (SMS) must set out the following;
- The **control measures** that will be used to control risks to health and safety associated with contractor's work, including:
- A contractor health and safety management plan (SMP) prepared by the contractor (section 26)
- How the SMP will be integrated with the mines safety management system (SMS)
- Process for assessing policies, procedures and competency requirements of the contractor
- Arrangements for monitoring and evaluating (supervising) compliance



Consequences of having a poor contractor management system



Consequences of having a poor contractor management system... (some examples)

Safety

- Equipment may not be 'fit for purpose'
- Operators may not have necessary competencies
- Agreed systems and procedures not in place
- Work being conducted unsafely
- **Elevated potential for injury and illness**

Financial

- Product non-compliant
- Quarry not operated as per DA requirements (dust, pit, hours)
- Licence to operate in jeopardy
- **Loss of sales, reduced profitability and quarry longevity**



Contractor management system – (what does yours look like ?)

- Is it documented?
- Are managers familiar with its requirements?
- Is it being implemented?
- Does it cover all contractors?
- Does it risk rate contractors into categories?
- Are there specific controls for each category of contractor?
- Does it define who is responsible for implementation?
- Does it list the steps for managing contractors?



Contractors – group exercise (10-15 min)

- On your table you have 20 palm cards
- Each card lists a ‘STEP’ in the lifecycle of contractor management
- As a group discuss, agree and **arrange the cards** in order of how you would manage the engagement and supervision of a new crushing contractor?



Step Number	Step/Task	Difference from Model Answer (#)
1	Locate and confirm your policy and procedure for contractor engagement (in SMS)	
2	Define the 'scope of works' (products, responsibilities etc)	
3	Call For Tender/Quotes	
4	Call for each contractors Safety Management Plan (SMP)	
5	Assess the contractor's previous health and safety performance	
6	Check the contractors' workers compensation and insurance status	
7	Review contractor's worker competencies and experience and ability to do the job	
8	Select Contractor	
9	Compare the standard of the contractors (SMP) with the mines (SMS)	
10	Modify either plan (contractors SMP) or (mine operators SMS), where required	
11	Sign off (in writing) the acceptance of the contractors' (SMP)	
12	Complete site-specific inductions of the contractors' workers	
13	Inspect the contractor's equipment as it arrives on site	
14	Confirm the contractor's workers competencies as previously reviewed	
15	Carry out task specific risk assessments via Job Safety Analysis or SWMS	
16	Include contractor workers in daily toolbox meetings	
17	Supervise the contractors activities to ensure they are working in line with the agreed plan	
18	Address, rectify and record any contractor non-compliances	
19	Sign off when job is complete	
20	Keep records of job/campaign	

'One' version of model answer

- Any major differences with model answer?
- Any missing steps from the model answer?
- General discussion



Contractor job pack (example)

Form 232.6

Authority to Work Permit

PART 1: DESCRIPTION OF JOB TASK					
Task Description:					
Specific Location of Task:					
Specific Plant/ Equipment Description:					
Name of Contracting Firm Involved:					
Contractors Name:		Benedict Rep Name:			
PART 2: SAFETY MANAGEMENT PLAN					
Is the contractor working under the site management plan?			Yes <input type="checkbox"/> No <input type="checkbox"/>		
If NO, please comment					
PART 3: RISK MANAGEMENT Please tick (✓) which documents will be attached to this ATW permit.					
Contractor Supplied Risk Assessment (SWMS, JSA, SWP etc.)		<input type="checkbox"/>	Benedict Supplied Risk Assessment (SWMS, JSA, SWP etc.) <input type="checkbox"/>		
Take 5, Stop and Think		<input type="checkbox"/>	Safety Data Sheet (Hazardous Chemicals, Dangerous Goods) <input type="checkbox"/>		
PART 4: SUPPLEMENTARY PERMITS					
Are supplementary permits required? (See below) Yes <input type="checkbox"/> No <input type="checkbox"/> If NO, then go to Section 5					
Please tick (✓) & attach associated supplementary permits & documents to this ATW permit.					
Type of Permits	✓	Permit Ref. #	Type of Permits	✓	Permit Ref. #
Hot Work	<input type="checkbox"/>		Working at Heights	<input type="checkbox"/>	
Confined Space	<input type="checkbox"/>		Insulated Sandwich Panel (ISP)	<input type="checkbox"/>	
Mobile Crane Work	<input type="checkbox"/>		Other:	<input type="checkbox"/>	
PART 5: ISOLATION					
Is Isolation(s) Required?			Yes <input type="checkbox"/> No <input type="checkbox"/>	If NO, then go to Section 6	
Does the Isolation Need to be Communicated? i.e., production, maintenance			Yes <input type="checkbox"/> No <input type="checkbox"/>	If Yes, Who?	
(Name workers here)					

- All the information in one spot (at the job)
- Authority to work
- Supervisor sign-off
- Pre-populated, so steps are not missed



Finding more information



Double click in this space to add the name of your mine and/or logo here

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Contractor health and safety management

1. **AIM:** Our contractor management program will allow the mine to control all visitors to the mine, including their plant and equipment. It will ensure that visitors, employees and contractors are suitably trained and equipped and that their plant and equipment is safe and fit for purpose for the work being carried out.

2. **WHAT:** All people visiting the site, whether for private or commercial reasons, will be controlled by our contractor management program. This will be achieved by ensuring that all people are made aware of their health and safety requirements, including equipment standards.

Each category of visitor/contractor will be controlled according to the level of risk they will be exposed to on site.

Contractors will not carry out any mining operations unless they have prepared a contractor health and safety management plan (or SWMS for medium-risk tasks) and have provided a copy of the plan to the mine operator for their review. Alternatively, the contractor will be provided the relevant parts of the site's safety management system.

In both cases the mine operator and the contractor will acknowledge in writing that they are of the opinion that both plans are consistent with each other. This will be completed on Form 13.

3. **WHO:** People entering the site will be controlled by way of our entry signs and are not required to complete any form of induction, provided they do not go past _____ (identified location).

If people proceed past this point, they will be managed depending on their risk category. Table 1 (see below) indicates who will be able to complete the various types of induction. All new employees will be considered a medium risk. They will complete an induction when they begin work at the site.

4. **HOW:** The risk category of each contractor/visitor will be assessed against the criteria contained in Table 1 (see below) to determine the type of induction required. If the company representative believes the contractor/visitor may be exposed to a higher risk category, then nothing shall prevent him from insisting that the contractor/visitor complete a higher category of induction.

Contractors should participate in the consultation process as per Program 4 (Consultation) when available.

Safety management kit for small-scale mines, quarries and extractive industry operations

The **Safety management kit for small-scale mines, quarries and extractive industry operations** has been redesigned to help prepare a safety management system and to help you comply with mine safety legislation. This kit has been specifically developed for small-sized mines, quarries and extractive industry operations.

It recognises that finding and organising the resources for preparing a safety management system can be difficult for a small mine. There is a need to streamline the preparation of safety management system's as well as meet documentation requirements. The kit, however, can be modified to fit any small or medium size mine and may help prepare the basis for a comprehensive safety management system.

[Safety management kit for small-scale mines, quarries and extractive industry operations: Introduction \(DOCX, 5.39 MB\).](#)

[Safety management kit for small-scale mines, quarries and extractive industry operations: Part 1 \(PDF, 1.38 MB\).](#)

[Instruction pages \(Programs 1-21\).](#)

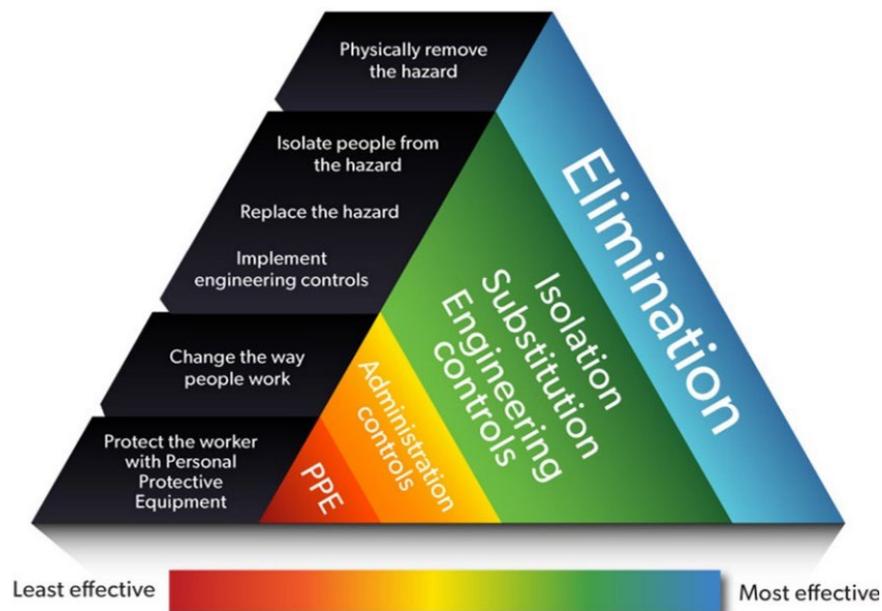
[Fillable templates \(Programs 1-21\).](#)

[Safety management system assessment \(DOCX, 4.76 MB\).](#)

[Safety management system development chart \(PDF, 27.95 KB\).](#)

- Guide - Health and Safety at Quarries
- Small Mines Safety Management Kit

Take home messages



- **Must** have a contractor management system as part of safety management system (SMS)
- **Must** obtain a contractor management plan (CMP) or (SWMS) from contractor prior to work
- **Must** review, approve (in writing) and agree on whether contractor is working under CMP or SMS or both (record during induction)
- **Must** inspect contractors' equipment
- **Must** confirm operator competencies
- **Must** supervise the contractors' work



Any questions ?