

Contractor Management Procedure

SAMPLE

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Purpose

The purpose of this Contractor Management Procedure is to ensure that all contractors engaged by [Company Name] perform work in a manner that protects the health and safety of workers and other persons, complies with applicable work health and safety legislation, and aligns with [Company Name]'s WHS policies, risk management processes and operational requirements.

This procedure establishes a systematic approach for planning, selecting, engaging, inducting, supervising and reviewing contractors. It applies to all types of contracted work, including construction, maintenance, cleaning, consultancy, specialist technical services and any other work performed by persons who are not direct employees of [Company Name].

Scope

This procedure applies to:

- All contractors, subcontractors and their workers engaged by [Company Name].
- All [Company Name] workers who arrange, manage or supervise contractor activities.
- All [Company Name] workplaces, including offices, depots, warehouses, construction sites, event sites where [Company Name] controls the work, and any other place where work is carried out on behalf of [Company Name].

This procedure covers the full contractor management lifecycle:

- Pre-engagement planning and risk assessment.
- Contractor selection and WHS pre-qualification.
- Contract terms and WHS requirements.
- Site access, inductions and training.
- Supervision, consultation and monitoring of contractor work.
- Incident management and non-conformance.
- Performance review and continuous improvement.

Definitions

General Definitions

- **Contractor:** Any person, business or organisation engaged by [Company Name] under a contract for services (not a contract of employment) to perform work. This includes principal contractors, sole traders, labour hire providers, specialist trades and professional service providers.
- **Subcontractor:** Any person or organisation engaged by a contractor to perform part of the contracted work.

- **Worker:** As defined in WHS legislation, including employees, contractors, subcontractors, labour hire workers, apprentices, trainees, volunteers and work experience students.
- **PCBU:** Person Conducting a Business or Undertaking, as defined in WHS legislation. [Company Name] is a PCBU and many contractors will also be PCBUs.
- **Officer:** A person who makes, or participates in making, decisions that affect the whole or a substantial part of [Company Name]'s business (e.g. directors, senior managers), with due diligence obligations under WHS legislation.
- **Principal Contractor (Construction Projects):** The contractor appointed by [Company Name] (or by the person commissioning the project) to control and manage a construction project where required under WHS legislation.

WHS Documentation

- **Safe Work Method Statement (SWMS):** A document that sets out high-risk construction work activities, the associated hazards and risks, and the control measures to be implemented.
- **Job Safety Analysis (JSA) / Job Hazard Analysis (JHA):** A step-by-step analysis of tasks to identify hazards and determine control measures.
- **Risk Assessment:** A systematic process of identifying hazards, assessing risks and implementing controls.
- **Permit to Work:** Formal written authority to perform specific high-risk activities under defined conditions.

Roles and Responsibilities

Officers

Officers of [Company Name] must exercise due diligence to ensure that [Company Name] meets its WHS duties in relation to contractor management by:

- Ensuring that [Company Name] has and uses appropriate resources and processes to manage contractor WHS risks.
- Verifying that contractor management procedures, including this document, are implemented, monitored and reviewed.
- Ensuring that adequate budget, staffing and systems are in place to support effective contractor WHS management.

Senior Management

Senior managers are responsible for:

- Implementing this procedure within their areas of control.
- Ensuring contractor WHS requirements are integrated into procurement, projects and operations.
- Approving the engagement of contractors for high-risk or complex works.

- Ensuring that contract managers and supervisors are competent to manage contractor WHS.

Contract Managers / Project Managers

Contract managers and project managers must:

- Plan contractor work and identify WHS risks before engagement.
- Ensure appropriate contractor pre-qualification and WHS capability checks are completed.
- Specify WHS requirements in contracts, purchase orders and scopes of work.
- Ensure contractors receive relevant site-specific inductions and information.
- Coordinate consultation and communication between contractors, [Company Name] workers and other PCBUs.
- Monitor contractor performance, including site inspections, reviews of SWMS and work practices.
- Address non-conformances and escalate serious WHS concerns.

Supervisors / Site Managers

Supervisors and site managers are responsible for day-to-day WHS oversight of contractors by:

- Verifying that only authorised contractors access the workplace.
- Confirming that required SWMS, JSAs, risk assessments and permits are in place and followed.
- Participating in pre-start meetings and toolbox talks with contractors.
- Observing work practices and intervening where unsafe acts or conditions are identified.
- Ensuring incidents, near misses and hazards involving contractors are reported and managed.

WHS Personnel

WHS advisors or coordinators support effective contractor management by:

- Providing guidance on WHS requirements, risk assessments and SWMS review.
- Assisting with WHS audits and inspections of contractor activities.
- Supporting incident investigations involving contractors.
- Maintaining WHS records related to contractor management.
- Assisting in the development and review of WHS criteria used in contractor pre-qualification.