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## CS ENERGY PROCEDURE

# CONTRACTOR MANAGEMENT

## CS-CMP-00

Responsible Officer: Operations Governance Specialist  
Responsible Manager: Head of Operations Services  
Responsible Executive: Executive General Manager Plant Operations

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### DOCUMENT HISTORY

Key Changes	Prepared By	Checked By	Approved By	Date
Original Release	D Clarke	K Ussher	K Ussher	23/05/2014
Updated following physical contractor management audit	C Clark	D Clarke	S Faulkner	01/06/2018
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Added: Original Equipment Manufacturer (OEM) Personal to Section 2 Scope. Added a new paragraph to Section 3 Key Practices bullet point 1. Added a third bullet to Section 5.1.3 Develop job and/or contract scope	J Newkirk	M Bryant	P Matha	01/09/2022
Addition of Contractor Management Coordinator Role	C Byrne & T Tennyson	M Kelly B Jackson Y Hassan	P Matha	06/11/2023



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## 1 PURPOSE

Contractor management at CS Energy (CSE) helps to achieve business deliverables in a safe, cost effective, timely and environmentally responsible manner utilising external resources.

This Contractor Management Procedure (Procedure) provides the high-level process and tools for CSE representatives to determine business requirements and engage and manage contractors providing a service to CSE. This Procedure will provide both CSE representatives and contractors guidance in relation to CSE expectations and requirements. The Procedure aims to ensure there is a consistent approach in managing contractors across all CS Energy sites.

This Procedure is intended to be complementary to other existing CSE procedures and processes, e.g. procurement, health and safety, human resources, environment, overhauls and the Alliance. The stages of the process should be applied to each job to the extent they are appropriate, i.e. the steps and tools within each stage should be followed and utilised to suit the size and nature of the contractor engagement.

Achieving excellent business outcomes from our contractor relationships requires commitment from all stakeholders and a clear understanding of accountabilities.

## 2 SCOPE

This Procedure applies to CSE representatives tasked with managing contractors performing work on a CS Energy site, including OPEX and CAPEX projects of any size. It also applies to emergency works (see s5.3.1 for special requirements around emergency works).

This Procedure applies to all contractor types, including: Original Equipment Manufacturer (OEM) Personal, consultants, subcontractors, labour hire and the Alliance.

## 3 KEY PRACTICES

There are four key practices that add the greatest value to the end-to-end contractor management process:

- 1. Clear and aligned scope of work** – requested work is investigated, root cause and contributing factors understood and scope determined. Best business value is only delivered by a quality scope. A quality CSE scope document is essential to ensure that: CS Energy has properly defined their problem, Contractors are very clear on what is required of them to support CS Energy in fixing the problem and provides very clear guidance to both parties on what appropriate contractor management processes will be in place for the duration of the work program. All this creates a solid foundation from which to develop and manage a commercial contract to deliver benefit to both parties.
- 2. Set up to work** – planning and preparation ensures contractors are appropriately qualified and inducted, plant and materials are available and HSE requirements are in place for smooth, safe execution of work to schedule and budget.
- 3. Workplace interactions** – visual leadership to verify the work, recognise individual and team performance and enable timely identification and resolution of issues to minimise impacts on people and the business.
- 4. Review and close out** – contract and contractor reviews are completed where feedback is provided for continual improvement; safe and efficient demobilisation occurs on verification of completion of scope of work, quality of work, deliverables and punch list.

These key practices form an integral part of the contractor management process (see section 5 Process).

## 4 ROLES AND RESPONSIBILITIES

This section outlines key roles within the contractor management process. See Attachment 1 Detailed Roles and Responsibilities for the full details of roles and responsibilities.

### 4.1 Head of Operations Services

The Head of Operations Services

- is the owner of this Procedure and the related contractor management tools
- will nominate a single person who is responsible for coordinating general communications to contractors at the Brisbane office if required (see section 7 General Communications).
- also responsible for ensuring that governance activities and training occurs in line with this Procedure (see Section 8 Governance and Section 9 Training).

### 4.2 Site General Manager

The Site General Manager (Site GM) is responsible for ensuring the contractor management process is being followed at their site.

### 4.3 Client

The Client is the person who initiates the work, e.g. Project Sponsor or Supervisor accountable for cost centre.

### 4.4 Contract Owner

The Contract Owner has overall accountability for the contract and is the key point of contact in relation to the contract.

### 4.5 Designated Lead

The Designated Lead has overall accountability for development, execution and close out of the scope of work. They are responsible for onboarding and management of the contractor. E.g. Supervisor, Project Lead/Planner or Contractor Coordinator. Supervisors may delegate responsibilities to an OIC.

### 4.6 Contractor Management Coordinator

The Contractor Management Coordinator (CMC) is to partner with the Designated Lead to facilitate effective Contractor Management processes.

### 4.7 Procurement Professional

This is the Procurement team member who provides support during the end-to-end process.

### 4.8 HSE Professional

The HSE Professional is a member of the Health and Safety or Environment team who provides functional support throughout the contractor management process.

### 4.9 Contractor

The Contractor is the vendor or person who is providing a service to CS Energy.

## 5 PROCESS

The contractor management process includes five stages:

1. Define the work
2. Commercial engagement
3. Onboarding
4. Manage and monitor work
5. Review and close out

Each stage involves several steps that are detailed in Sections 5.1.1 to 5.5.3 below. The following information is outlined for each step:

- **Inputs** – the forms / documents / information that feed into each step
- **Action** – the required activities to be completed as part of the step
- **Responsibilities** – list of relevant roles and indicates whether they are responsible (R), accountable (A), consulted (C) or informed (I)
- **Supporting tools** – list of documents / tools / resources that can be used in that step (optional unless indicated as being mandatory).

See the Contractor Management Quick Guide ([B/D/13/34119](#)) for a high-level process overview.

### 5.1 Define the work

#### 5.1.1 Understand needs

**Inputs:**

- SAP notification; project initiation / concept paper; plant modification notification

**Action:**

- Confirm Client has been approved for work to proceed, e.g. SAP notification has been checked, internal order number generated for projects
- Understand the requested work, including the root cause and contributing factors. Review any previous Root Cause Analysis if available
- Understand the benefits to the business of completing the requested work
- Consult with relevant stakeholders as required, including the Client
- Where it has been identified that a change to the plant is required, the Plant Modifications Procedure will be followed, and deliverables are to be included in the scope of work

**Responsibility:**

- Designated Lead (R; A)

**Client (C) Supporting tools:**

- [S2311 Scope of Work Development Tool Form](#)
- [CS-AM-010 Plant Modification Procedure](#)
- [S1977 Plant Modification Quality Plan and Check Sheet](#) (section 1)

### 5.1.2 Identify risks and hazards (scope, planning cost)

#### Inputs:

- Site technical experts; historical data; field-captured data, e.g. Non-Destructive Testing; equipment strategies

#### Action:

- Consider the risks associated with not completing the requested work
- Develop options based on risk evaluation
- Identify key risks and hazards associated with completing the requested work, e.g. health and safety, environment, community, reputational, operational, procurement, schedule, chain of responsibility, financial.
- Complete a value-benefit analysis (appropriate to the complexity of the requested work) on options versus do-nothing, including:
  - Planned versus unplanned
  - Within budget or not (if planned)
  - Benefit of doing unplanned or overbudget work
  - Budgeted item/s to be dropped from executing unplanned or overbudget work
  - Present value-benefit analysis to Client for decision-making

#### Responsibility:

- Designated Lead (R; A)
- Client (C)
- HSE Professional (C)

#### Supporting tools:

- [S2311 Scope of Work Development Tool](#)
- [S2187 Project Evaluation Template](#) (includes NPV tool)
- [S2122 Plant Operations Risk Assessment](#)
- [Project Prioritisation Score Calculator Tool](#)

### 5.1.3 Develop job and/or contract scope

#### Inputs:

- Selected option; financial approval to continue with scope development

#### Action:

- Develop and document a clear scope from the information gathered above using at least one of the mandatory tools listed below
- Determine if a post-implementation review will be required, in what timeframe and who will perform the review
- Scope of work to be reviewed (from an HSE, Engineering and Contractor Management perspective) and approved by the Designated Lead

#### Responsibility:

- Designated Lead (R; A)

- Client (I; A – for post-implementation review)

#### **Supporting Tools:**

- [S2311 Scope of Work Development Tool](#)
- [PF238 Scope of Work Template](#)

(Note: it is mandatory to use at least one of CSE's scoping tools/templates)

#### **5.1.4 Decide appropriate procurement method**

##### **Inputs:**

- Scope

##### **Action:**

- Evaluate scope and complexity of solution
- Evaluate procurement options and current CSE contractors or Alliance
- Engage with Procurement Professional to finalise procurement options
- Initiate procurement option (quotation / commercial engagement)

##### **Responsibility:**

- Designated Lead (R; A)
- Procurement Professional (C;R)
- Contractor (C)
- Client (I)

#### **Supporting Tools:**

- [CS-CSP-602 Application of the Principles of Procurement Process and General Guidelines](#)
- Vendor Management System (Felix)
- [S2311 Scope of Work Development Tool](#)
- PM03 long text Scope of Work embedded in SAP

## **5.2 Commercial engagement**

### **5.2.1 Shortlist contractors**

##### **Inputs:**

- Vendor Management System (Felix); SAP

##### **Action:**

- Identify existing or potential contractors who can complete the work
- Evaluate technical capability
- Evaluate commercial credentials (including pre-qualification requirements)
- Evaluate HSE credentials (including pre-qualification requirements)
- Conduct reference checks with other industries where appropriate
- Vendor to be approved once minimum requirements are satisfied through the Vendor Management System (Felix)

### **Responsibility:**

- Designated Lead (A – quotation; R – technical evaluation)
- Procurement Professional (A – tender; R – commercial evaluation)
- HSE Professional (R – HSE evaluation)
- Contractor (C)
- Client (C)

### **Supporting Tools:**

- Vendor Management System (Felix)
- SAP

#### **5.2.2 Contractor evaluation of scope**

### **Inputs:**

- Request for information (RFI)

### **Action:**

- Contractor challenge of scope, including root cause and contributing factors
- Contractor to seek clarification of scope deliverables, including technical solution, schedule, documentation, asset management requirements, etc
- Contractor site visit (where appropriate) for finalising scope deliverables and understanding work location and environment to inform HSE plans

### **Responsibility:**

- Designated Lead (A; R – managing technical content queries)
- Procurement Professional (R – managing site visit process)
- HSE Professional (C)
- Contractor (C)
- Client (I)

### **Supporting Tools:**

- [CS-CSP-602 Application of the Principles of Procurement Process and General Guidelines](#)
- [S1895 \(C\) Callide Site Security Access Application](#)
- [S1895 \(K\) Kogan Site Security Access Application](#)
- Induction (LMS)
- Pre Mobilisation Contractor Information email template

#### **5.2.3 Tender / quote evaluation**

### **Inputs:**

- Quote; tender documentation

### **Action:**

- Establish evaluation criteria (technical / commercial / HSE / innovation / prior experience)
- Evaluate submissions (quotation / tender)

- Select winning submission
- Apply for financial approval to proceed

**Responsibility:**

- Designated Lead (A – quotation; R – technical evaluation)
- Procurement Professional (A – tender; R – commercial evaluation)
- HSE Professional (R – HSE evaluation)
- Contractor (I)
- Client (I)

**Supporting Tools:**

- [CS-CSP-602 Application of the Principles of Procurement Process and General Guidelines](#)
- Vendor Management System (Felix)

**5.2.4 Appoint contractor**

**Inputs:**

- Financial approval

**Action:**

- Assign roles – Principal Representative and Contract Owner
- Finalise and approve contract
- When operating through a work order in SAP ensure scope work tool has been completed in SAP long text (PM03 external services)
- Raise Purchase Order prior to the work commencing
- Communicate outcomes to all bidding contractors
- Consider whether contract implementation meeting would be beneficial

**Responsibility:**

- Procurement Professional (R – implementation meeting)
- Contract Owner (A)
- Designated Lead (C)
- Contractor (I)
- Client (I)

**Supporting Tools:**

- [S2313 Contract Implementation Meeting Agenda](#)
- [S2312 Contract Summary Form](#)
- [HR - CS-HR-70 - Pre-Employment Health Assessments](#)

## 5.3 Onboarding

### 5.3.1 Review and approve work pack

#### Inputs:

- Scope of work; competency matrix; equipment registers; contractor documentation; PTW system

#### Action:

- Identify key work party roles, e.g. Contractor Supervisor, OIC, PICW, high-risk work roles, etc.
- Verify qualifications and competencies
- Verify Pre-Employment Medical
- Review and approve:
  - work methodology, including roles, skills, tools and speciality equipment
  - HSE documentation, e.g. JSEA, SWMS, SWI
  - planned high-risk work, including rescue plans
  - hazardous area requirements
  - Inspection Test Plans (ITPs) and field inspection checklists
  - laydown and work area plans
  - chemicals / substances to be brought onto site
- Liaise with the Contractor Management Coordinator (CMC) to advise of contractors mobilising to site and send Site access forms and CSE scope (either by Work Order PM03 or paper form) A Contractor will need to operate under CSE's safety management system: where they do not have the level of safety compliance as required by the type of services provided to CS

#### Responsibility:

- Designated Lead (A; R)
- Contractor (R; C)
- HSE Professional (C) Client (I)
- Contractor Management Coordinator (C)

#### Supporting Tools:

- PTW / high risk work checklists (see [F/09/3413](#))
- [S2167 Contractor Onboarding Checklist](#) (mandatory)
- [CS-OHS-08 Hazardous Chemicals and Regulated Waste Procedure](#)
- [ChemAlert](#)

### 5.3.2 Emergency Works

Inputs: Where emergency works are required where the Contractor is not listed in the Vendor Management System (Felix) or an H&S pre-qualification has not been completed.

Emergency work is defined as urgent after hours works e.g. on a weekend. In this scenario, the preference is for only existing Contractors to be engaged for emergency works, however where only a new supplier can perform the work, they will be subject to the Felix and SAP process during normal hours, and it may take several days before the PO can be raised and issued. In this instance, The

Designated Lead will be required to familiarise the contractor with CSE's system. The contractor may also require an increase in supervision levels.

**Action:**

- When an emergency scenario unfolds, approval to engage a contractor after hours without a PO must be sought via phone and email from the site General Manager (or their delegate if the GM is not available, or relevant executive if the GM or delegate is not available).
- The contractor can then be engaged via a second email that attaches the GM approval email, along with following sentence in the email text "This email represents a Purchase Order for the Services. Where you have an existing Contract with CS Energy, this Purchase Order is subject to the Terms of that Contract. Where a contract has not been agreed, this Purchase Order is subject to CS Energy's "Services Conditions" which can be found here. CS Energy will issue to you the formal Purchase Order as soon as possible during normal business hours."
- When normal business resumes, the work order to purchase order process can be completed and the PO issued to the contractor. Refer back to commercial engagement process (5.2) once work is completed.
- A Contractor will need to operate under CSE's safety management system: where they do not have the level of safety compliance required by CS Energy H&S.

**Responsibility:**

- Designated Lead (A; R)
- Contractor (R; C)
- Site GM (R)
- Contractor Management Coordinator (I)

**Supporting Tools:**

- Email & Phone Call to GM
- [Procedure - CSE - H&S - CS -OHS-74 Health and Safety Consultation and Communication \(12/22\) - CS Energy Registered](#)
- Procedure - CSE - H&S - CS -OHS-76 - Health & Safety Risk Management (06/23) - CS Energy Registered

**5.3.3 Inductions and training**

**Inputs:**

- Competency Matrix; PTW System

**Action:**

- Contractor to complete CSE Site Induction
- **When necessary;** Organise OIC / PICW training
- Organise Verification of Competency for contractors operating CSE plant
- Organise and verify assessment for electricians (online and classroom modules; authorisation)
- Ensure all electrical workers are authorised and approved in the PTW system; Refer to [B/D/11/19583](#)
- Request contractor access to CSE IT systems where required (Labour Hire)

- Send all qualifications/licences/competencies to the training department for uploading into the LMS and matrix

**Responsibility:**

- Designated Lead (A; R)
- Contractor (C)
- Training Team (A;C)
- Client (I)
- Contractor Management Coordinator (C)

**Supporting Tools:**

- [S2167 Contractor Onboarding Checklist](#) (mandatory)
- Induction (LMS)
- [CS-OHS-66 Verification of Competency \(VOC\)](#)
- [B/D/13/27083](#) Form - CSE - H&S / L&D - S2126 - Request for Verification of Competency (VOC) - Mobile Plant and Equipment (07/14) - CS Energy Registered
- [ServiceNow](#)
- [S1851 Addition of Contractor / Extension of Contractor](#)
- [B/D/11/19583](#) Procedure - CSE - PTW / PSM - CS-PTW-SOP-02 - Training for Roles in the PTW System (06/23) - CS Energy Registered

**5.3.4 Planning and permits**

**Inputs:**

- Scope of work; HSE documentation; work methodologies

**Action:**

- Develop and approve work plan
- Schedule work
- Submit Work Clearance Application (WCA) for permit
- Planning meeting to confirm WCA and access to plant

**Responsibility:**

- Designated Lead (A; R)
- Permit to Work Team (C)
- Contractor (I)
- Client (I)
- Contractor Management Coordinator (C)

**Supporting Tools:**

- [S2167 Contractor Onboarding Checklist](#) (mandatory)
- [CS-MAINT-00 Work Management Manual](#)
- [CS-PTW-01 Permit to Work Procedure](#)

### 5.3.5 Mobilisation

#### Inputs:

- Inductions

#### Action:

- Submit Site Access Forms for work party members
- Complete work party onboarding, including kick-off meeting
- Complete site familiarisation for entire work party. Complete using Site Familiarisation Presentation (CALLIDE/KOGAN) and document via attendance sheet on S2167 Contractor Onboarding Checklist.
- Complete site walkaround.
- Verify mobile plant and equipment brought onto site
- Work area and laydown setup

#### Responsibility:

- Designated Lead (A; R)
- Permit to Work Team (C)
- Contractor (I)
- Client (I)
- Contractor Management Coordinator (C; R)

#### Supporting Tools:

- [S2167 Contractor Onboarding Checklist](#) (mandatory)
- [KOG – Site Familiarisation](#)
- [CAL – Site Familiarisation](#)
- [S1895 \(C\) Callide Site Security Access Application](#)
- [S1895 \(K\) Kogan Site Security Access Application](#)
- LMS

## 5.4 Manage and monitor work

### 5.4.1 Pre-start

#### Inputs:

- Schedule; incident reports; work pack

#### Action:

- Pre-start meetings held at the start of each shift to discuss:
- Incident Reports - Red Banners, Green Banners and Blue Banners
- what went well yesterday
- what didn't go well yesterday
- What could be improved
- what will be done differently today

- what's changed
- progress against schedule
- work to be completed during the shift
- hazards associated with that work, specifically high-risk activities

**Responsibility:**

- Designated Lead (A; R)
- Contractor (R)

**Supporting Tools:**

- Pre-start Team Feedback (LEAD)
- Toolbox Talk Feedback (LEAD) or [Toolbox Talk Meeting Attendance Record](#)
- Pre-start visual boards

**5.4.2 Workplace interaction**

**Inputs:**

- KPIs in contract; agreed supervision arrangements from onboarding; schedule; commissioning plan

**Action:**

- Supervision of individual work performance
- Interaction may include activities such as:
- Safety interactions
- Critical Control Verifications
- Housekeeping inspections
- Work quality inspection
- Progress audit against schedule
- Milestone completion
- JSEA/SWI review
- HSE system audit
- HSMS compliance audit (as per H&S internal audit schedule)
- Any outstanding HSE-related corrective actions should be entered into SAP as a hazard or incident and a notification raised to ensure it is tracked to completion.
- Within-contract or longer-term trends may result in performance management (positive or improvement required) of the contractor.

**Responsibility:**

- Designated Lead (A; R)
- Contract Owner (R)
- Contractor (R)
- Client (R)
- Procurement Professional (C)

- HSE Professional (C)
- Contractor Management Coordinator (R)

#### **Supporting Tools:**

- CGR – CCVs, safety interactions, workplace inspections
- Inspection Test Plans (ITPs) – usually provided by the contractor
- Field Inspection Checklist (FIC) – usually provided by the contractor
- [S2314 HSE System Audit](#)

#### **5.4.3 Scope variation and delays**

##### **Inputs:**

- Scope of work; schedule

##### **Action:**

- Recognise scope variation / delay
- Identify who is accountable for variation and where costs for rectification will be obtained
- Assess business value, cost and schedule impact of variation / delay
- Gain approval for variation / impact of delay (raise PO amendment where required or adjust schedule)
- Implement variation / revise schedule

##### **Responsibility:**

- Designated Lead (A; R)
- Procurement Professional (C; R – for contractor issue)
- Client (R)
- Contractor (C)
- Contract Owner (I)
- Contractor Management Coordinator (I)

#### **Supporting Tools:**

- [S2263 Capital Variation Requests](#)
- SAP – Additional Work Requests (AWRs)

#### **5.4.4 Reporting**

##### **Inputs:**

##### **KPIs in contract; agreed frequency of reporting (scope of work); CGR; SAP Action:**

- Reporting should include progress against:
- Schedule (including milestones)
- Actual versus forecast budget
- KPIs

##### **Responsibility:**

- Designated Lead (A; R)

- Contract Owner (I)
- Contractor (R)
- Client (I)

**Supporting Tools:**

- [Project Online](#)
- SAP

**5.4.5 Invoicing**

**Inputs:**

- Schedule; invoice

**Action:**

- Verify daily run sheets / service report to invoice
- Conduct field audit of actual progress versus invoiced progress
- Question anomalies with Contractor
- Complete service entry for agreed invoice
- Confirm invoice sent to Accounts Payable team

**Responsibility:**

- Designated Lead (A; R)
- Contractor (R)
- Contract Owner (I)
- Client (I)
- Contractor Management Coordinator (I)

**Supporting Tools:**

- SAP

**5.5 Review and close out**

**5.5.1 Confirm completion of deliverables**

**Inputs:**

- Inspection Test Plans; scope of work; schedule; completed investigations and actions

**Action:**

- Action only items that are required:
  - Complete a final inspection of work and generate punch list items
  - Evaluate submitted documents, such as:
    - ITPs
    - Quality Plan and Check Sheet (plant modifications form)
    - Service reports
    - Commissioning reports

- Drawings
- Manufacturer data reports
- Investigation reports
- Develop defects list
- Categorise defects to be actioned and assign accountability:
- A – contractor to complete prior to commencement of commissioning
- B – contractor to complete prior to completion of commissioning
- C – to be completed after commissioning
- Where the plant modification process was a requirement under the scope, confirm completion of deliverables to the required standard.
- Approve final invoice for the work completed (does not include KPI bonus payment)
- Confirm date for final demobilisation

**Responsibility:**

- Designated Lead (A; R)
- Contractor (R)
- Client (C)
- Contract Owner (I)

**Supporting Tools:**

- [Handover Certificate](#)
- SAP
- [S2315 Punch List Template](#)
- [S1977 Plant Modification Quality Plan and Check Sheet](#) (section 3)
- [S2168 Contractor Closeout Checklist](#) (Mandatory)

**5.5.2 Demobilisation**

**Inputs:**

- Equipment registers; final demobilisation date

**Action:**

- Return CSE tools and equipment
- Safe exiting of all Contractor tools and equipment
- Relinquish PTW locks
- Housekeeping / waste removal
- Return site access cards and gate keys
- Off-hire and return of hired equipment
- Revoke access to CSE IT systems

**Responsibility:**

- Designated Lead (A; R)

- Contractor (R)
- Contract Owner (I)
- Client (I)
- Contractor Management Coordinator (I)

#### **Supporting Tools:**

- [Materials / Equipment Removal from Site Form](#)
- [S2168 Contractor Closeout Checklist](#) (Mandatory)
- [CS-OHS-08 Hazardous Chemicals and Regulated Waste Procedure](#)
- [KA-ENV-10 Completing Regulated Waste Transport Certificates Procedure](#)
- [CAL-ENV-005 Regulated Waste Management Procedure](#)
- Loading/Unloading Checklist (CGR Chain of Responsibility)
- [ServiceNow](#)

#### **5.5.3 Contract performance evaluation and closeout**

##### **Inputs:**

- Inspections; reports; contract deliverables (KPIs)

##### **Action:**

- Review contractor performance against deliverables
- Provide feedback to contractor
- Submit evaluation in Vendor Management System (Felix)
- Determine the value of any applicable bonus and execute payment
- Execute contractor closeout activities
- Facilitate regular contractor forums based on priority.

##### **Responsibility:**

- Contract Owner (A)
- Designated Lead (R)
- Procurement Professional (C)
- Contractor (C)
- Client (I)
- Contractor Management Coordinator (R)

#### **Supporting Tools:**

- Vendor Management System (Felix)
- [S2168 Contractor Closeout Checklist](#) (Mandatory)
- [CCV Contractor Management Audit](#) Process

## **6 RECORDKEEPING**

Completed S2167 Contractor Onboarding Checklists and S2168 Contractor Closeout Checklists should be stored in the relevant site folder in TRIM using the title format specified on the form:

- Callide: [F/21/988](#)
- Kogan: [F/21/987](#)
- Brisbane: [F/21/992](#)

Other records related to the contractor management process should be stored as follows:

- For OPEX work – store in the SAP Work Order.
- For capital projects – store in TRIM using the capital project tag structure.
- For modifications – follow the process outlined in CS-AM-010 Plant Modifications Procedure.
- Commercial tender and contract information – store in TRIM using the contract tag structure.
- Contractor performance information will be stored in the Vendor Management System (Felix).

## 7 GENERAL COMMUNICATIONS

General communications to contractors that are not of a job-specific nature and will help to ensure continual safe operations should include:

- Procedure and policy updates
- Incident details and learnings (Red and Green banners)
- Key site events
- Key site leadership changes.

These communications will be the responsibility of the Contractor Management Coordinator to send out. Communications may occur through email, contractor forums and/or one-on-one discussions.

## 8 GOVERNANCE

Governance activities to facilitate continuous improvement and ensure compliance to the contractor management process will include:

- Contractor Management SteerCo to meet periodically (minimum two meetings per year)

Periodic audits by the Head of Operations Services or an approved delegate to assess compliance to the process to be completed - [B/D/21/7048](#) DRAFT - Form - CMP - S2169 - Contractor Management Self-Assurance Checklist – Unregistered

- An annual review process to consider where further improvements can be made to the process
- Assurance reviews on a cyclical basis as part of the Annual Assurance Plan
- A contractor management dashboard to be developed and monitored.

## 9 TRAINING

Training will include the development of two e-learning modules to be completed by new starters and as refresher training:

- General awareness module for key persons involved in the contractor management process
- Designated Lead module with more detailed information in relation to the role.
- Face-to-face training sessions may also occur as required.

## 10 DEFINITIONS

Term	Definition
<b>Client</b>	CSE person who initiates the work.
<b>Contractor</b>	Vendor or person who is providing services to CSE.
<b>Contract Owner</b>	CSE person who is accountable and the key point of contact for the contract.
<b>Contract Tag structure</b>	A TRIM filing structure for contracts.
<b>Contractor Management Coordinator</b>	An appointed person who partners with the designated lead and Client to provide assistance with the Contractor Management procedure
<b>Designated Lead</b>	CSE person who is accountable for scope of work, responsible for onboarding and management of the contractor. E.g. Supervisor, Project Lead or Contractor Coordinator. Supervisors may delegate responsibilities to an OIC.
<b>Emergency works</b>	Unplanned work requiring the contractor to be onsite within a short timeframe, often outside of regular business hours.
<b>HSE Professional</b>	CSE person from the Health and Safety team and a CSE person from the Environment team as the scope requires.
<b>Principal Representative</b>	CSE person who is accountable for the administration of the contract. This role will default to a Procurement team member unless requested by the Contract Owner.
<b>Procurement Professional</b>	Procurement team member who provides support during the end-to-end procurement process.
<b>Project Tag structure</b>	A TRIM filing structure for capital projects.
<b>TRIM</b>	CSE's records management system.
<b>Vendor Management System (Felix)</b>	A cloud-based system that records vendor data.

## 11 REFERENCES

Reference No	Reference Title	Author
<a href="#">B/D/13/34119</a>	QUICK GUIDE - Contractor Management	CS Energy
<a href="#">B/D/21/532</a>	Form – S2311 – Scope of Work Development Tool	CS Energy
<a href="#">B/D/21/482</a>	Form – PF238 – Scope of Work Template	CS Energy
<a href="#">B/D/21/525</a>	Form – S2312 – Contract Summary	CS Energy
<a href="#">B/D/21/522</a>	Form – S2313 – Contract Implementation Meeting Agenda	CS Energy
<a href="#">B/D/21/515</a>	Form – S2314 – HSE System Audit	CS Energy
<a href="#">B/D/21/478</a>	Form – S2167 – Contractor Onboarding Checklist	CS Energy
<a href="#">B/D/21/481</a>	Form – S2315 – Punch List Template	CS Energy
<a href="#">B/D/21/479</a>	Form – S2168 – Contractor Closeout Checklist	CS Energy
<a href="#">B/D/21/1628</a>	CAL – Site Familiarisation	CS Energy
<a href="#">B/D/21/480</a>	KOG – Site Familiarisation	CS Energy

## 12 RECORDS MANAGEMENT

In order to maintain continual improvement, suitability, safety and effectiveness of the organisation, registered documents will be reviewed on a two-yearly basis or at intervals specified by legislative or regulatory requirements. Review of controlled documents should occur where it has been identified that there are changes in technology, legislation, standards, regulation or where experience identifies the need for alteration to the content. Registered documents should also be reviewed following an incident, change management process, modification or where directed as part of a risk assessment process. A 'review' can simply mean that it has been identified, confirmed and appropriately recorded that no changes are required and that the existing process remains the same.

Government Owned Corporations must ensure that records are retained according to accountability, legal, administrative, financial, commercial and operational requirements and expectations. In compliance with records retention and disposal, all documentation created in relation to business must be retained in line with minimum retention periods as detailed in legal retention and disposal schedules.

## 13 ATTACHMENT 1 - DETAILED ROLES AND RESPONSIBILITIES

### 13.1 Client (CSE Representative)

The Client (CSE Representative) is the person who initiates the work, e.g. Project Lead or Supervisor/Planner accountable for cost centre.

The responsibilities include:

- Providing information to the Designated Lead during scope development as required, including the requested work, root cause, contributing factors, and risks and hazards associated with the work.
- Based on the value-benefit analysis presented by the Designated Lead, deciding on the option that provides the best business value regarding the requested work
- Assisting the Designated Lead in identifying existing or potential contractors where known.

### 13.2 Contract Owner

The Contract Owner has overall accountability for the contract and is the key point of contact in relation to the contract.

Their responsibilities include:

- Finalising and approving the contract
- Ensuring a Purchase Order is raised prior to the work commencing
- Undertaking workplace interactions
- Involvement in scope variations due to contractor issues
- Reviewing contractor performance against contract deliverables
- Executing contract closure activities.

### 13.3 Designated Lead

The Designated Lead has overall accountability for development, execution and close out of the scope of work. They are responsible for onboarding and management of the contractor. E.g. Supervisor, Project Lead Planner. Supervisors may delegate responsibilities to an OIC.

Their responsibilities include:

- Scope Development
- Understanding Client needs, including the requested work, root cause and contributing factors
- Identifying key risks and hazards associated with not completing the requested work to inform a value-benefit analysis
- Developing a clear CSE scope of work
- Liaising with the Procurement Professional to finalise procurement options and initiate procurement process
- Identifying existing or potential contractors who can complete the work
- Evaluating the technical capability of potential contractors and contractors who have completed submissions
- Managing technical content queries from the Contractor
- Evaluating quotes received and selecting winning quote

- Verifying qualifications and competencies
- Reviewing and approving work pack
- Organising Verification of Competencies for contractors operating CSE plant
- Ensuring work is planned and permits are arranged
- Conducting work party onboarding and site familiarisation
- Verifying mobile plant and equipment brought onto site
- Leading pre-start meetings at the start of each shift
- Undertaking workplace interactions
- Raising corrective actions into SAP
- Managing scope variations and delays
- Monitoring and reporting progress against schedule, budget and KPIs (including safety KPIs)
- Verifying and arranging for payment of invoices received from the Contractor
- Completing a final inspection of work and generating punch list items
- Evaluating documents submitted by the contractor upon completion of work
- Maintaining relevant records
- Developing and categorising a defects list
- Ensuring a safe and effective demobilisation of the Contractor
- Reviewing contractor performance against contract deliverables
- Providing contractor feedback in the vendor management system
- Assisting in the execution of contract closure activities

#### **13.4 Contractor Management Coordinator**

The Contractor Management Coordinator (CMC) is to partner with the Designated Lead to facilitate effective Contractor Management as an end to end process

The responsibilities include:

- Partner with the Designated Lead to facilitate the contractor onboarding process and ensure:
  - All required PO/relevant contracts are in place and liaise with Procurement to assist;
  - A scope of work document has been created by the Designated Lead with the right qualifications/Certificates, licences, equipment checks provided to complete the works including all high-risk work;
  - Site access and familiarisation sessions are planned and lead by the Designated Lead to mobilise contractors on site.
  - Facilitate regular contractor meetings partnering with designated leads and contract owners
- The role is a site champion for all contractors by informing and managing any changes in work conditions, incident learnings and key informational resource for contractor management processes and requirements.
- The role conducts regular quality CCV audits onsite in conjunction with the Designated Lead on work executed by contractors.

- The role provides verification checks of current/regular contractors.

This role has the ability to stop work from progressing if there are any concerns with the above.

### **13.5 Procurement Professional**

This is the Procurement team member who provides support during the end-to-end process.

Their responsibilities include:

- Liaising with the Designated Lead where required to assist in finalising procurement options
- Evaluating the commercial credentials of potential contractors (including pre-qualification requirements) and contractors who have completed submissions
- Managing the site visit process during commercial engagement
- Evaluating tenders received and selecting winning tender
- Holding an implementation meeting for new contracts
- Performance management of the Contractor (positive or improvement required)
- Assisting in contractor performance reviews
- Assisting in contract close out.

### **13.6 HSE Professional**

The HSE Professional is a member of the Health and Safety or Environment Team who provides functional support throughout the contractor management process.

Their responsibilities include:

- Establishing HSE criteria and evaluating the HSE submission of potential contractors (including pre-qualification requirements)
- Reviewing HSE documentation in the Contractor's work pack
- Completing periodic reviews of HSE pre-qualification requirements as defined in the vendor management system or when triggered by scope creep, incident or change in HSE System

### **13.7 Contractor**

The Contractor is the vendor or person who is providing a service to CS Energy.

Their responsibilities include:

- Providing information as requested during commercial engagement
- Challenging the scope and seeking clarification of scope deliverables
- Attending site visit (where appropriate) to finalise deliverables and gain an understanding of the work environment
- Providing a work pack for review
- Ensuring all members of the work party complete site induction
- Undertaking workplace interactions
- Completing work as per the schedule and in a safe and environmentally responsible manner
- Providing information to the Designated Lead for reporting purposes
- Emailing invoices to the Accounts Payable team

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Review Due: 11/25



- Submitting relevant documents as per the deliverables
- Returning CSE tools, equipment, site access card and PTW locks
- Safe exiting of all tools and equipment
- Completing HSE requirements including monitoring and reporting on safety KPIs