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CS ENERGY PROCEDURE

CONTRACTOR MANAGEMENT
CS-CMP-00

Responsible Officer: Contractor Management Coordinators / Work Management Manager
Responsible Manager: Head of Work Management
Responsible Executive: Chief Operating Officer (COO)

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
Rewritten as part of Contractor Management Improvement Project	J Rudd	M Kelly	P Matha	23/04/2021
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
Updated roles and responsibilities to align with Works management changes Updated to align with the Procurement Operating Framework (July 2026), formalise contingent worker onboarding requirements, clarify contractor management accountabilities, strengthen onboarding, mobilisation and emergency works processes, and improve governance, assurance and recordkeeping requirements.	C Byrne T Tennyson	A Harvison	S Bannister	04/09/2026

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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 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) Personnel,
- 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 or Purchase Order 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 Work Management

The Head of Work Management

- 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/Superintendent/Manager (Callide), or Supervisor (Kogan) accountable for cost centre.

4.4 Contract Owner

The senior business representative accountable for the procurement process and contract outcomes. 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.

4.5 Contractor Management Coordinator

The Contractor Management Coordinator (CMC) acts as the site subject matter expert for Contractor Management, partnering with Designated Leads and key stakeholders to provide guidance, governance, and oversight of contractor management activities, ensuring safe, compliant, and efficient contractor engagement throughout the contractor lifecycle.

4.6 Procurement Professional

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

4.7 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.

4.8 Vendor

The business who is providing a service to CS Energy.

4.9 Contingent Worker

The individual work party who is required to be onboarded into CS Energy systems to execute the scope of work for the Vendor.

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 – Engineer (Projects/Engineering teams), Planner/Trade qualified SME (Maintenance/Overhaul/Forced Outage/Other site based teams) (R; A)

Client (C)Supporting tools:

- PM03 Long Text Template (SAP)
- B/D/10/7377 - Procedure - CS-AM-010 - Plant Modification
- B/D/17/12115 - Form - S2252 - Investment Framework - Prefeasibility Request

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:

- PM03 Long Text Template (SAP)
- B/D/14/24625 - Form - S2187 - Project Evaluation (includes NPV tool)
- B/D/13/15225 - Form - S2122 - Operations Risk Assessment (ORA) Template

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:

- PM03 Long Text Template (SAP)
- B/D/12/43778 - Form - 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:

- B/D/26/42575 - Operating Framework - Procurement
- Vendor Management System (Felix)
- B/D/12/43778 - Form - PF238 - Scope of Work Template

5.2 PM03 Long Text Template (SAP Purchase Order)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:

- B/D/26/42575 - Operating Framework – Procurement
- C/D/11/22882 - Form - S1895 (C) - Callide Site Security Access Application
- K/D/12/332 - Form - S1895 (K) - Kogan Creek Site Access Authorisation
- 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:

- B/D/26/42575 - Operating Framework – Procurement
- Vendor Management System (Felix)

5.2.4 Appoint contractor

Inputs:

- Financial approval
- Felix for Vendor Onboarding if required

Action:

- Assign roles – Principal Representative/Contract Owner (Procurement) and technical subject matter experts (Execution team)
- 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:

- B/D/21/522 - Form - S2313 - Contract Implementation Meeting Agenda Template
- B/D/21/525 - Form - S2312 - Contract Summary
- B/D/11/30938 - Procedure - CS-OHS-10 - Pre-Commencement 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
- Powerapps form for Contingent Worker onboarding

Action:

- Identify key work party roles, e.g. Contractor Supervisor, Permit to Work (PTW) roles (e.g. OIC, PICW, Electrical Worker Authorised),, 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 & risk assessments, e.g. JSEA, SWMS, SWI
- planned high-risk work, including rescue and emergency plans
- hazardous area requirements and controls
- Inspection Test Plans (ITPs) and field inspection checklists
- Laydown, storage and work area plans
- chemicals / substances proposed to be brought onto site
- Liaise with the Contractor Management Coordinator (CMC) regarding contractors mobilising to site and provide all required documentation, including authorised Site Access Forms and the approved CS Energy scope of work (e.g. PM03 Work Order or approved paper-based scope).Schedule and coordinate Verification of Competency (VOC) assessments for contractors required to operate CS Energy mobile plant, equipment, or vehicles.

Responsibility:

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

Supporting Tools:

- F/09/3413 - PTW Forms / High Risk Work Checklists
- B/D/13/35179 - Form - S2167 - Contractor Onboarding Checklist (mandatory)
- B/D/11/30976 - Procedure - CS-OHS-08 - Hazardous Chemicals and Regulated Waste
- 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 (https://www.csenergy.com.au/ArticleDocuments/251/CS%20Energy%20Service%20%20and%20Purchase%20Conditions.pdf.aspx).. 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.
- For emergency or out-of-hours work requiring immediate site access, a Contingent Worker may enter site following completion of an approved paper-based induction authorised by the Health and Safety Team or the Site General Manager. Prior to entry, the Designated Lead must confirm with Security whether the worker has previously been onboarded. Where the worker is new to site, the Designated Lead must provide Security with an authorised Site Access Form. The Designated Lead must then initiate the Contingent Worker onboarding process as soon as reasonably practicable and no later than the first day of normal business hours.
- 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 and Phone Call to GM
- B/D/17/14081 - Procedure - CS-OHS-74 - Health and Safety Consultation and Communication
- B/D/18/6609 - Procedure - CS-OHS-76 - Health and Safety Risk Management

5.3.3 Inductions and training

Inputs:

- LMS Curricula; PTW System

Action:

- Contractor to complete CSE Site Induction curricula
- **When necessary;** Organise OIC / PICW training

- Organise Verification of Competency for contractors operating CSE plant only.
- 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 – Verification of qualifications; R)
- Contractor (C)
- Training Team (A – LMS records C)
- Client (I)
- Contractor Management Coordinator (C)

Supporting Tools:

- B/D/13/35179 - Form - S2167 - Contractor Onboarding Checklist (mandatory)
- Induction (LMS)
- B/D/13/27084 - Procedure - CS-OHS-66 - Verification of Competency (VOC)
- B/D/13/27083 - Form - S2126 - Request for Verification of Competency (VOC) - Mobile Plant and Equipment
- ServiceNow
- B/D/11/19583 - Procedure - CS-PTW-SOP-02 - Training for Roles in the PTW System

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:

- B/D/13/35179 - Form - S2167 - Contractor Onboarding Checklist (mandatory)
- B/D/14/23647 - Procedure - CS-MAINT-00 - Work Management

- B/D/11/19582 - Procedure - CS-PTW-01 - Permit to Work (PTW) Manual

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:

- B/D/13/35179 - Form - S2167 - Contractor Onboarding Checklist (mandatory)
- B/D/21/1628 - PRESENTATION - CALLIDE - Site Familiarisation - July 2026
- B/D/21/480 - PRESENTATION - KOGAN - Site Familiarisation
- C/D/11/22882 - Form - S1895 (C) - Callide Site Security Access Application
- K/D/12/332 - Form - S1895 (K) - Kogan Creek Site Access Authorisation
- 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
- B/D/21/515 - Form - 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 – Scope; R)
- Procurement Professional (C; R – for contractor issue)
- Client (R)
- Contractor (C)
- Contract Owner (I)
- Contractor Management Coordinator (I)

Supporting Tools:

- B/D/18/12745 - Form - S2263 - Investment Framework - Capital Variation Request
- SAP – Additional Work Requests (AWRs)

5.4.4 Reporting

Inputs:

KPIs in contract; agreed frequency of reporting (scope of work); CGR; SAPAction:

- 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:

- 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:

- B/D/11/31591 - Form - S2021 - Project Plant Handover Certificate
- SAP
- B/D/21/481 - Form - S2315 - Punch List Template
- B/D/12/19149 - Form - 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:

- B/D/12/19149 - Form - S2168 - Contractor Closeout Checklist (Mandatory)
- B/D/11/30976 - Procedure - CS-OHS-08 - Hazardous Chemicals and Regulated Waste

- K/D/17/1976 - Site Instruction - Kogan - KA-ENV-10 - Completing Regulated Waste Transport Certificates
- C/D/10/184 - Procedure - Callide - CAL-ENV-005 - Regulated Waste Management
- B/D/18/26036 - Form - S2272 - COR - Loading / Unloading Checklist (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)
- B/D/12/19149 - Form - 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 *(Content Manager)* 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.

- 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
Client	CSE person who initiates the work.
Contractor	Vendor or person who is providing services to CSE.
Contract Owner	CSE person who is accountable and the key point of contact for the contract.
Contract Tag structure	A TRIM filing structure for contracts.
Contractor Management Coordinator	An appointed person who partners with the designated lead and Client to provide assistance with the Contractor Management procedure
Designated Lead	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.
Emergency works	Unplanned work requiring the contractor to be onsite within a short timeframe, often outside of regular business hours.
HSE Professional	CSE person from the Health and Safety team and a CSE person from the Environment team as the scope requires.
Principal Representative	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.
Procurement Professional	Procurement team member who provides support during the end-to-end procurement process.
Project Tag structure	A TRIM filing structure for capital projects.
TRIM	CSE's records management system.
Vendor Management System (Felix)	A cloud-based system that records vendor data.

11 REFERENCES

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

The vendor is the entity/business providing a service/material 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
- 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