

Procedure No: CS-CMP-00
TRIM Ref No: B/D/13/34521
Reviewed: 04/21
Amended: 04/21
Review Due: 04/22



CS ENERGY PROCEDURE

CONTRACTOR MANAGEMENT

CS-CMP-00

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

DOCUMENT HISTORY

Key Changes	Prepared By	Checked By	Approved By	Date
Rev 1 - Original Issue of Document	D Clarke	K Ussher	K Ussher	23/05/2014
Rev 2 - Updated following physical contractor management audit	C Clark	D Clarke	S Faulkner	01/06/2018
Rev 3 - Rewritten as part of Contractor Management Improvement Project	J Rudd	M Kelly	P Matha	23/04/2021

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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 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 that will deliver best business value.
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 Appendix 1 for full details of roles and responsibilities.

4.1 Head of Operations Performance

The Head of Operations Performance is the owner of this Procedure and the related contractor management tools.

The Head of Operations Performance 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).

The Head of Operations Performance is 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.

The Site GM will nominate a single person onsite who is responsible for coordinating general communications to contractors at their site (see section 7 General Communications).

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 or Contractor Coordinator. Supervisors may delegate responsibilities to an OIC.

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 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 a number of 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/19/17771](#)) 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 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 (or a similar scoping tool appropriate for the work)
- Determine if a post-implementation review will be required, in what timeframe and who will perform the review

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)
- Contractor (C)
- Client (I)

Supporting Tools:

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

5.2 COMMERCIAL ENGAGEMENT

5.2.1 Shortlist contractors

Inputs: Vendor management system; 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

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)

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)

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
- 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](#)

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
- 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
- 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, or
- for emergency works where the Contractor is not listed in the Vendor Management Database or an H&S pre-qualification has not been completed.

The Designated Lead will be required to familiarise the contractor with CSE's system. The contractor may also require an increase in supervision levels. Approval by the Health and Safety Business Partner is required before mobilisation of the Contractor.

Responsibility:

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

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 Inductions and training

Inputs: Competency matrix; PTW system

Action:

- Contractor to complete CSE site induction
- Organise OIC / PICW training
- Organise Verification of Competency for contractors operating CSE plant
- Organise and verify assessment for electricians (online and classroom modules; authorisation)
- Live Electrical Checklist to be completed for all contractor electricians
- Request contractor access to CSE IT systems where required

Responsibility:

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

Supporting Tools:

- [S2167 Contractor Onboarding Checklist](#) (mandatory)
- Induction (LMS)

- [CS-OHS-66 Verification of Competency \(VOC\)](#)
- [ServiceNow](#)
- [S1851 Addition of Contractor / Extension of Contractor](#)

5.3.3 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)

Supporting Tools:

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

5.3.4 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
- Provide site familiarisation to contractor using Kogan or Callide presentation (unless independent site familiarisation is provided via the overhaul team) either through a presentation or a “round the table” discussion. Each work party member is to write their names on the Site Familiarisation Attendance sheet on the S2167 Contractor Onboarding Checklist). Forward a copy of this sheet to the Training team to record in the LMS.
- 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)

Supporting Tools:

- Mobile Plant onto Site Form (LEAD app > CS Energy)
- [S2167 Contractor Onboarding Checklist](#) (mandatory)
- [KOG – Site Familiarisation](#)
- [CAL – Site Familiarisation](#)
- [S1926 Training Attendance Sheet](#)
- [S1895 \(C\) Callide Site Security Access Application](#)
- [S1895 \(K\) Kogan Site Security Access Application](#)

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 or Green Banners
- what went well yesterday
- what didn't go well yesterday
- what will be done differently today
- what's changed
- progress against schedule
- work to be completed during the shift
- hazards associated with that work

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)

Supporting Tools:

- LEAD app – 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)

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); LEAD app data

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](#)

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)

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:

- 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](#)

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)

Supporting Tools:

- [Materials / Equipment Removal from Site Form](#)
- [S2168 Contractor Closeout Checklist](#)
- [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 (LEAD app > 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 contract closure activities

Responsibility:

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

Supporting Tools:

- Vendor management system (Felix)
- [S2168 Contractor Closeout Checklist](#)

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
- Key site events
- Key site leadership changes.

These communications will be via the person nominated by the Site GM or Head of Operations Performance to perform this responsibility.

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 Performance (or delegate) to assess compliance to the process (using S2169 Contractor Management Process Audit)
- 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.
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 APPENDIX 1 - DETAILED ROLES AND RESPONSIBILITIES

13.1 Head of Operations Performance

The Head of Operations Performance is the owner of this Procedure and the related contractor management tools.

The Head of Operations Performance 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).

The Head of Operations Performance is also responsible for ensuring that governance activities and training occurs in line with this Procedure (see section 8 Governance and section 9 Training).

13.2 Site General Manager

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

The Site GM will nominate a single person onsite who is responsible for coordinating general communications to contractors at their site (see section 7 General Communications).

13.3 Client

The Client is the person who initiates the work, e.g. Project Sponsor or Supervisor 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 in regard to the requested work
- Assisting the Designated Lead in identifying existing or potential contractors where known.

13.4 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.

13.5 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 or Contractor Coordinator. Supervisors may delegate responsibilities to an OIC.

Their responsibilities include:

- Understanding Client needs, including the requested work, root cause and contributing factors
- Identifying key risks and hazards associated with not completing and not completing the requested work to inform a value-benefit analysis
- Developing a clear 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
- Ensure 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

13.6 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.

13.7 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.

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 where triggered by scope creep, incident or change in HSE system

13.8 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
- Submitting relevant documents as per the deliverables

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Amended: 04/21
Review Due: 04/22



- 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