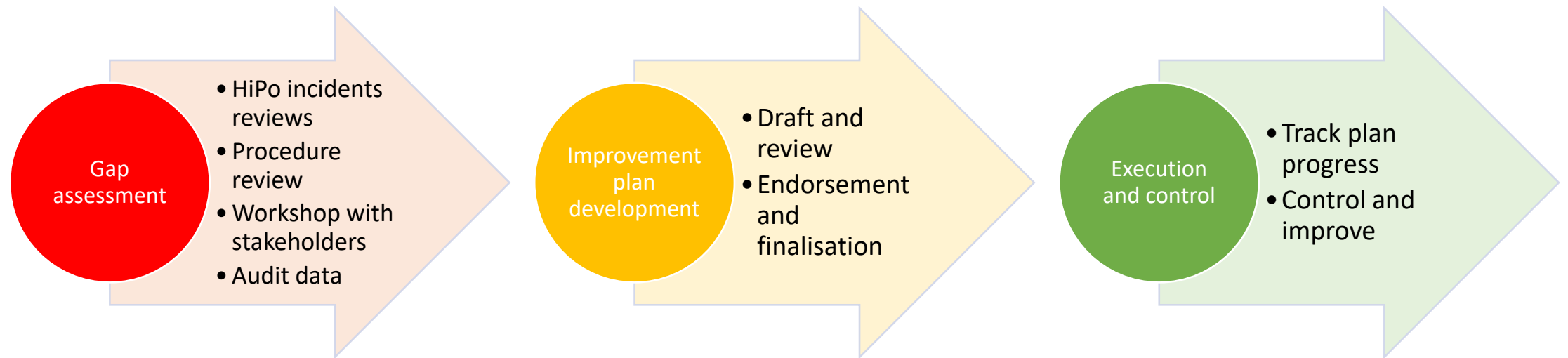


•Contractor HSSE – Key Objectives

- Strengthen leadership engagements
- Align Contractor HSSE process to be risk based with increased oversight on contractors executing high consequence/high hazard work activities
- Define requirements for Subcontractor Management

Contractor HSSE Management



Contractor HSSE Management

Problem Statement

Current HSSE CM process is too complex and therefore not being used by the site to manage SP namely, banding not in use. SP safety performance and participation in programs is generally ineffective.

Goal

Improve the Safety performance of SP on sites to reduce HiPos and eliminate TRCs. Increase participation of SP in HSSE programs and forums to earlier detect issues.
Contract holder compliance to process and requirements to better detect and manage SP HSSE needs and performance.

Key Metrics

March

April

May

Track of the data to show where you are now and where you want to be

CH compliance with surveillance program (%)

FAC, TRCF

PTW Non conformances

LSR violations

HiPo incidents

Banding improvement of SP

BBS Observations and participation in HSSE practitioners

In Scope

Out of Scope

If you are saying yes to this work

What will you be saying no to?

Milestone Plan

Milestone

Resources

Planned

Actual

Key steps from my current state to my future state

Help needed

Start date

Finish date

What I need to do by when?

Charter finalization and alignment

Data assessment

Process Review

Key Risks

What is going to stop me from achieving my goal? – Lack of resources, Lack of true data, Lack of time, Lack of skills...

Rework emanating from activities on the end-to-end CM process overhaul

Misalignment between departments/ with C&P and MTCe on CH roles and responsibilities

Unavailability of key resources due to competing site priorities

Banding requires some site visits – COVID 19 restrictions on travel and face to face interactions, cost may also be a limitation

Cost/Time/Resources

How much of your time will be used doing this

What extra resources do you need

CM Process GAP Assessment Overview

Phase	Key gaps
Pre-award	Market research doesn't effectively screen for criteria other than cost eg HSSE not conducted, technical not as prominent as cost Do we look broad enough? Can we streamline but open up the screening process? Do we have a strong enough team (resources) to support technical screening?
Award	1. Management of risk 2. Unclear terms and conditions 3. Strategy of piece meal contracting is cheaper BUT creates additional administrative work 4. Vendor registration process is slow
Post Award	Contract appraisals HSSE banding and review Cost management & payments Number of contract holders (disproportionate allocation of contracts), management process is overly burdensome on CH's
EOC	Handover and sign-off of deliverables, reconciliation of financial commitments.

Pre-award Phase

Purpose: Screening and selection of best fit SP on 4 pillars

- 1. Technical delivery (Quality)*
- 2. Cost Effectiveness*
- 3. HSSE management*
- 4. Schedule*

The current procedure is not suitable to manage SPs as there are (too) many contracts (of high risk)...

Do we have a strong enough team (resources) to support technical screening?

Does market research include HSSE requirements?

Perception that technical requirements are sub to cost?

Do we look broad enough? Can we streamline but open up the screening process?

Award Phase

Purpose: Setting expectations, terms and conditions.

Management of
risk (HSSE,
technical, cost)

Unclear terms and
conditions
E.g., work at island
view, mgmt. of non-
conformances

Strategy of piece
meal contracting is
cheaper BUT creates
additional
administrative work

Vendor
registration
process is slow

Do we adequately verify
technical certifications with
same rigor as HSSE?

Post-Award Phase

Purpose of the phase:

Management of SP to deliver on the scope of work to the standards, terms and conditions agreed upon.

Governance - banding sets requirements for HSSE; Do we have the same for other risks/ areas e.g. cost?

Vendor on boarding?

Verification of competence, certifications

Problem Statement:

Assurance on performance (on all pillars cost, quality, HSSE, schedule) of service providers is ineffective and not visible. Compliance to the current contract management procedure by both SP and CH / CO is poor.

Objectives:

Review current procedure to optimise the management of SP more effectively using all data sources emanating from their activities. Equip own personnel to manage SPs on (all 4 pillars cost, quality, HSSE, schedule) to derive more value and compliance out of our contracts. Seek efficiency opportunities for the CM process. Observe improvements by end 2023??

Number of contract holders (disproportionate allocation of contracts). Can we impose limit on number of contracts per CH?

Competence and diligence of CH to perform their duties, do we have enough CH vs contracts? How do we train/ equip CH?

In time payment goes over the 60days payment term, Insufficient follow up on submitted invoices

Tools for managing SP performance/ delivery needed.