

Achieving Contractor and Supplier Management Success

13 Critical Issues

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Partnerships



For leaders in
Health, Safety and Risk Management Responsible For Keeping People
Safe And Healthy

Achieving

CONTRACTOR & SUPPLIER MANAGEMENT SUCCESS

13 Critical Issues

Every Health, Safety and Risk Manager Needs To
Ensure Your Contractors Work Safely



IAN PEMBERTON

Globally Trusted Authority On Workplace Safety Training And
Skilled Behaviour Change

Achieving Contractor & Supplier Management Success

Ian Pemberton is a Chartered Ergonomist with over 30 years of professional practice in the field of health and safety training and skilled behaviour development. In addition to working with clients around the world he has undertaken large scale academic research studies for government agencies in the UK.



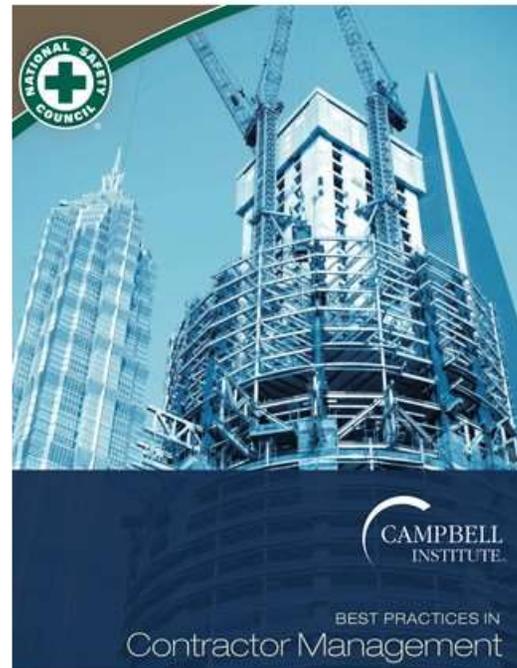
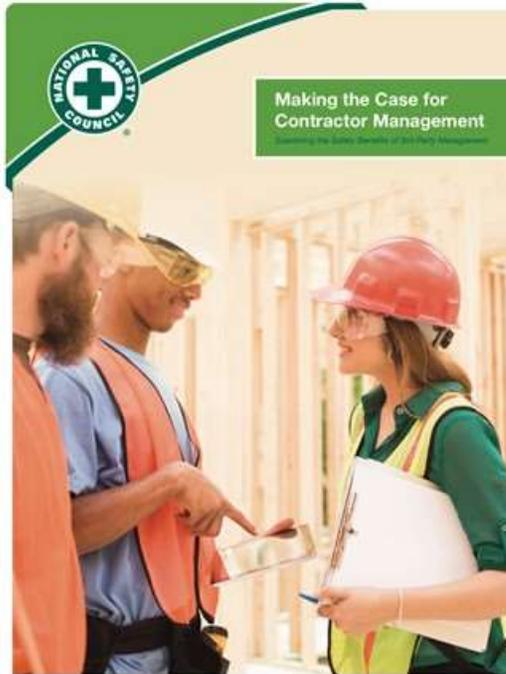
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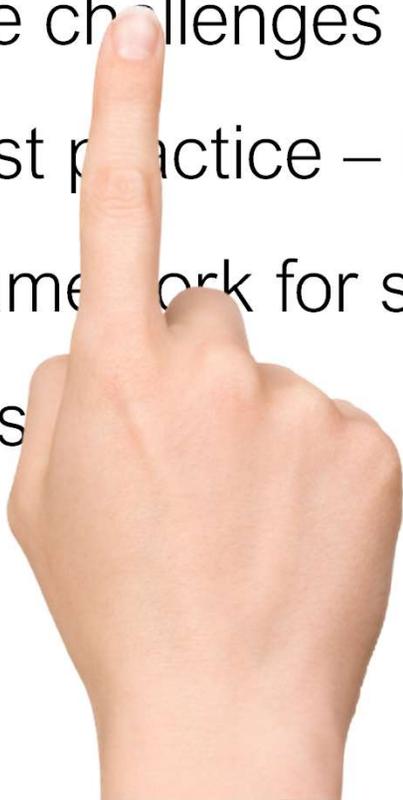
Evidence-based Report

- Systematic review of the research literature
- Extensive interviews with practitioners
- Provides best practice framework



Content

1. The challenges
2. Best practice – literature
3. Framework for success
4. Cas



1 Getting reports back when jobs are completed is a challenge

- *“I spend a lot of time chasing contractors for reports – they routinely don’t do it”*

2 Getting concise, job-specific RAMS is hard

- *“They tend to be really long and generic”*
- *“From our end it’s having the time to go through and methodically check - so if what they give is simple and concise it just helps everyone”*
- *“They don’t tell us what the job involves and how they are going to stay safe”*
- *“Contractors view RAMS as a box ticking exercise rather than a living document used to help get the job done safely”*
- *“Many contractors think they can get away with issuing generic and out of date documentation - which on some sites that may well be able to do. I have RAMS with a date on that’s 3 years old!”*

3 Lack of RAMS competency by those turning up onsite

- *“Workers who turn up to do work often have no idea what’s in their RAMS”*
- *“There’s a disconnect between this information and frontline employees”*

4 Hard to check who / what has turned up onsite

- *“It’s often a challenge to know if they are from one of our approved suppliers”*
- *“This is especially difficult on unmanned sites where we can’t check”*

5 Checking training against the needs of the job

- *“It’s hard to know what each individual is qualified to do”*
- *“They might turn-up with passport cards or certificates – but it’s very hard for a busy line manager to work out what these mean in terms of the job at hand”*

6

Conducting site inductions / organisation inductions is a lot of work

- *“Ensuring that every contractor has been inducted for every site is a big challenge to do cost effectively and is probably not happening all the time”*
- *“It’s a lot of work and requires constant checking”*
- *“Often inconvenient to contractors and ourselves”*
- *“E-learning is better - but how do we know who has taken it?”*
- *“There’s differences from site to site - e.g. evacuation arrangements, some have asbestos, some don’t. So do you repeat inductions for every site, which wastes time, or have one size fits all?”*

7 Hard to capture and share work performance of contractors / suppliers

- *“Individual managers will know who their good contractors and suppliers are but there’s no centralised way of sharing this knowledge”*
- *“ A contractor or supplier organisation’s performance can vary from site to site – it all depends on the individuals involved”*
- *“If someone gets thrown off one site – we struggle to share this information to stop them turning up at another site”*

8 Difficult to select of contractors / suppliers based on their onsite performance

- *“It’s hard to gather data to make the link between procurement and previous track record”*
- *“We have an NCR system (non conformance reporting) but its too disjointed from safety and needs to be brought together so that we’ve got a proper overview of all contractors and what they are up to”*

9 Hard to check that organisation documentation is still in date for contractor employees turning up for work

- *“Is their insurance still valid on the day of the work?”*

10 Permit To Work systems can be confusing and are often interpreted in different ways

- *“Success relies on our managers competence, which can vary, getting consistency is difficult”*
- *“The competence of the contractor employees is also a challenge - they may not always know what a PTW is - let alone how it works”*
- *“We have to spend time running toolbox talks to train them - this can be a challenge - in terms of time and making sure we get it consistently right”*

11 No visible central dashboard that aids daily management

- *“It’s hard to see what’s actually going on”*
- *“At glance, to see all your contractors in one system - this isn’t happening”*

12 Lack of consistency of management of contractors / suppliers by our management team

- *“It’s hard to ensure we manage every contractor in the same way - different managers will interpret our systems differently”*
- *“Not all managers are as committed to health & safety as they should be - when push comes to shove they are willing to let things slide with contractors”*
- *“We don’t really hold them [line managers] to account on things like checking the competency of each worker - they see it as too much hassle”*

13 Tracking mandatory inspections of equipment and ensuring only competent use it is hard

- *“We can have a lot of kit on site at anyone time (e.g. access towers, scaffolding) and tracking what’s going on is a real headache”*
- *“Making sure that necessary inspections happen; that actions are followed up; and, that only those with suitable training use it is a big challenge”*

14 Building a behavioural safety system for contractors is a challenge

- *“You can keep talking to people until you are blue in the face, but unless you have systems that track and feedback on their performance, which holds individuals accountable, it’s hard to change their behaviour – we don’t have an easy way to do this”*
- *“Monitoring work on site, checking they are actually following their RAMS - holding them to account - to check that they are actually working safely every time is a big challenge”*

15

Trying to convince contractors and suppliers that health and safety is important is a constant battle

- *“A lot of contractors don’t care - they feel like it’s a kind of chore”*
- *“We spend a lot of time trying to convince them that what we are doing is to protect them - but they scoff at us as they believe accidents will never happen to them”*

Content

1. The challenges
2. Best practice – literature
3. Framework for success
4. Case studies



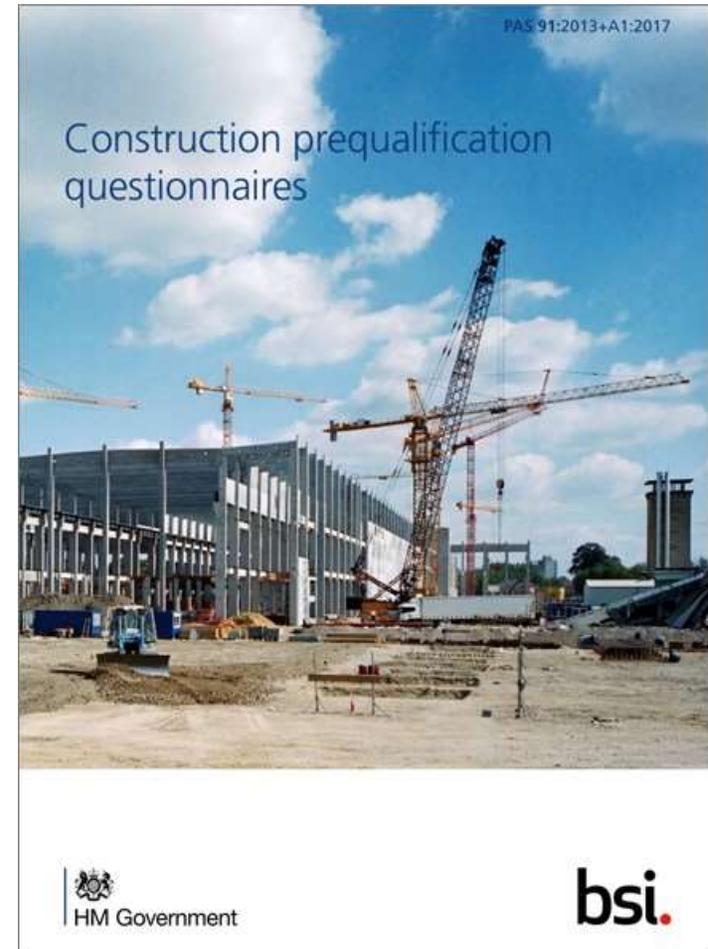
Best Practice – Literature Review

1 A system of pre-qualification

- Criteria:
 - System documentation
 - Standards
 - Professional affiliations
 - Accident / injury rate
 - Citations – health, safety, environment
- Rating system
- Gap analysis
- Support help fill gaps
- Continuous improvement plans

PAS 91

- Publicly available specification that contains question sets suitable for use to assess construction supply chains.
- Also known as Construction Pre-qualification Questionnaires.
- Mandatory question modules that cover commercial aspects of the company (including governance, health & safety, financial, key contacts).
- Also several optional modules and the ability to add further specific questions.
- PAS91 is now in its second iteration.



What is the purpose of PAS 91

- To reduce duplication of effort via a standardised set of questions
- To provide PQQ risk modules that address the whole organisation and its impact
- Provide some guidance as to the type of evidence a supplier may provide
- It is hoped it will help encourage more participation from SMEs - many of have found competing for business with large organisations unviable due to the resource/cost burden of procurement processes.

PAS 91 Modules

- Health & Safety
 - SSIP Certificate
 - BS OHSAS 18001 or ISO 45001 Certificate or equivalent
- Environmental
 - ISO 14001 Certificate or equivalent
- Equality
- Financial
 - Employer's Liability insurance
 - Public Liability insurance
 - Professional Indemnity insurance
 - Product Liability insurance
 - Contract Works insurance
- Corporate Social Responsibility
 - Anti Bribery
 - Modern Slavery
- Quality
 - ISO 9001 Certificate or equivalent
 - FPC Certificate (CE Marking)
- Corporate & Professional Standing
- Identify
- Information Security
 - ISO 27001 Certificate or equivalent
- Building Information Modelling
 - BS PAS 1192:2:2013 IAF/UKAS Certificate

2

Job Task Risk Assessment Evaluation

- A system for evaluating risk assessments – pre-work
- Risk rating system – for each job
- Consistent system down supply chain i.e. sub-contractors, sub-sub-contractors

3

Monitoring of jobs

- Variety of systems for periodic assessment:
 - Daily checklists e.g. dynamic risk assessments
 - Safety observations in – by both contractor / supplier
 - Weekly walkthroughs

4 Post job evaluation

- Variety of systems for periodic assessment:
 - Monthly / annual reviews
 - Review of incident / accidents

Content

1. *The challenges*
2. Best practice – literature
3. Framework for success
4. Case study



