

STEP-BY-STEP: HOW TO EFFECTIVELY MANAGE CONTRACTORS

Steps	What does this involve?
1. Plan	<ul style="list-style-type: none"> ▪ Establish the size and nature of your transport activities. ▪ Assign roles and responsibilities. ▪ Ensure contractors understand your safety expectations. ▪ Choose contractors who can meet your requirements.
2. Source	<ul style="list-style-type: none"> ▪ Pre-qualify contractors based on their capability to perform the transport task. ▪ How does the contractor manage the safety risks of their transport activities? ▪ Consider conducting an NHVAS accreditation or reference check. ▪ Does the contractor intend to subcontract any work to another party? If so, whom? How will their performance be assured? ▪ Does the contractor have relevant insurances? ▪ Has the contractor been involved in any previous safety incidents?
3. Mobilise	<ul style="list-style-type: none"> ▪ Reach agreement and be clear on your responsibilities and the responsibilities of the contractor. ▪ Document these responsibilities in a written agreement. ▪ Include terms for how incidents will be notified. ▪ Include trigger points for escalation and termination of the contract. ▪ Include requirements for any training and induction by either operator and/or contractor. ▪ Include requirements to maintain safety management systems, accreditation, certain standards, etc.
4. Manage	<ul style="list-style-type: none"> ▪ Monitor the performance of policies, procedures and contracts. ▪ Conduct periodic meetings to discuss and manage issues. ▪ Nominate a contact point in each party to discuss contractual/safety issues. ▪ Consider audits to ensure compliance with the contract. ▪ Outline incident notification procedures, e.g. what/how often/to whom?
5. Review	<ul style="list-style-type: none"> ▪ Evaluate contractor performance to make sure the contractor is performing the transport activity according to contractual agreement. ▪ Provide updates on safety management systems or the nature of the transport activity. ▪ Learn from incidents and adjust practices/contracts if required. ▪ If unsatisfactory, attempt to negotiate ways to improve their performance. ▪ If negotiation fails, consider finding another contractor.