

Contractor Management Systems Guide

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About Energy Safety Canada

Energy Safety Canada is the national safety association for Canada's energy industry. Our mission is to mobilize industry to drive safe work performance through education, resources, and engagement.

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Introduction

Many companies hire other companies to perform services for them; even a small company may hire an accountant to file the annual tax return. In many cases, a company hires a contractor or service provider to perform a service that the company does not have the expertise or resources to perform. In those situations, the contractor or service provider hired is assuming the risks associated with the service. However, simply hiring a contractor to perform a service does not absolve the hiring company of the obligations to provide a healthy and safe place of work.

WHY ADOPT A CONTRACTOR MANAGEMENT SYSTEM?

Many organizations started down the path of competency by verifying and documenting their systems by aligning them with industry standards such as Energy Safety Canada (ESC) or Canadian Standards Association (CSA), or verifying their system through programs like the Certificate of Recognition (COR). They would also verify and document staff's abilities to address due diligence. For example, new staff would be provided with a basic orientation and a list of required/critical courses. Older competency programs typically focused on tracking certification cycles for employees and/or the system itself.

Today, competency programs are much more in depth: organizations manage and track employees' understanding, training, experiences and alignment with corporate values to ensure continual improvement and overall success.

The most effective competency programs provide a framework for performance assessment, management and improvement while clearly communicating employee and contractor expectations.

WHAT IS THE PURPOSE OF THE GUIDELINE?

This Guideline provides companies with information to develop a system to manage the risks associated with hiring contractors or service providers. This is especially true for the Canadian upstream oil and gas industry. A hiring company should review the contractor or service provider's health and safety management system to determine if the contractor is qualified to perform the work. A hiring company and their contractor or service provider should define the roles and responsibilities, establish expectations and maintain communication throughout the working relationship. This Guideline describes six steps a hiring company can take to improve the efficiency and work relationship with the contractors and service providers they hire.

THIS GUIDELINE HAS BEEN DEVELOPED TO:

- Provide the Canadian Upstream Petroleum industry with an example of a contractor management system.
- Facilitate improved health and safety performance in the industry through a reduction in incidents causing injury and illness.
- Assisting the hiring companies and contractors or service providers in administering effective common business management systems.
- Assist contractors and service providers to develop and implement systems which are consistent with the hiring company's requirements.

- Improve the communications between hiring companies, contractors and the service providers they hire.
- Align the process of hiring contractors and service providers so that it is compatible with other management systems used by hiring companies.
- Provide every contractor and service provider with a process-based contractor management practice aligned with a plan-do-check-act system that can result in continuous improved performance who should use the guideline.

This Guideline is written for health and safety personnel tasked with facilitating cooperation on multiple employer work sites, procurement and purchasing personnel tasked with implementing an effective system to hire contractors or service providers, and managers required to monitor the performance of the contractors and service providers performing the contracted work. This Guideline is also written for auditors to act as a basis to develop a contractor management system audit.

WHAT DOES THE GUIDELINE COVER?

The main sections of the Guideline identify six steps a company may follow when hiring a contractor or service provider.

The contractor management system begins with defining the scope of work that a contractor or service provider will undertake. The second step establishes the expectations that the hiring company has of the contractor or service provider. The third step allows for potential contractors or service providers to submit information that a hiring company can review. A hiring company can then use the information provided to select and qualify the contractor or service provider best suited to perform the work.

The fourth step involves choosing and/or developing an appropriate agreement. A written agreement protects both the hiring company and contractor or service provider against potential liabilities. The fifth step guides the hiring company in the actions required to effectively manage the contractor or service provider at the work site. The sixth and final step in the process describes the importance of keeping records of contractor or service provider performance. The information on contractor performance acts as a record for due diligence and provides justification for the continued use of the contractor or service provider. Record keeping provides hiring companies with information that they can use to improve their management system and provide feedback to the contractor or service provider on how they can improve their performance.

Note: The terms “contractor” and “service provider” are used throughout this Guideline. For the purposes of this Guideline, steps, actions and responsibilities identified for the “contractor” may also be applied to a “service provider,” where relevant.

CONTRACTOR MANAGEMENT SYSTEM

This diagram describes the major elements for a contractor management system. It is presented as a repeatable process to convey the concept of continuous improvement that should result from the adoption of this process. It should be noted that this is a suggested process only and should be modified to suit an individual company's needs.

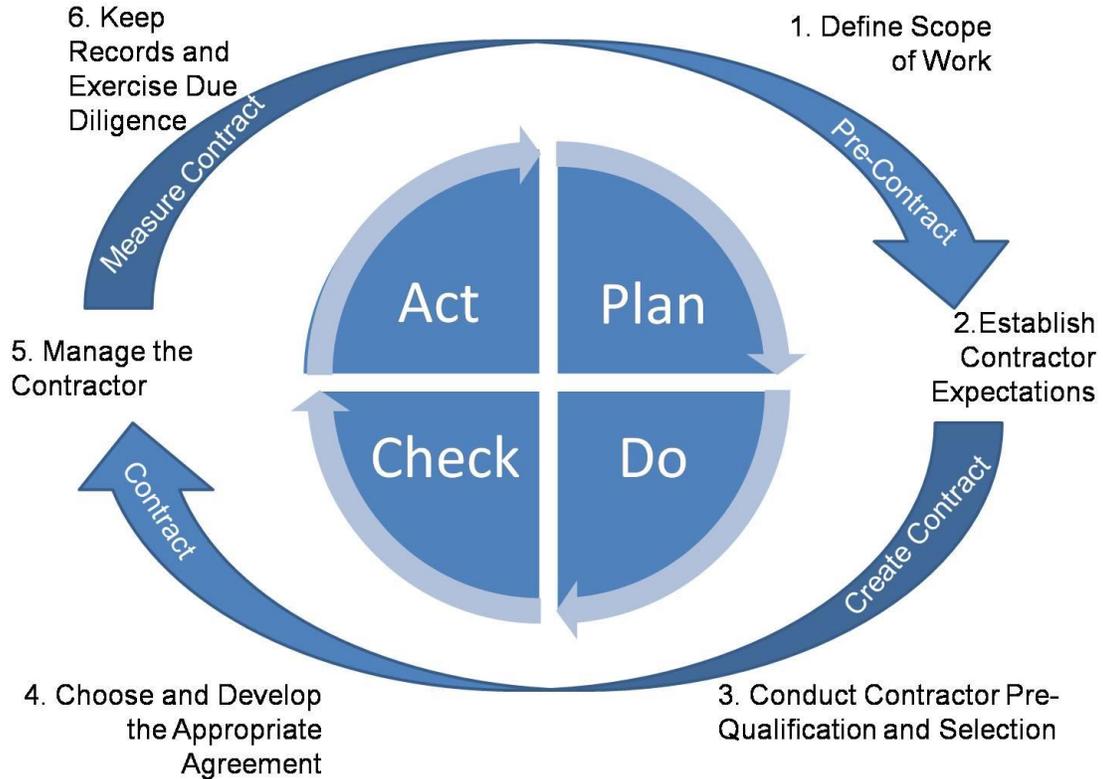
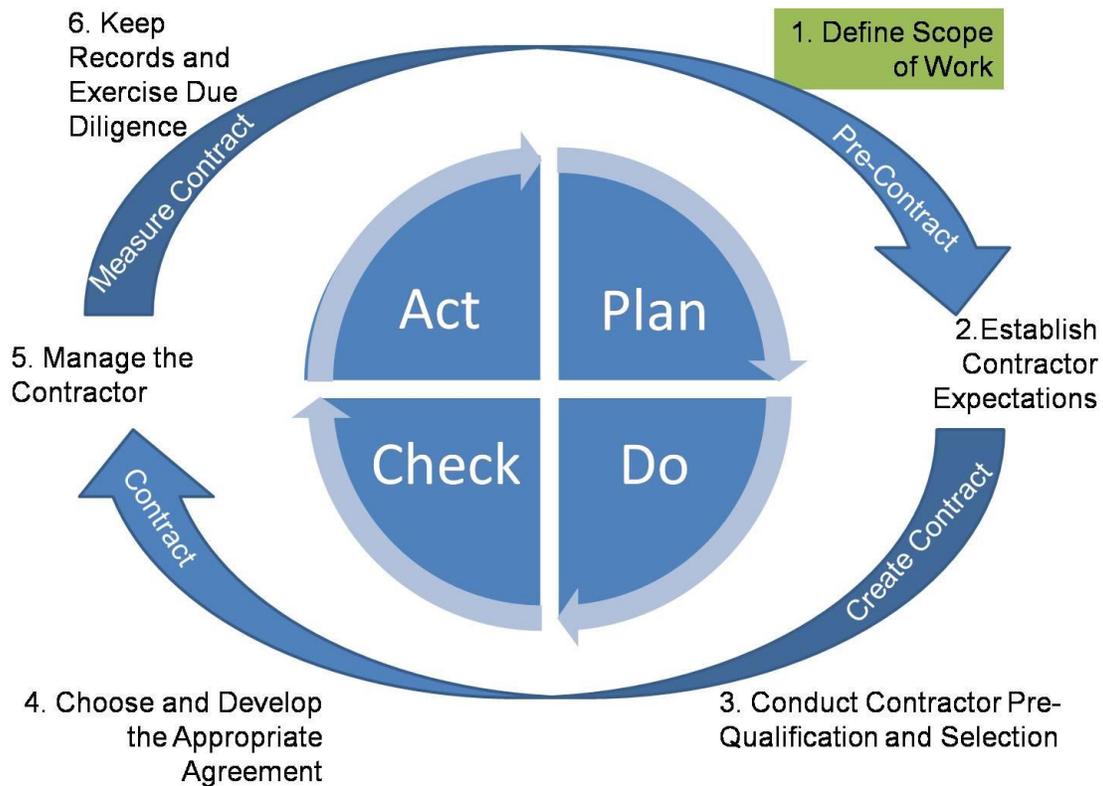


Figure 1: Contractor Management System

1.0 Step One: Define Scope of Work



1.1 OBJECTIVE

The objective of this section is to provide guidance on defining the scope of work to be performed. It will also lay the groundwork for understanding the required qualifications and capabilities of the contractor or service provider who might be engaged to perform the work.

1.2 WHY THIS IS IMPORTANT

A scope of work definition provides a clear understanding of the work to be performed. It also provides the basis to select and qualify the most appropriate contractor or service provider, have effective communications, and form a basis for due diligence.

1.3 KEY STEPS

The key step in meeting this objective is to develop an outline describing the scope of the work.

1.4 GUIDELINE FOR COMPLETING KEY STEPS

1.4.1 DEVELOP AN OUTLINE DESCRIBING THE SCOPE OF WORK

Action: Clearly describe the scope of the work using the following information:

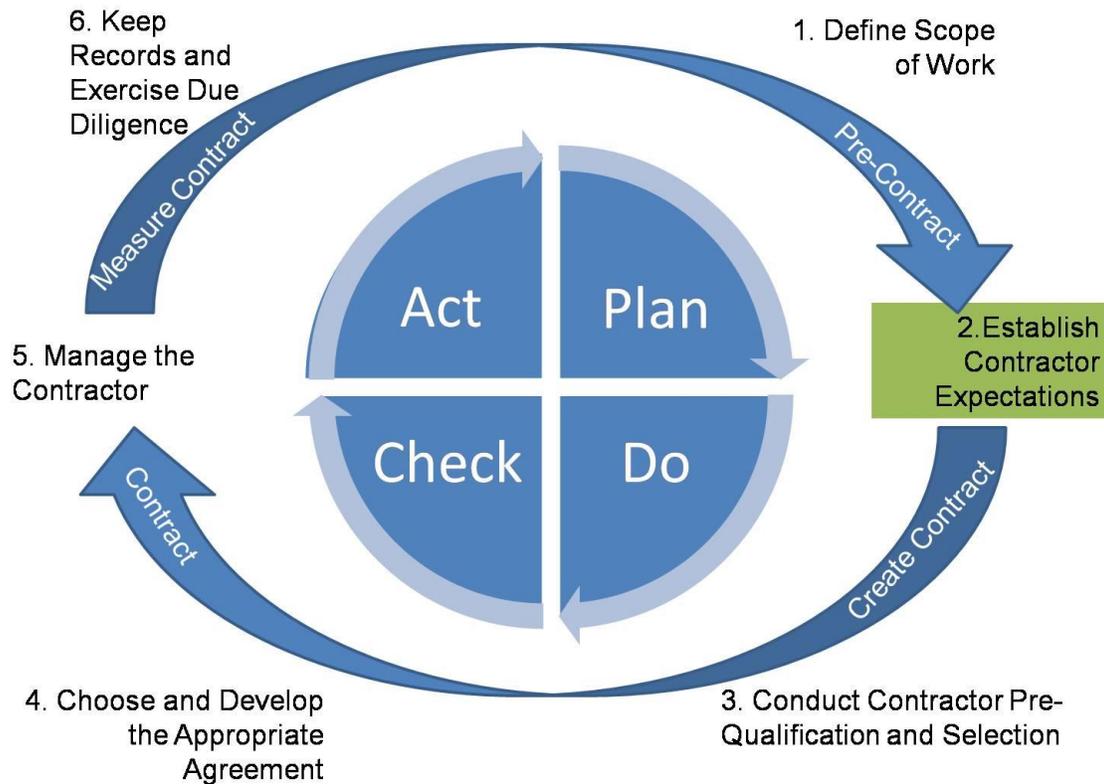
- **Description of services/job to be performed.**
- **Required ability of the contractor:** Will the contractor or service provider be required to do highly technical activities that require specialized skill and training, or will the activities be simple and routine, requiring generalized training, skills and competency?
- **Performance expectations of the contractor:** How is the contractor or service provider expected to perform and how is performance measured? Are there clear performance guidelines? (e.g. on time, on budget, compliance with legal requirements)
- **Timeframe for completing the work:** Can this work be completed in a few days or weeks, or will it extend into many months, requiring ongoing services? Contractor or service provider availability must be considered when defining the job scope.
- **Cost estimate:** Identify projected costs along with contingencies.
- **Level of risk associated with the work:** Is this high-risk work that requires a contractor or service provider with specialized skills and training, or is it a low-risk activity that can be handled by a general contractor? The ability of the contractor or service provider must be appropriate to the level of risk of the work.

1.5 ACTION WORK SHEET TO DEVELOP A SCOPE OF WORK

ACTION TO TAKE	WORK INFORMATION
Description of job or services to be performed	
Required ability of the contractor or service provider	
Performance expectations of the contractor or service provider	
Time frame	
Cost estimate	
Level of risk	

The information gathered to determine the scope of work will be used in the next step when the hiring company refines the contractor or service provider expectations for the specific work or project.

2.0 Step Two: Establish Contractor Expectations



2.1 OBJECTIVE

The objective of this section is to provide guidance on defining the expectations the hiring company has regarding potential contractors or service providers. This will help establish the requirements that are discussed during the pre-qualification and selection process. It will also help define the content of contracts and agreements that are developed.

2.2 WHY THIS IS IMPORTANT

It is important for the hiring company to define their expectations for their potential contractors or service providers as it helps to clearly identify the qualifications and capabilities they need to bring to the job. Having this information will facilitate the process of contractor or service provider pre-qualification and selection. Additionally, clearly defining the roles and responsibilities assigned to the contractor or service provider will allow a hiring company to describe and communicate those respective responsibilities in the contract to the contractor or service provider hired to do the work.

2.3 KEY STEPS

Key steps in meeting this objective include the following:

1. Understand the jurisdiction and work site.
2. Define roles and responsibilities.
3. Identify general expectations.
4. Identify the risk exposure.
5. Develop a list of key health, safety and environment risks.
6. Identify key training and certification requirements.
7. Define and communicate performance measures.
8. Define the expected process for reporting/communicating information.

2.4 GUIDELINE FOR COMPLETING KEY STEPS

This section provides guidance for completing the above key steps.

2.4.1 UNDERSTAND THE JURISDICTION AND WORK SITE

Action: Determine the jurisdiction and work site. This will determine the regulatory and legal requirements of the work site. As well, every jurisdiction has particular requirements of what each workplace party is required to perform.

Framework for Assessing Legal Responsibilities

Ensure that all companies performing work are committed to, are aware of and follow all the applicable acts, regulations, codes, directives, and industry standards and guidelines established by the local, provincial and federal regulators.

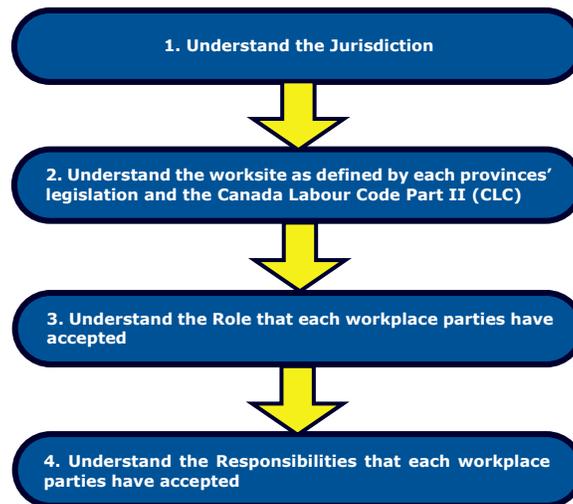


Figure 2: Framework for Assessing Legal Responsibilities

2.4.2 DEFINE ROLES AND RESPONSIBILITIES

Action: Clearly define the assigned roles and responsibilities that both the contractor and the hiring company will assume during the execution of the work. Some examples include:

- Supervision
- Procedures
- Equipment
- Manpower
- Emergency response plans
- Supplies
- Training
- Quality control
- Reporting requirements

2.4.3 IDENTIFY GENERAL EXPECTATIONS

Action: Make a list of general expectations the hiring company has of the contractor or service provider hired. Consider including the following:

- Local and/or First Nation/aboriginal considerations
- Equipment, materials and supplies
- Client-specific site access requirements
- Laws, rules and regulations
- Financial capacity to address potential liabilities
- Financial capacity to complete scope of work
- Intellectual property (i.e. ownership of ideas and concepts)
- Confidential information
- General liability insurance, Worker's Compensation Board coverage, and any other necessary insurance
- Business license, provincial or federal taxation numbers
- Logistical support capacity (e.g. transportation)
- Key personnel
- Sub-contractor

2.4.3 IDENTIFY THE RISK EXPOSURES

Action: The hiring company responsible for the work to be completed should identify the risks and hazard exposures for all parties involved in the performance of the work. Make a list of the important business, quality, and health, safety or environmental risks that the hiring company expects a service provider or contractor to identify. Consider including the following items:

- Commitment to comply with applicable jurisdictional legislation, company, and site-specific health, safety and environmental rules and requirements

- Knowledge and ability to establish working conditions consistent with known industry accepted practices (e.g. procedures, competencies, areas of expertise)
- Appropriate personal protective, safety and environmental equipment
- Health, safety and environmental plans and procedures that are consistent with industry standards
- Emergency response capabilities consistent with regulatory requirements, operator, and applicable industry standards
- Health, safety and environmental performance (e.g. incident statistics and documentation)

2.4.5 IDENTIFY KEY TRAINING AND CERTIFICATION REQUIREMENTS

Action: Make a list of the training and certification the hiring company would expect any contractor or service provider over and above those required by jurisdictional legislation. Consider including the following categories:

- Company orientation
- Requirement of compliance with known industry recommended practices
- Supervisor competency and training
- Safety training certifications (e.g. H₂S Alive, First Aid, Workplace Hazardous Materials Information System, Transportation of Dangerous Goods)
- Trade-specific training and certification (e.g. journeyman apprentice)
- Special certifications (e.g. scaffolding, welding, quality control certification)
- Task-specific training (e.g. confined space entry, fall protection, B.C. tree fellers)

2.4.6 DEFINE PROCESS FOR REPORTING/COMMUNICATING INFORMATION

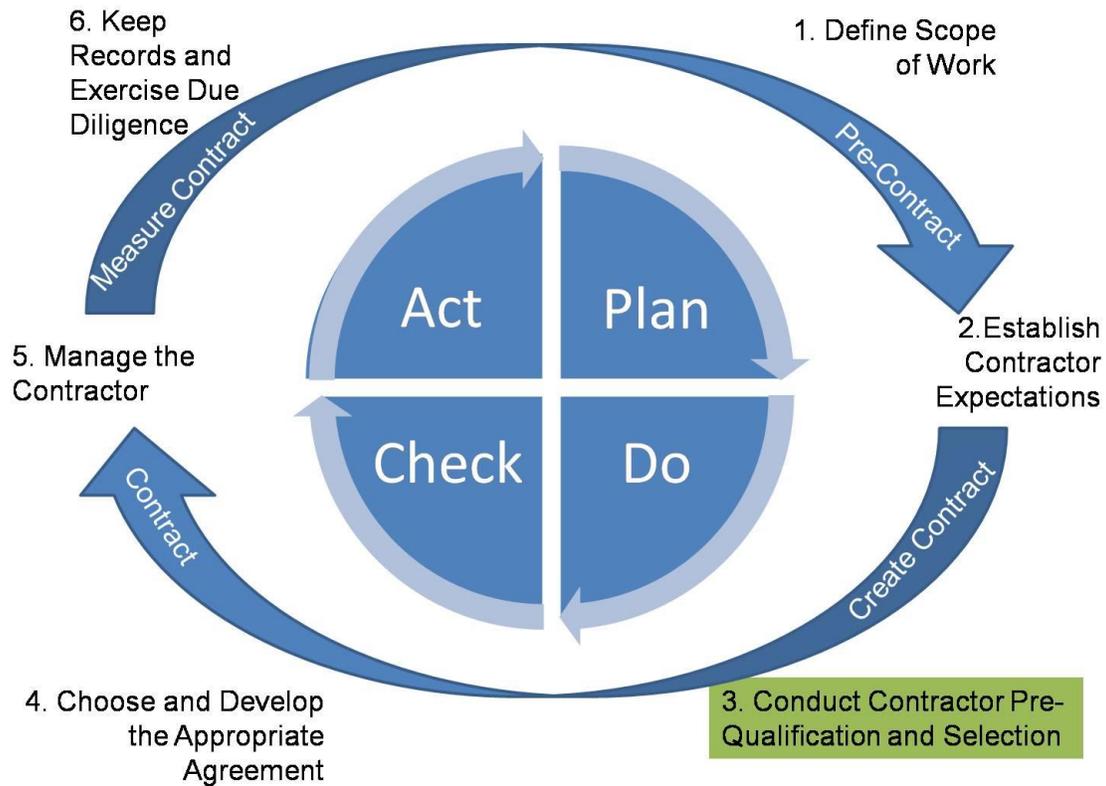
Action: Establish a process the contractor or service provider will use to report or communicate various types of information. The process should encourage accurate, open, honest, and timely communications flowing in both directions between the contractor or service provider and the hiring company. Consider including the following items:

- Routine communications (e.g. health, safety and environmental reporting)
- Meeting requirements (e.g. kick-off meeting, regular safety meetings, pre-job meetings, tailgate meetings, close-out meeting)
- Joint Work Site Health and Safety Committees (HSC) must be established as legislation requires
- Conduct HSC meetings at frequency as legislation requires (i.e. Alberta legislation requires HSC meetings to be conducted quarterly at a minimum)
- Variance reporting (e.g. cost, schedule)
- Regulatory reporting
- Non-routine communication (e.g. emergency, upset conditions or incident reporting)
- Site management supervision
- Concurrent operations plans

2.5 ACTIONS TO DEFINE CONTRACTOR EXPECTATION

ACTION TO TAKE	EXPECTATIONS
Understand jurisdiction and work site	
Define roles and responsibilities	
Identify general expectations	
Identify the risk exposures	
List key health, safety and environmental qualifications	
Identify key training and certification requirements	
Define and communicate performance measures	
Define expected process for communicating information	

3.0 Step Three: Conduct Contractor Pre-Qualification and Selection



3.1 OBJECTIVE

The objective of this section is to assess a potential contractor or service provider against a variety of criteria during the pre-qualification and selection process to ensure that they can meet the hiring company's standards for performance (e.g. expertise, job quality, availability, risk assessment, audits, and references). This will provide a clear understanding of a potential contractor's capabilities and past performance.

3.2 WHY THIS IS IMPORTANT

Conducting pre-qualification for performance criteria prior to the bidding process ensures that workers are protected by selecting only those contractors who meet acceptable standards. The information drawn from the results of the questionnaires, the scores from evaluations of technical capabilities, and bid price provide an overall measure of the contractor or service provider involved in the selection process. The most important criteria to measure are the quality of the contractor's management systems and the contractor's knowledge in managing potential risks involved in the work. This is an important component in fulfilling the due diligence requirements in the federal and provincial legislation.

3.3 KEY STEPS

Key steps in meeting this objective include the following:

1. Review the contractor or service provider's workforce capabilities, certifications, and qualifications.
2. Evaluate the contractor or service provider's performance (conduct interviews and reference checks).
3. Determine the contractor or service provider's ability to meet performance expectations.
4. Prepare a risk management plan to address contractor or service provider deficiencies.

3.4 GUIDELINES FOR COMPLETING KEY STEPS

This section provides guidance for completing the key steps presented above.

3.4.1 REVIEW CONTRACTOR'S WORKFORCE CAPABILITIES, CERTIFICATIONS AND QUALIFICATIONS

Action: Request that the service provider or contractor provide a written description of their company including its general activities, areas of expertise, length of time in the business, personnel, and experience in the oil and gas industry.

3.4.2 EVALUATE THE CONTRACTOR'S PERFORMANCE

Action: Ask the contractor or service provider to provide relevant information that can be used to evaluate performance with respect to:

- Insurance (e.g. liability, Worker's Compensation Board, automobile)
- Engineering standards
- Emergency preparedness
- Use of management systems
- Health, safety and environmental statistics
- Hazard assessment process
- Previous audits
- Quality control certification

3.4.3 DETERMINE CONTRACTOR'S ABILITY TO MEET PERFORMANCE EXPECTATIONS

Action: Ask the contractor or service provider to provide the following information as part of the bid package:

- Evidence that the contractor or service provider has the appropriate personnel and resources available to complete the proposed work within the timeframe established by your company.
- Information on how the contractor or service provider typically addresses the assessment and management of risk. The response should include information on identifying, prioritizing, mitigating and managing risks especially those types of risk inherent to the work under consideration.
- A description of the hazards and conditions the contractor or service provider would expect to encounter on the job.
- A description of the process the contractor or service provider would take to eliminate or reduce the expected hazards.

- A list of hazardous materials that may be introduced by the contractor or service provider at the work site.
- A statement of commitment that the contractor or service provider will comply with applicable regulatory requirements and conditions of the jurisdiction in which the work will be performed.
- Commitments regarding participation in pre-job meetings and site orientations
- Commitments for ongoing communication during the project concerning hazards identified, site inspections, incidents, and other health, safety and environmental issues.
- Processes for reporting and investigating any incidents that may occur.
- Validate the contractor or service provider’s ability to successfully complete the work.

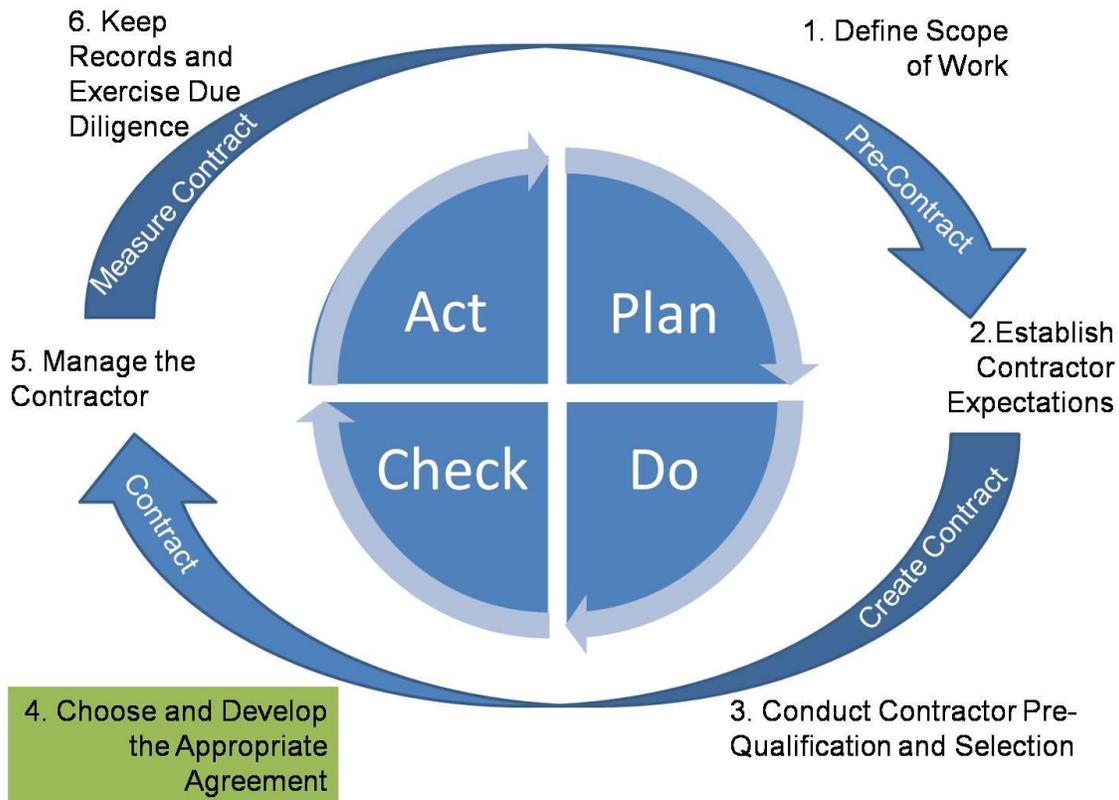
3.4.4 PREPARE A RISK MANAGEMENT PLAN TO ADDRESS CONTRACTOR DEFICIENCIES

Action: For those contractors or service providers who meet most screening criteria but require improvement in some areas of risk management, develop a policy and a plan to identify where and how improvements can be made. Deliver the plan to the proposed contractor or service provider and discuss implementation of identified improvements.

3.5 ACTIONS FOR CONTRACTOR PRE-QUALIFICATION AND SELECTION

ACTION TO TAKE	PREQUALIFICATION AND SELECTION INFORMATION
Review contractor or service provider: <ul style="list-style-type: none"> • Workforce capabilities • Certifications • Qualifications 	
Evaluate contractor or service providers performance - review contractor information regarding: <ul style="list-style-type: none"> • Insurance • Engineering standards • Emergency preparedness • Management systems • Statistics • Hazard assessment process • Previous audits • Quality control 	
Determine contractor or service provider’s ability to meet performance expectations	
Prepare a risk mitigation plan to address contractor or service provider deficiencies	

4.0 Step Four: Choose and Develop the Appropriate Agreement



4.1 OBJECTIVE

The objective of this section is to provide guidance on choosing the most appropriate contract, agreement, or relationship for working with the selected contractor or service provider. This step will assist the hiring company in developing the most appropriate approach to creating legally binding expectations. There are many ways to capture the expectations for contractor or service provider performance. Each hiring company should determine what is appropriate for its own operations.

This section also provides guidance for developing a requirements section of the agreement that outlines the hiring company's expectations of the contractor or service provider.

4.2 WHY THIS IS IMPORTANT

There are many different types of agreements that might be put in place for a specific job. These range from very simple agreements that might be used for short-term, non-technical, low risk jobs, to very complex contracts that would be used for multi-year arrangements for major high-risk projects. Understanding the types of agreement that might be selected for specific types of work will enhance the hiring company's ability to select agreements that work best for each individual project.

The importance of including all of the hiring company's expectations in an explicit way cannot be over-emphasized. Clarity of expectation can also support the demonstration of due diligence. It is important to

think carefully about all requirements that the contractor or service provider is to meet and ensure that they are included within the agreement.

4.3 KEY STEPS

Key steps in choosing and considering the form and content of any agreement include the following:

1. Consider the appropriate agreement relative to the requirements.
2. Understand the types of agreements available for dealing with contractors or service providers.
3. Define the specific content that will be included in the contract.
4. Develop the agreement.

4.4 GUIDELINES FOR COMPLETING KEY STEPS

4.4.1 CONSIDER THE APPROPRIATE AGREEMENT RELATIVE TO REQUIREMENTS

Actions: Be aware that whatever type of agreement is selected, you should do the following:

- Consider if the agreement will be stand alone or become part of another contract.
- Consider how the requirements in the contract will be managed.
- Consider the purpose of the agreement in consultation with the contractor to ensure long-term support of the agreement.
- Consider priorities in relation to other technical and business components of the agreement.
- Consider how authority and responsibilities assigned to contractors or service providers under agreements fit with the hiring company's overall management.
- Consider that this contract will be binding to both parties.
- Consider obtaining a stakeholder and legal review of the agreement.

4.4.2 CHOOSE APPROPRIATE AGREEMENT

Action: Choose the most appropriate type of agreement to use for the contracted work.

TYPE OF AGREEMENT	DESCRIPTION	ADVANTAGES	DISADVANTAGES
Simple Request for Service	In this case, there is no written agreement and the contract is based on verbal commitments to undertake the work. This is obviously the easiest type of agreement to implement, but also offers the least protection to both the operating company and to the contractor. An example of this type of agreement is an emergency request for services when time is at a premium.	Fast and easy to implement	Terms and conditions not clearly stated May be difficult to enforce legally

TYPE OF AGREEMENT	DESCRIPTION	ADVANTAGES	DISADVANTAGES
Master Services Agreement	The purpose of a Master Services Agreement (MSA) is to streamline contract negotiations between companies and contractors. It defines the general relationship between a company and a contractor. It establishes a framework for implementation of more specific purchase or work orders to be implemented.	Detailed document Clearly defines relationship between operator and contractor	May be too detailed for scope of work Long period of negotiation
Purchase / Work Orders	A purchase or work order is a specific agreement entered into by a company and a contractor. It normally includes specific requirements such as equipment schedules, rate schedules, location and work site descriptions or other attachments that the contractor and operator agree to include as part of the work order.	Easy to implement	These agreements are often not filled out completely
Service Agreements	Service Agreements are negotiated agreements that define a common understanding about services, priorities and responsibilities. They normally include information on service elements and management elements.	Detailed document Clearly defines relationship between operator and contractor	May be too detailed for scope of work Long period of negotiation
Alliances / Partnerships / Joint Venture Agreements	An alliance or partnership is an agreement where two parties form a business relationship suitable for a single project or purpose, capital contribution, schedule and structure.	Detailed document Clearly defines relationship between operator and contractor	May be too detailed for scope of work Long period of negotiation

4.4.3 TYPES OF AGREEMENTS

Agreements used in this industry include but are not limited to:

- Design Based Memorandum (DBM)
- Simple Request/Dispatch Request
- Performance Technical Agreement (PTA)
- Consulting Services Agreement (CSA)
- Service Level Agreement (SLA)
- Personal Services Agreement (PSA)
- Contract Operating Agreement
- Master Engineering Services Agreement (MESA)
- CAPP/CAOEC Master Day work and Master Well Servicing Contracts
- PSAC Master Agreement

- CAGC Basic Agreement
- CAGC Guarantee and Postponement,
- CAGC General Services Agreement

4.4.4 DEFINE THE SPECIFIC CONTENT THAT WILL BE INCLUDED IN AN AGREEMENT

Actions: Regardless of the type of agreement that is selected, consider the criteria that will be included. These could include some or all of the following:

- Definitions
- Contracting Procedure
- Supply of / Provision of Equipment, Materials, Supplies and Services
- Drilling / Servicing Methods and Practices
- Reports to be Furnished by the Contractor
- Early Termination of Services and Contractor Compensation
- Take Over
- Payments to Contractor
- Allocation of Risk and Liability / Risk and Loss Indemnity
- Insurance
- Assessments, Liens and Third Party Charges, Withholding Payment, Deductions and Set Off
- Laws, Rules and Regulations
- Force Majeure
- Intellectual Property, Patents, Licenses
- Confidential Information
- Term
- Audit
- Applicable Law
- Exhibits / Schedules
- Equipment to be Provided by the Contractor
- Safety and Performance Summary
- Equipment to be provided by the Designated Party
- Camp and Crew Facilities to be Provided by Designated Party
- Additional Insurance Coverage
- Compensation
- Special Provisions
- Designated Representatives

4.4.5 DEVELOP AN AGREEMENT

A valid agreement must have the following four components:

- An agreement of offer and acceptance
- An exchange of value by both parties
- A legal ability to contract (i.e. authority, age)
- Purpose (legal agreement to do or not do an action)

4.4.6 DEFINE GENERAL ROLES AND RESPONSIBILITIES

Action: Clearly define in the contract the roles and responsibilities that all parties will have during the execution of the work.

4.4.7 IDENTIFY GENERAL EXPECTATIONS

Action: Identify the expectations of both parties regarding the completion of the contracted work, project or tasks.

4.4.8 IN THE AGREEMENT PROVIDE CLEAR HEALTH, SAFETY AND ENVIRONMENTAL RESPONSIBILITIES FOR BOTH PARTIES

Action: Consider the following standard clauses in the agreement. The contractor or service provider's health, safety and environmental responsibilities may include as a minimum the following:

- A requirement to comply with occupational health and safety laws and industry standards – spell out whose safety policies will be followed for the work being done (hiring company or contractor).
- Every employer and service provider has the responsibility to ensure the health and safety of workers present on the work site.
- Employers with 20 or more workers at a work site and work lasting 90 days or more are required to have an HSC.
- Employers or work sites with 5-19 workers and work lasting 90 days or more are required to have a health and safety representative.
- Employers with 20 or more workers must have a written health and safety program.
- A requirement to have the hiring company's permission prior to the hiring of subcontractors.
- A contractor or service provider must ensure all of their employees are aware of their responsibilities according to applicable jurisdiction.
- A requirement for the contractor or service provider to indemnify (reimburse) the hiring company for any and all costs related to a safety violation caused by the contractor or service provider.
- A requirement to cooperate in the event of an injury or incident.
- Responsibilities related to multi-employer or multi-contractor scenarios on the work sites.
- The hiring company and contractor or service provider must ensure that there is a process in place to provide adequate supervision of the work site.

- Employers are responsible for providing competent supervisors, training workers, and preventing violence and harassment in the workplace (physical and psychological harm, which includes sexual and domestic violence).
- The need to provide written work instructions and guidance documents on site.
- Both parties are responsible to ensure that current assessments, checklists and procedures are available for all critical tasks.
- Any party who has equipment under their control that is hazardous to other workers is obligated to immediately implement appropriate hazard controls.
- The hiring company and contractor or service provider must have in place a right to refuse unsafe work processes according to the applicable jurisdiction.
- Emergency response plans must be defined according to applicable jurisdiction.

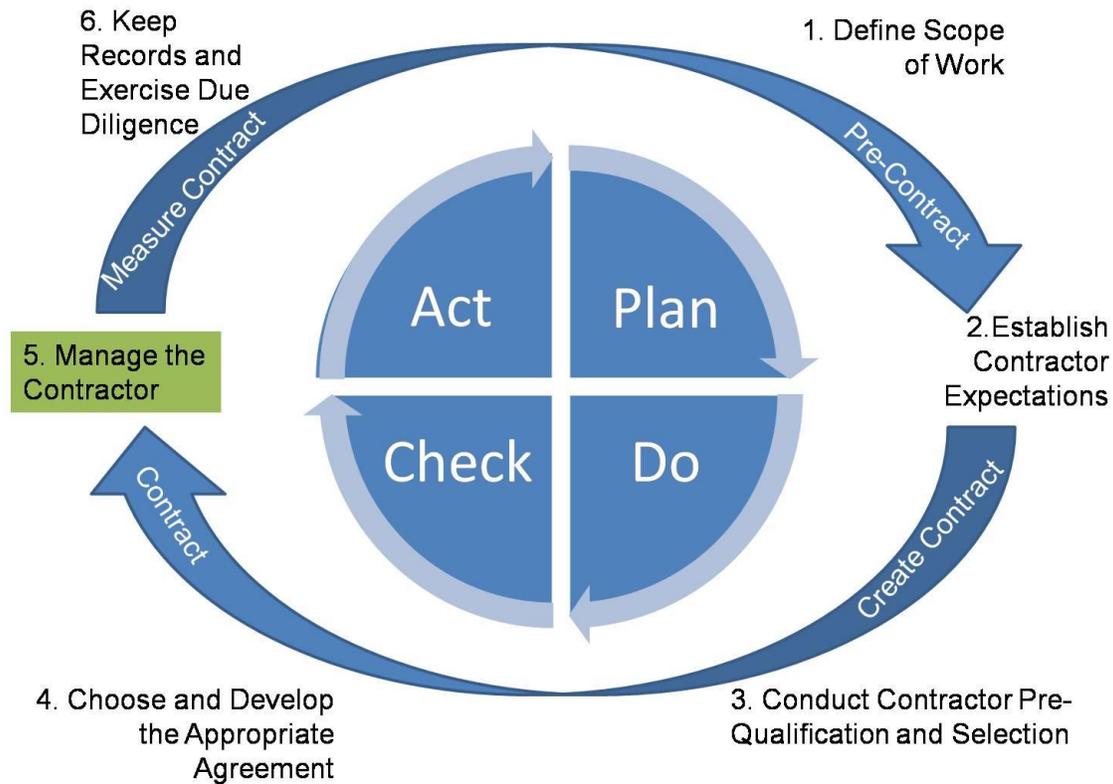
4.4.9 INCLUDE ANY CERTIFICATION AND TRAINING REQUIREMENTS

Action: Include a list of any specific training and certification you would expect a contractor or service provider to have and any ongoing training requirements in the contract.

4.5 ACTIONS TO IMPLEMENT AN APPROPRIATE AGREEMENT

ACTION TO TAKE	APPROPRIATE AGREEMENT INFORMATION
Consider the appropriate agreement relative to requirements	
Choose the most appropriate type of agreement	
Define the specific content to include in the agreement	
Develop an agreement, include: <ul style="list-style-type: none"> • General roles and responsibilities • Expectations • Provide clear responsibilities for both parties • Include any certification and training requirements 	

5.0 Step Five: Manage the Contractor



5.1 OBJECTIVE

The objective of this section is to provide guidance for hiring company representatives interacting with contractors and service providers on work sites. This section covers everything from initial on-site orientations and monitoring contractor or service provider performance to taking steps for improving performance. Consider the following actions based on the complexity of the contract.

5.2 WHY THIS IS IMPORTANT

Arguably the most important part of contractor management is the stage where a hiring company's expectations and the contractor or service provider's ability to meet those expectations become reality. It is important to work with the contractor or service provider to ensure that expectations are met. This includes everything from conducting facility and site orientations, to monitoring performance, to performance reviews. If all steps are carried out effectively, the contractor or service provider will be more likely to meet or exceed expectations. It is very important to provide mechanisms for two-way communication between the hiring company and the contractor or service provider.

5.3 KEY STEPS

Key steps in meeting this objective include the following:

1. Determine supervisor's responsibilities and communicate who is in charge.
2. Define requirements for orientations.
3. Conduct site-specific orientations.
4. Monitor the contractor through:
 - Routine inspections of contractor performance
 - Evaluations
 - Formal audits of the contractor's health, safety and environmental management system
5. Conduct performance reviews and provide feedback.

5.4 GUIDELINES FOR COMPLETING KEY STEPS

5.4.1 DESIGNATE THE SUPERVISOR AND ASSIGN RESPONSIBILITY

Action: Refer to the industry [Supervisor Competency Guideline](#) available from Energy Safety Canada.

5.4.2 DEFINE REQUIREMENTS FOR ORIENTATIONS

Action: There is a legal requirement to communicate working conditions and hazards on site. Take the following actions to establish an orientation process on all work sites:

- Advise all contractors and service providers that they must participate in a site-specific orientation session that includes job scope and hazard identification prior to commencing work at the job site.
- Ensure that the orientation contains:
 - Company specific information.
 - Site-specific information.
 - Required permitting processes.
- Ensure the orientation includes information on the hiring company's health, safety and environmental management system, its rules and expectations, specific procedures that the contractor must follow, emergency response plans, and the specific hazards of the work site.
- Site specific information must be relevant to the conditions at the work location.

5.4.3 CONDUCT SITE-SPECIFIC ORIENTATIONS

Action: Conduct site specific orientations that are effective. The following list provides points for effective orientation on a work site:

- Arrange to have orientations conducted by competent individuals.
- Use two-way communication and gather feedback in the course of on-site orientations to ensure information is understood and agreed upon.
- Schedule site-specific orientations for the first day a new individual joins the work site.
- Have all workers sign an acknowledgement form at the conclusion of the orientation or require the contractor or service provider to sign the pre-job or tailgate meeting form.

- Provide a copy of the signed form (i.e. orientation, pre-job or tailgate) to the contractor or service provider and file the original.
- Suggest that the individual carry the signed acknowledgement at all times on hiring company work sites (e.g. as a wallet card).
- Conduct additional site-specific orientations as required (i.e. as conditions or tasks change).

5.4.4 MONITOR PERFORMANCE TO EXPECTATIONS

Action: Where appropriate consider conducting the following:

- Formal inspections of the work site, and/or

Action: Identify the types and frequency of inspections required to effectively monitor the implementation of the contractor or service provider's various management systems and the contractor or service provider's performance.

- Develop schedules for conducting inspections and review the schedule with the contractor or service providers.
- Clearly define the inspection criteria that will be used during inspections.
- Ensure that inspectors are competent.
- Use a checklist to ensure consistency from inspection to inspection.
- Ensure that all inspections are clearly documented.
- Develop a process to stop work and take action to deal with hazardous non-compliance issues (e.g. unsafe behaviours, unsafe practices, unsafe equipment, situations hazardous to health or safety).
- Workers may refuse to perform dangerous work and are protected from any form of reprisal for exercising this right.
- Workers may be assigned to the work if they are advised of the refusal, reason for it, and made aware of their own right to refuse the work after the employer determines there is not a risk.
- Do not authorize a return to work until the high-hazard issues have been corrected.
- Include a process to take action when contractor non-compliance issues are identified.
- Ensure that the contractor or service provider immediately develops and submits a plan for dealing with non-compliance issues.
- Discuss the plan for correcting non-compliance issues.
- Conduct informal on-site evaluations, and/or

Action: On a regular basis, visit the work site and conduct informal evaluations:

- Ad hoc inspections
- Observations
- Hazard identification
- Project status meetings
- Unscheduled inspections
- Quality control checks
- Enforcement activities
- Assess contractors' on-site program implementation

Action: Conduct audits of the contractor or service provider’s health, safety and environment programs. In developing these audit programs, consider the following:

- Audit contractor or service provider programs to ensure effective implementation and to identify areas requiring improvement.
- Evaluate performance at the end of short-term contracts or on a regular basis for contractors and service providers who are contracted for longer periods.
- Identify areas where poor performance has occurred.
- Identify areas where actions can be taken to improve performance of the contractor or service provider.
- Discuss assessment results with the contractor or service provider and request that they develop action plans to implement recommendations resulting from the assessment.
- Ensure that the results of assessments and audits are available for consideration in subsequent audit processes.

5.4.5 ASSESS PERFORMANCE AND PROVIDE FEEDBACK

Action: Use information gathered during inspections, evaluations and audits to assess performance. Consider the following steps at the end of contracts or at significant points during the contract:

- Ensure non-compliance issues (regulatory and contractual) identified during inspections and audits are discussed as a priority.
- Discuss additional recommendations resulting from inspections and audits with the contractor or service provider.
- Identify areas where all parties can work together to improve performance during the continuation of the contract, or on the next contract.
- Discuss and develop an action plan for dealing with any identified deficiencies.
- Document and monitor the implementation of the action plan to ensure that recommendations are effectively put in place.

5.4.6 TRACK PERFORMANCE ASSESSMENTS

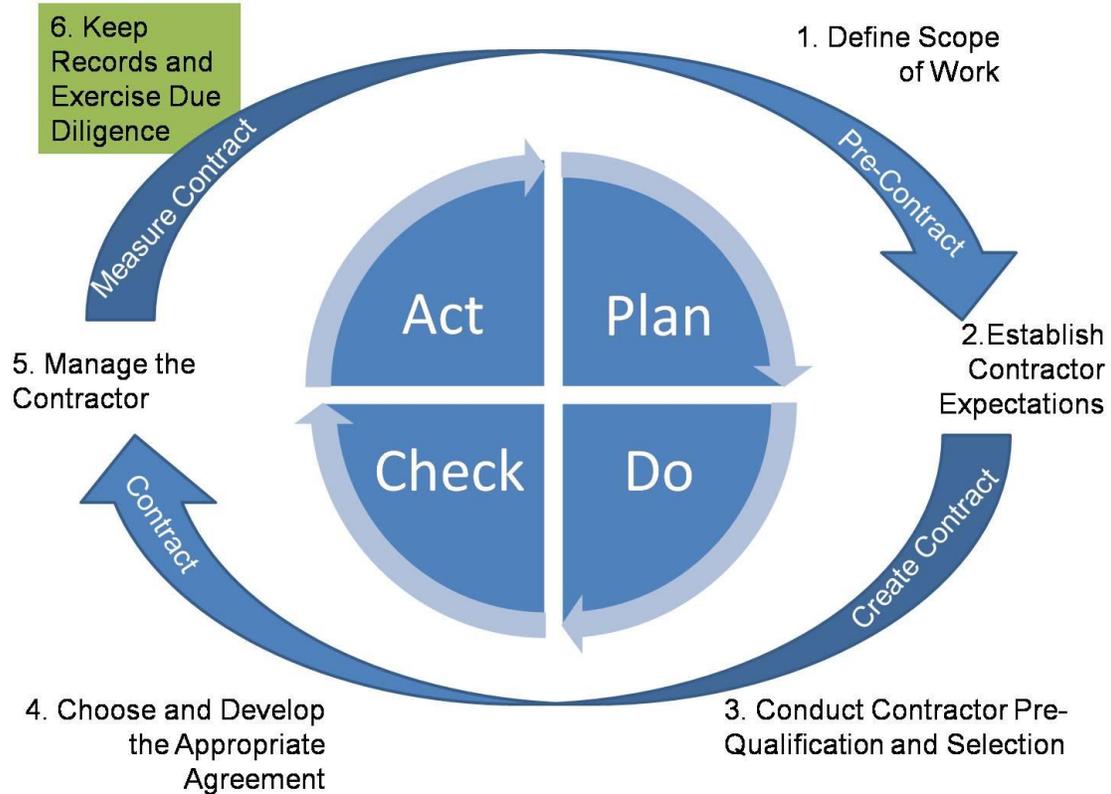
Action: Track performance assessments to ensure consistent communication and ongoing improvement:

- Develop tools for documenting and tracking the performance of contractors or service providers (e.g. spreadsheets and databases designed to effectively document and track trends).
- Compare collected information to established benchmarks, targets or goals for contractor or service provider performance.
- Ensure the collected information is discussed with the contractor or service provider and used as the basis for improving performance.
- Develop and implement a process for implementing corrective actions.
- Provide a means for both parties to communicate and resolve issues that cannot be resolved on site.

5.4.7 ACTIONS TO MANAGE CONTRACTORS

ACTION TO TAKE	MANAGING CONTRACTORS
Identify the supervisor	
Define orientation requirements	
Conduct site specific orientations	
Conduct formal work site inspections	
Conduct informal work site evaluations	
Assess on site implementation of health, safety and environment programs	
Assess performance and provide feedback	
Track performance assessments	

6.0 Step Six: Keep Records and Exercise Due Diligence



6.1 OBJECTIVE

The objective of this section is to provide guidance on the long-term management of contractor or service provider performance, to stress the importance of developing a record keeping process and to exercise due diligence.

6.2 WHY THIS IS IMPORTANT

Developing a record keeping process and maintaining records over time is an important step in exercising due diligence and remaining compliant with regulatory requirements. Furthermore, by keeping accurate records of contractor or service provider performance and feeding that information into a hiring company's contractor management system supports the process of continuous improvement. As data on specific contractors or service providers increases, managers will actively use it to improve the processes of contractor or service provider selection and performance management.

6.3 KEY STEPS

Key steps in meeting this objective include the following:

1. Develop a process for keeping records.
2. Exercise due diligence.

6.4 GUIDELINES FOR COMPLETING KEY STEPS

6.4.1 DEVELOP A PROCESS FOR KEEPING RECORDS

Action: To ensure proper records are kept, consider the following steps:

- Develop a document management process for completed inspections and audits.
- Regularly review and update the documentation process.
- Develop a filing system that allows for easy retrieval of performance data.
- Ensure that employees responsible for hiring contractors or service providers know they are expected to consult performance data in the selection and qualification of contractors or service providers.
- Remove contractors or service providers who are not recommended for rehire from the approved list.
- Provide contractors or service providers with a report on their performance.

6.4.2 EXERCISE DUE DILIGENCE

Action: Keeping records may help to demonstrate due diligence. The following documents can be used to demonstrate due diligence:

Accurate records, including at minimum:

- Contracts, agreements, schedules
- Record of Enforcement
- Hazard identification
- Workers' Compensation Board and other insurance maintained by the contractor
- Competencies and certifications
- Documented performance reviews (i.e. audits and inspections)
- Safety data and reports
- Incident reports and data
- Safety meetings

6.4.3 ACTIONS TO PROVE EXERCISE OF DUE DILIGENCE

ACTIONS	DOCUMENTS AND PROCESS
Develop a process for keeping records	
Keep accurate records of: <ul style="list-style-type: none">• Contracts• Enforcement• Hazard identification and control• Insurance• Certification and competencies• Audits and inspections• Incident reports and investigations• Safety meetings	

APPENDIX A: List of Tools to Assist in Implementation

These tools are available to download and customize in Microsoft Word format on the Energy Safety Canada website at www.EnergySafetyCanada.com.

STEP 1: SCOPE OF WORK

- Contractor Management System Document Table
- Sample Contractor Management Policy
- Contractor Procurement Guideline
- COAA Contractors Health and Safety Management Process Overview
- Vendor Accountability Process
- Risk Matrix
- Contractor Screening Criteria
- Safety Specification for Integrity Critical Services

STEP 2: ESTABLISHING CONTRACTOR EXPECTATIONS

- Project Manager Qualifications
- Project Manager Specifications
- Client Representative Qualifications
- Pre-job Safety Meeting Minutes Template

STEP 3: ESTABLISHING CONTRACTOR EXPECTATIONS

- Contractor EH&S Pre-Qualification
- Contractor Safety Evaluation Checklist
- Contractor Safety Performance Assessment
- Contractor Mitigation Plan
- Vendor Pre-qualification Form

STEP 4: CHOOSING AND DEVELOPING THE APPROPRIATE AGREEMENT

- Instructions for MSSA
- Master Service and Supply Agreement (MSSA)
- Safe Work Agreement

STEP 5: MANAGING CONTRACTORS

- Contractor EHS Performance Evaluation
- General Safety Orientation for Contractors
- Contractor Safety Verification
- Contractor Post Job Evaluation Form
- Contractor Review Form

- Behavioural Observation Sheet
- Contractor Job Evaluation Worksheet
- Project Site Hazard Assessment
- HSE Orientation Checklist
- Contractor EH&S Performance Evaluation Form
- Project Pre-Startup Inspection
- Job Observation Checklist
- Contractor Environment, Health and Safety Evaluation Checklist
- Handover / Turnover Site Conditions/Inspection Report
- Safety Meeting Record
- Work Site Use Agreement
- Safe Work Permit
- Safety Meeting Guidance
- Assessing Consequences for Contractor Safety Performance

STEP 6: KEEPING RECORDS AND EXERCISING DUE DILIGENCE

- Training / Competency Record - Drilling

APPENDIX B: Definitions

LEGAL DEFINITIONS

	OWNER	EMPLOYER	SUPPLIER
<p>British Columbia</p> <p>Additional definitions can be found in the BCOHSR that may affect entities, depending on the nature of their operations. We have analyzed the BCWCA and part 23, "oil and gas" of the BCOHSR.</p>	<p>"owner" includes</p> <p>(a) a trustee, receiver, mortgagee in possession, tenant, lessee, licensee or occupier of any lands or premises used or to be used as a workplace, and</p> <p>(b) a person who acts for or on behalf of an owner as an agent or delegate.</p> <p style="text-align: right;"><i>BCWCA s. 106</i></p> <p><i>There are definitions for "owners" found in parts of the BCOHSR, other than Part 23, Oil and Gas, which we have not analyzed.</i></p>	<p>s.1 "employer" includes every person having in their service under a contract of hiring or apprenticeship, written or oral, express or implied, a person engaged in work in or about an industry.</p> <p>s.106 "employer" means</p> <p>(a) an employer as defined in section 1,</p> <p>(b) a person who is deemed to be an employer under Part 1 of the regulations under that Part, and</p> <p>(c) the owner and the master of a fishing vessel for which there is crew to whom Part 1 applies as if the crew were workers, but does not include a person exempted from the application of this Part by order of the Board.</p> <p style="text-align: right;"><i>BCWCA ss. 1, 106</i></p>	<p>"supplier" means a person who manufactures, supplies, sells, leases, distributes, erects or installs</p> <p>(a) any tool, equipment, machine, device, or</p> <p>(b) any biological, chemical or physical agent to be used by a worker.</p> <p style="text-align: right;"><i>BCWCA s. 106</i></p>
<p>Alberta</p>	<p>"owner" means the person who is registered under the Land Titles Act as the owner of the land on which work is being carried out or may be carried out, or the person who enters into an agreement with the owner to be responsible for meeting the owner's obligations under this Act, the regulations and the OHS code, but does not include a person who occupies land or premises used as a private residence unless a business,</p>	<p>"employer" means</p> <p>(i) a person who employs or engages one or more workers, including a person who employs or engages workers from a temporary staffing agency,</p> <p>(ii) a person designated by an employer as the employer's representative, or</p> <p>(iii) a director or officer of a corporation or a person employed by the employer who oversees the occupational health and safety of the workers</p>	<p>"supplier" means a person who sells, rents, leases, erects, installs or provides any equipment or who sells or otherwise provides any harmful substance or explosive to be used by a worker in respect of any occupation, project or work site;</p> <p style="text-align: right;"><i>AB Bill 30</i></p>

	OWNER	EMPLOYER	SUPPLIER
	trade or profession is carried on in that premises <i>AB Bill 30</i>	employed by the corporation or employer; <i>AB Bill 30</i>	
Saskatchewan	"owner" includes: (i) a trustee, receiver, mortgagee in possession, tenant, lessee or occupier of any lands or premises used or to be used as a place of employment; and (ii) any person who acts for or on behalf of a person mentioned in subclause (i) as that person's agent or delegate. <i>SEA, s. 3-1(1)(t)</i>	"employer" means subject to section 3-29, a person, firm, association or body that has, in connection with the operation of a place of employment, one or more workers in the service of the person, firm, association or body. <i>SEA, s. 3-1(1)(j)</i>	"supplier" means, unless otherwise stated, a person who supplies, sells, offers or exposes for sale, leases, distributes or installs any biological substance or chemical substance or any plant to be used at a place of employment. <i>SEA, s. 3-1(1)(ee)</i>
Manitoba	"owner", in relation to any land or premises used or to be used as a workplace, includes (a) a trustee, receiver, mortgagee in possession, tenant, lessee or occupier of the land or premises, and (b) a person who acts as an agent or delegate of a person mentioned in clause (a), but does not include a person who occupies premises used as a private residence, unless that person carries on a business, profession or trade at that residence. <i>MBWSHA s. 1</i>	"employer" includes (a) every person who, by himself or his agent or representative employs or engages one or more workers, and (b) the Crown and every agency of the government. <i>MBWSHA s. 1</i>	"supplier" means a person who supplies, sells, leases, installs or provides (a) any tool, equipment, machine or device, or (b) any biological substance or chemical substance, to be used in a workplace. <i>MBWSHA s. 1</i>

CONTRACTOR	PRIME CONTRACTOR	SUPERVISOR
<p>British Columbia</p>	<p>s. 106 "prime contractor" means the prime contractor for a workplace within the meaning of section 118.</p> <p>s. 118(1) "prime contractor" means, in relation to a multiple-employer workplace,</p> <p>(a) the directing contractor, employer or other person who enters into a written agreement with the owner of that workplace to be the prime contractor for the purposes of this Part, or</p> <p>(b) if there is no agreement referred to in paragraph (a), the owner of the workplace.</p> <p style="text-align: right;"><i>BCWCA ss. 106, 118(1)</i></p>	<p>"supervisor" means a person who instructs, directs and controls workers in the performance of their duties.</p> <p style="text-align: right;"><i>BCOHS Regulation, s.</i></p>
<p>Alberta</p> <p>"contractor" means a person, partnership or group of persons who, through a contract, an agreement or ownership, directs the activities of one or more employers or self-employed persons involved in work at a work site;</p> <p style="text-align: right;"><i>AB Bill 30</i></p>	<p>"prime contractor" means the prime contractor for a work site referred to in section 10;</p> <p>10(1) Every construction and oil and gas work site or a work site designated by a Director must have a prime contractor if there are 2 or more employers or self-employed persons, or one or more employers and one or more self-employed persons involved in work at the work site. (2) The person in control of the work site shall designate in writing a person as the prime contractor of the work site. (3) The name of the prime contractor must be posted in a conspicuous place at the work site. (4) If the person in control of the work site fails to designate a person as the prime contractor as required in subsection (2), the person in control of the work site is deemed to be the prime contractor.</p> <p style="text-align: right;"><i>ABOHSO ss. 1(x), 3(2)</i></p>	<p>(tt) "supervisor" means a person who has charge of a work site or authority over a worker;</p> <p style="text-align: right;"><i>AB Bill 30</i></p>

	CONTRACTOR	PRIME CONTRACTOR	SUPERVISOR
Saskatchewan	<p>s. 3-1(1)(g) "contractor" means a person who, or a partnership or group of persons that, pursuant to one or more contracts:</p> <ul style="list-style-type: none"> (i) directs the activities of one or more employers or self-employed persons involved in work at a place of employment; or (ii) subject to subsection (3), retains an employer or self-employed person to perform work at a place of employment. <p>s.3-1(3) For the purposes of subclause (1)(g)(ii), a person, partnership or group of persons is considered to be a contractor only if that person, partnership or group of persons knows or ought reasonably to know the provisions of this Part and the regulations made pursuant to this Part respecting the work or the place of employment at the time of retaining the employer or self-employed person to perform work at a place of employment.</p> <p style="text-align: right;"><i>SEA, ss. 3-1(1)(g), 3-1(3)</i></p>	<p>SEA, s. 3-1(1)(y) "prime contractor" means the person who is the prime contractor in accordance with section 3-13.</p> <p><i>SEA, 3-13 (2) The prime contractor for a worksite mentioned in subsection (1) is to be determined in the prescribed manner. SK PC Regulation, 3(2) If a worksite is a required worksite, the prime contractor is: (a) the contractor, employer or other person who enters into a written agreement with the owner of the worksite to be the prime contractor; or (b) if no agreement mentioned in clause (a) has been made or is in force, the owner of the worksite.</i></p> <p style="text-align: right;"><i>SEA, ss. 3-1(1)(y), 3-13(2) and SK PC Regulation, s. 3(2)</i></p>	<p>"supervisor" means an individual who is authorized by an employer to oversee or direct the work of the employer's worker.</p> <p style="text-align: right;"><i>SEA, s. 3-1(1)(dd)</i></p>
Manitoba	<p>"contractor" means a person who, pursuant to one or more contracts, directs the activities of one or more employers or self-employed persons involved in work at a workplace.</p> <p style="text-align: right;"><i>MBWSHA s. 1</i></p>	<p>s. 1 "prime contractor" means the prime contractor for a construction project referred to in section 7.</p> <p>s. 7(2) The prime contractor for a construction project is</p> <ul style="list-style-type: none"> (a) the person who enters into a contract to serve as the prime contractor with the owner of the construction project site; or (b) if there is no contract referred to in clause (a), or if that contract is not in effect, the owner of the construction project site. <p style="text-align: right;"><i>MBWSA ss. 1, 7(2)</i></p>	<p>"supervisor" means a person who has charge of a workplace or authority over a worker.</p> <p style="text-align: right;"><i>MBWSHA s. 1</i></p>

WORKER

British Columbia

s. 1 "worker" includes

(a) a person who has entered into or works under a contract of service or apprenticeship, written or oral, express or implied, whether by way of manual labour or otherwise;

(b) a person who is a learner, although not under a contract of service or apprenticeship, who becomes subject to the hazards of an industry within the scope of Part 1 for the purpose of undergoing training or probationary work specified or stipulated by the employer as a preliminary to employment;

(c) a member of a fire brigade or an ambulance driver or attendant working with or without remuneration, when serving

(i) a municipality, a regional district, an urban area, an improvement district, a board of school trustees, a francophone education authority as defined in the School Act, a library board or a parks board, or

(ii) a board or commission having the management or conduct of work or services on behalf of any of the bodies in subparagraph (i);

(d) in respect of the industry of mining, a person while the person is actually engaged in taking or attending a course of training or instruction in mine rescue work under the direction or with the written approval of an employer in whose employment the person is employed as a worker in that industry, or while, with the knowledge and consent of an employer in that industry, either express or implied, he or she is actually engaged in rescuing or protecting or attempting to rescue or protect life or property in the case of an explosion or accident which endangers either life or property in a mine, and this irrespective of whether during the time of his or her being so engaged the person is entitled to receive wages from the employer, or from any employer, or is performing the work or service as a volunteer;

(e) further, in respect of the industry of mining, a person while he or she is engaged as a member of the inspection committee, appointed or elected by the workers in the mine, to inspect the mine on behalf of the workers;

(f) an independent operator admitted by the Board under section 2 (2); and

(g) a person deemed by the Board to be a worker under section

3 (6). s.106 "worker" means

(a) a worker as defined in section 1, and

(b) a person who is deemed to be a worker under Part 1 or the regulations under that Part, or to whom that Part applies as if the person were a worker

but does not include a person exempted from the application of this Part by order of the Board.

BCWCA ss. 1, 106

WORKER

Alberta

(aaa) “worker” means a person engaged in an occupation, including a person who performs or supplies services for no monetary compensation for an organization or employer and, for greater certainty, includes a self-employed person, but does not include (i) a student in learning activities conducted by or within an educational institution for which no compensation is paid to the student, or (ii) except for the purpose of section 5(a) and (b), the following persons engaged in a farming and ranching operation specified in the regulations or the OHS code: (A) a person to whom no wages, as defined in the Employment Standards Code, are paid for the performance of farming or ranching work;

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(B) a person referred to in clause (hh)(i)(B)(I) to (IV) to whom wages, as defined in the Employment Standards Code, are paid for the performance of farming or ranching work;

AB Bill 30

Saskatchewan

“worker” means:

(i) an individual, including a supervisor, who is engaged in the service of an employer; or

(ii) a member of a prescribed category of individuals;

but does not include an inmate, as defined in The Correctional Services Act, 2012, of a correctional facility as defined in that Act and who is participating in a work project or rehabilitation program within the correctional facility.

SEA, s. 3-1(1)(gg)

Manitoba

“worker” includes

(a) any person who is employed by an employer to perform a service whether for gain or reward, or hope of gain or reward or not,

(b) any person engaged by another person to perform services, whether under a contract of employment or not

(i) who performs work or services for another person for compensation or reward on such terms and conditions that he is, in relation to that person, in a position of economic dependence upon that person more closely resembling the relationship of any employee than that of an independent contractor, and

(ii) who works or performs services in a workplace which is owned or operated by the person who engages him to perform services,

(c) any person undergoing training or serving an apprenticeship at an educational institution or at any other place.

MBWSHA s. 1

OTHER DEFINITIONS

Critical Job/Task Inventory List: A comprehensive list of critical jobs/tasks produced from a systematic survey of all jobs/tasks in the department. The list should include a statement of the criteria used to identify "a critical job/task". <<Industry Recommended Practice (IRP) 16>>

Directive: Mandatory requirements and/or rules established by a high-level regulatory body, designed to ensure compliance with an applicable policy (or policies).

Guideline: Non-mandatory, supplemental information about acceptable methods for implementing requirements found in directives, processes, procedures, or work instructions.

Procedure: A written, approved specification for execution of some activity—often composed of steps, using established methods or forms—designed to achieve a uniform approach to compliance with applicable policies or directives.

Practice: Local (directorate, divisional, departmental) adaptation for carrying out directives and procedures.

Process: A process is a series of inter-related activities that result in an outcome. Several procedures reflect a process.

Work Instruction: Work Instructions are step-by-step instructions for the accomplishment of a task by one person and are retained in the department or unit where the work is performed. Work Instructions are often referred to as Desk Procedures, Task Outlines or SOPs (Standard Operating Procedures).

APPENDIX C: Other Resources

Alberta Bill 30: An Act to Protect the Health and Well-being of Working Albertans, June 2018.

American Petroleum Institute (2007). *Contractor Safety Management for Oil and Gas Drilling and Production Operations Recommended Practice 76* 2nd ed. Washington DC: API.

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International Association of Oil and Gas Producers (1994). *Guidelines for the Development and Application of Health, Safety, and Environmental Management Systems*. London: OGP.

International Association of Oil and Gas Producers (1993). *Guidelines on Permit to Work (P.T.W.) Systems*. London: OGP.

International Association of Oil and Gas Producers (1990). *Checklist for an Audit of Safety Management*. London: OGP.

Institute of Occupational Safety and Health (2003). *Systems in Focus*. Wigston: IOSH.

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Institute of Occupational Safety and Health (2001). *Professionals in Partnership - Guidance on Occupational Health*. Wigston: IOSH.

Petroleum Services Association of Canada (2005). *Master Services Agreement*. Calgary: PSAC.

Saskatchewan Occupational Health and Safety Act (1993) p1. Regina: Queens Printer.

Saskatchewan Occupational Health and Safety Regulation (1996). Regina: Queens Printer.

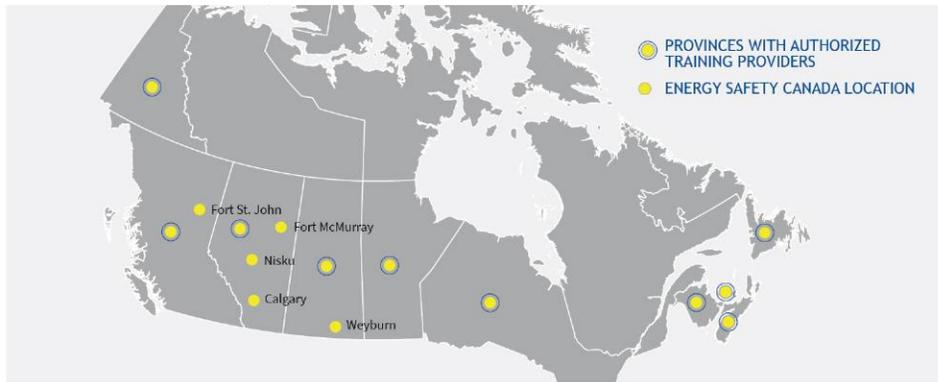
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SAFETY DOESN'T CLOCK IN AND IT DOESN'T PUNCH OUT. IT'S 24/7.

ENERGY SAFETY CANADA'S SERVICES:

- Virtual training
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