SUBCONTRACTOR MANAGEMENT

1. PLANNING

PROJECT PLAN AND RISK REGISTER REVIEW

The Project Management Plan and Project Risk Register (OHS and/or Environmental), must be reviewed by the site team to:

- Review the construction program and other construction information (i.e. site plans, elevations, traffic requirements etc.)
- Review identified risks/hazards and control measures.
- Identification of any work activities to be completed by contractors who are not contracted to ADCO (e.g. racking in Bunnings).

The information reviewed will assist with subcontractor SWMS reviews and site activity management.

Refer to Procedure: Performance Management for additional information.

CONTRACTED SUBCONTRACTORS

Performance review

When selecting subcontract companies, Estimators, Project Managers and Contracts Administrators should:

- Obtain information on safety performance from the subcontractor (e.g. incident statistics, safety management systems, certification to Australian Standards).
- Review subcontractor performance data collated in JobPac.

Refer to Procedure: Performance Management for additional information.

Other information

Other relevant information relating to work activity must be provided to the subcontractor at tender / prior to commencement. Information includes, but is not limited to:

- Contamination reports (e.g. asbestos, acid sulphate).
- Geotech reports (e.g. for placement of scaffold, operation of plant).
- Regulatory requirements.
- Client requirements (e.g. working in client areas, client rules).
- PPE requirements.
- Project Risk Register (developed by ADCO).

Refer to Procedure: Performance Management for additional information.

Pre-award

Prior to the award of a subcontract, the Contacts Administrator and/or Project Manager must inform subcontractors of ADCO’s S&E requirements. This can be achieved by discussion and provision of the Contractor S&E Requirements booklet which must also be attached as an Annexure to the Subcontract Agreement. A copy of the information should also be provided via Aconex.

NON CONTRACTED CONTRACTORS

Contractors who are not contracted to ADCO (i.e. engaged by the Client) must comply with the requirements noted in the Contractor S&E Requirements booklet.

The booklet must be supplied to the Client for issue to their Contractors.

NOTE: Refer to “Non contracted contractors SWMS review” in the following section for additional information.
2. ACTIVITY MANAGEMENT

SWMS REVIEW

Prior to starting any construction work, subcontract companies must provide work activity relevant Safe Work Method Statements (SWMS) to ADCO for review and approval.

NO APPROVED DOCUMENTATION – NO START

Reviewer

S&E Adviser and/or Site Manager.

Review time frames

| Submission | Documentation must be provided to ADCO (Site Manager / S&E Adviser) at least 7 working days prior to the intended start date. |
| Initial Review | The Site Manager and/or S&E Adviser must review the documentation within 2 working days of receiving the documentation. |
| Additional requirements | Additional documentation/information must be provided by the Subcontractor to ADCO within 48 hours (2 working days) of being advised of the requirements. |

Additional review

Any additional documentation supplied by the subcontractor must be reviewed within 2 working days of receiving the documentation.

Content

SWMS must (at a minimum) include:

- A description of the work activity.
- Details of Plant or substances to be used to complete the work activity.
- Risks and controls measures for the work activity.
- Emergency management procedures for high risk activities.
- Details of who is responsible for managing the work activity and the controls.

Review process

Record receipt of the documentation in the Register – Subcontractor Documentation.

PART A of the SWMS Review form is used for:

- Recording a company name.
- Details of the initial SWMS received (TITLE, SWMS REV No.)
- Dates that follow up documentation is received. (DATES DOCUMENTATION RECEIVED)
- Review dates and the status of each review. (REVIEW DATE, DOCUMENT STATUS)
- Approval date and final SWMS reference. (DATE APPROVED, FINAL)
- Details of any communications. (REVIEW COMMUNICATIONS)
- Review details. (NAME, POSITION)

PART B of the SWMS Review form is used for reviewing supplied documentation against defined criteria.

To complete this section:

a) Review the documentation against the criteria listed.

b) Where an X is placed in the “N” column, a brief comment explaining what information is required should be placed in the COMMENTS column.

If additional information is required from the subcontractor, the requirement must be noted in an email to the subcontractor. Note any communication information in REVIEW COMMUNICATIONS.

Review status

Assess whether the supplied documentation is:
APPROVED (A) | APPROVED SUBJECT TO (PA) - provision of additional information | NOT APPROVED (NO)
---|---|---
Enough detail for the work activity. Has an X placed in the Y column of all issues marked with an M. | Requires additional information which must be supplied prior to or at the start of work. Has an X placed in the Y column of the majority of issues marked with an M. | Insufficient detail for the work activity. Has an X placed in the N column of the majority of issues marked with an M.

Register updates
Update the Register – Subcontractor Documentation.

- Place the date of review in REVIEW DATES column.
- Complete the REVIEW STATUS.
- Enter any communication information into TRANSMITTAL column.
- Note any comments in the COMMENTS column.

Final
Repeat the actions above until the document is fully approved.

NON CONTRACTED CONTRACTORS SWMS REVIEW
Contractors engaged by others (e.g. the Client or as a 3rd party to an ADCO subcontractor) are required to provide SWMS and any other required documentation, to ADCO for review and approval at least 10 days prior to starting on site.

The 3rd party’s contractors work methodology can be:
- Incorporated into the ADCO subcontractors SWMS (i.e. they sign into the ADCO subcontractor documentation); or
- Supplied with / by the ADCO subcontractors SWMS (i.e. attached to the ADCO subcontractor documentation).

3rd party contractor documentation will be reviewed / assessed by ADCO per the SWMS review process noted above. Compliance requirements (e.g. per the SWMS review) will only be communicated to the ADCO subcontractor. It is the responsibility of the ADCO subcontractor to ensure that their contractors comply with ADCO requirements.

NO APPROVED DOCUMENTATION – NO START
Refer to the Contractor S&E Requirements booklet for additional information.

CONTRACTOR NON-COMPLIANCE
If a subcontractor fails (after several attempts at communication), to provide the required documentation the issue must be referred to the Project Manager and SHE Manager for intervention.

Refer to Procedure: Performance Management – compliance management section – for additional information.

INDUCTION
The Site Manager / S&E Adviser must ensure that all workers have completed a site induction prior to starting any construction work.

Refer to Procedure: Consultation for additional information.

CHECKLISTS AND PERMITS
Before the start of high risk work, the following must be completed by the Site Manager and/or S&E Adviser together with a competent person from the subcontract company:
- Completion of a relevant Checklist. (Refer to information noted in each Procedure.)
- Completion of an Authority to Work Permit. (Refer to Procedure: Permit Management for additional information.)
- Completion of a relevant Checklist for Plant operations. (Refer to Procedure: Operating Plant (mobile plant) and Procedure: Static Plant for additional information.)
MONITORING

REGULAR VISUAL INSPECTIONS

Daily and on-going inspections of work areas, Plant, work practices (etc.) must be completed by the Site Manager and/or S&E Adviser. Monitoring includes, but is not limited to:

- Ensuring that only inducted personnel are working on site.
- Ensuring that only competent personnel are completing work activities.
- Verification that personnel are working in accordance with an approved SWMS.
- Verification that required risk control measures (e.g. Permits, exclusion zones, air monitoring, Plant use, waste management, etc.) are in place and are suitable for the work activity.

WORK ACTIVITY REVIEW

Subcontractor work activities (high risk work) must be regularly reviewed by the project team (Project Manager, Site Manager and S&E Adviser) against approved documentation (e.g. SWMS, ATWP’s) and noted in Part B of the Weekly Site Inspection.

Frequency

Over the period of a week.

Process

1. Identify which activity/risk will be reviewed. (e.g. working at height, plant operations, etc.).

2. Identify which subcontractor/s or ADCO personnel will be reviewed. List the name of the subcontractor/s or ADCO personnel reviewed. (COMPANY NAME)

3. Note the Date when the review was completed. (DATE OF REVIEW)

4. Review actual site work activity against approved the SWMS. Record the observations onto the form. (COMMENTS)

5. Determine whether the activity is being completed in a “Compliant” (C) or “Not Compliant” (NC) manner. (COMPLIANT?)
   
   This must occur for both “Compliant” (C) and “Not Compliant” activities.

6. Where corrective action is required (NC), record the required action (PROPOSED ACTION) and the proposed completion date. (REQUIRED ACTION DATE).

7. Where corrective action is required by a subcontractor / ADCO, a Site Instruction should be issued to the subcontractor advising of the non-compliance, corrective action and the required completion date.

3. ACTIVITY COMPLETION

DOCUMENTATION

Information on subcontractor compliance (etc.) is required to be noted in the relevant section of the Weekly Site Inspection. The completed form must be attached by the Site Manager to the Site Report submitted on the Monday following each week.

Refer to the User Guide – Site Reports for information on completion and submission of Site Reports.

WORK AREA REVIEW

When

At completion of work activities in the area for which the ATWP was issued.

By whom

Site Manager and/or S&E Adviser and the subcontractor supervisor.

Review

Inspect the work environment to ensure that the work activity is complete and no further hazards / risks exist.

Evidence

Observations (e.g. notation and photos) should be recorded in the Weekly Site Inspection.

DOCUMENTATION CLOSE OUT

After completion of the work activity for a permit area, the Site Manager and/or S&E Adviser are required to close out the ATWP.