



Best Practice Quick Guide

Contractor Safety Management

Because international companies perform work around the world, using contracted and temporary employees presents unique challenges to maintaining a safe work environment. Preliminary research from the Campbell Institute identified some of the best practices for managing contractor safety – from the vetting process to post-work evaluation.

Considerations for hire

One common-sense practice for evaluating a contractor during the bidding process is to look at the contractor's lagging safety statistics, such as incident rate (TRIR), Experience Modification Rate (EMR), days away from work, fatality rate and OSHA recordables. Evaluating these numbers is a good way to determine how well a contractor has historically protected the safety and wellbeing of its employees. All surveyed organizations* analyzed a contractor's lagging safety metrics as part of the vetting stage.

In addition to lagging metrics, NASA also considers some leading indicators, such as participation in safety and health conferences and tracking of workplace inspections.

The majority of organizations in the study had some sort of internal scale or checklist on which a contractor must earn a "passing grade" to be approved for work. This type of assessment is often based on a prequalification questionnaire and a scoring of several safety-related programs and factors.

For example, Fluor rates each contractor's evaluation as satisfactory, satisfactory with a corrective action plan or unsatisfactory based on a contractor's safety statistics, level of incident reporting, EHS policy and other factors. Similarly, Cummins' Contractor Safety Performance Metric assesses contractors on their safety and health history, proof of licenses and documented safety policies.

Takeaways:

- Contractor and temporary worker safety issues present unique challenges.
- Employers should evaluate contractor's lagging metrics and leading indicators during the bidding process.
- Assessments are a common and useful tool to measure contractor safety, requiring a "passing grade" for hire.
- Out of 10 surveyed Campbell Institute organizations, all required safety orientations, certificates & licenses, proof of training and mandated assessments.
- Contractor and temporary worker safety is best managed when aligned with management.

All Campbell organizations in the study require:

1. Safety orientation or training of contractors - many provide this on site.
2. Certificates and licenses for specific types of work - some offer this specialized training to contract employees. For many organizations, a safety orientation is the first thing contractors receive when arriving at a worksite and is mandatory before beginning any work. At Chevron, all contractors must complete an orientation session that consists of stop-work authority, incident reporting and safe work practices among other requirements.
3. Proof of specialized training in confined space entry or forklift operation where applicable. At USG and Schneider Electric, contractors must offer training in several areas including personal protective equipment and lockout-tagout.
4. Mandated periodic assessments during the time of the contracted work. These assessments varied from daily checklists and safety talks to weekly walkthroughs and monthly/yearly assessments. Georgia-Pacific deploys a worker for daily informal inspections with formal inspections conducted weekly.

At Firmenich, field supervisors and foremen conduct weekly compliance reviews, and toolbox meetings are required for projects lasting longer than one week. U.S. Steel requires daily inspections of contractors along with a completed Pre-Task Safety Plan. If the total number of contract employees equals or exceeds 50, the contractor must provide a full-time safety person to oversee project safety.

World-class companies like Campbell Institute members feel responsible for the health and safety of everyone working on their sites and projects, which is why they can be relied upon for best practices in the safety management of contractors and temporary employees. Aligning the safety expectations and practices of contractors and owners is the surest way to protect workers and keep worksites incident-free.

**Ten participating organizations*

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