



1.0 INTRODUCTION

This standard provides NB Power employees with the necessary means to manage contractor safety via; appropriate selection, oversight, controls and performance evaluation in order to ensure the safety of all workers, the public and the environment. It is understood that public bids must be open to all qualified contractors. This standard permits NB Power to manage the risks associated with contractors working on behalf of NB Power. Ultimately, the goal is the prevention of injuries and illnesses as well as other safety or environmental incidents that could result from the activities of contractors or sub-contractors working on behalf of the company.

The minimum requirements documented within this standard are in addition to, and intended to supplement all other applicable laws, rules, and regulations. Contract companies must maintain their own Health, Safety and Environmental (HSE) programs, as well as policies and procedures that meet the requirements of the New Brunswick Occupational Health & Safety Act and pursuant general regulation 91-191 and that of NB Power's HSEE Management System unless otherwise provided a variance to utilize NB Power's HSE program through an NB Power small contractor written program variance. Contract companies must ensure a safe working environment for their employees and provide the appropriate supervision of workers that they employ.

NB Power has three (3) HSEE work classifications when hiring contracted services. Tier 1 (high risk); Tier 2 (medium risk); and Tier 3 (low risk).

2.0 SCOPE

The processes described within this procedure apply to all contractors performing Tier 1 (high risk) work on behalf of NB Power. Tier 1 work is when the risk of occupational injury or illness from hazardous substances or other conditions known to be associated with the type of activity to be performed. Contracts that fit into Tier 1 classification require detailed work planning, hazard identification & controls, and NB Power oversight.

Note: This standard is not intended to manage suppliers.

The minimum requirements for all contractors regardless of work Tier is to receive an NB Power orientation and utilize the Tailboard Conference / Pre-job Brief prior to starting any work. If the contract involves being physically present at an NB Power work location, records of the contractors training and qualification must be acquired and reviewed by NB Power prior to the commencement of the work.

3.0 REFERENCES

Document Number	Document Name
91-191	Occupational Health & Safety Act NB General Regulation
2016-6	Workplace Hazardous Material Information System
92-133	Code of Practice for Working Alone
2007-33	Training and Designated Trades
2004-130	First Aid
(S.N.B. 1997, c. C-5.2)	Clean Air Act of New Brunswick
(R.S.N.B. 1973, c. C-6)	Clean Environment Act of New Brunswick
(S.N.B. 1989, c. C-6.1)	Clean Water Act of New Brunswick
NB 2014	Procurement Act of New Brunswick

Health & Safety Standards



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Title:
Contractor Safety Management

	Crown Construction Act of New Brunswick
HSEE-03-01	Hazard Identification, Assessment & Mitigation for Completing a Job Hazard Analysis (JHA)
HSEE-03-03	Incident Reporting, Notification and Investigation Standard
HSEE-03-52	Field Safety Observation Program
Applicable from / E-form	PLNGS Form Field Observation E-Form Contractor Observation Form (Appendix F)
Incident Report E-Form	Health & Safety Incident Report (145)
Form #546	Contractor Recognition Award
SDP-01368-PD09	Providing Oversight to Supplemental Personnel (PLNGS)
Form #547	Contractor Exemption from ISN Registration
EX-6000-001-FR002	Kickoff Meeting Agenda (Corporate PMO)
EX-6000-001-FR001	EX-7000-001-FR001 Switchyards, Substations and Terminals
EX-7000-001-FR002	EX-7000-001-FR002 Generating Stations and Facilities
EX-7000-001-FR003	EX-7000-001-FR003 Transmission Lines and Right of Ways
EX-7000-001-FR011	EX-7000-001-FR011 Permit Coordinator
Vendor Performance Program	Service Performance Evaluation -
Form # 368	Contractor Questionnaire
Form # 406	Contractor Observation Form
Form # 409	Kick-Off Meeting Template
Form # 530	Contractor Safe Work Plan
Form # 544	Contract Risk / Responsibility Assessment
Form # 545	Contractor Safety Performance
Form # 546	Contractor Recognition
Form # 547	Contractor Exemption from ISN Registration
Form # 548	Request for Contractor Grade Variance
Form # 647	Contractor Safety Report
NBPower.com	Contractor Orientation Video via ISN



4.0 TERMS AND DEFINITIONS

Challenge Meeting	<p>A stakeholder meeting between NB Power and the Contractor to discuss the upcoming work activities, hazards, controls, roles and responsibilities, including oversight, as well as any particular milestones and timelines associated with the project execution.</p> <p>Challenge meetings are strongly recommended for every project, especially those involving hazardous work, infrequently performed tasks, or complex tasks with high coordination efforts.</p>
Contractor	Individual, company or organization engaged by NB Power (other than an employee) to carry out work or to provide a service who are not NB Power employees.
Employee in Charge of Contractors	The NB Power person providing supervision, oversight, or instruction to contractor workers.
Exceptional Circumstances	<p>NB Power represents critical infrastructure for the province of NB.</p> <p>Exceptional circumstance is undertaken to restore power to communities affected by floods, snow/ice storms, hurricanes or other conditions that cause power outages. The most common are:</p> <ul style="list-style-type: none"> • major storms or weather events that impact multiple customers • outages with a high impact to customers • emergent plant outage issues
Hazardous Work	Refers to work where the risk of occupational injury or illness from hazardous substances or other hazardous conditions is known to be associated with the type of activity to be performed.
Safe Work Plan	A Safe Work Plan is a detailed document which outlines the scope of work, identified hazards, implemented controls, as well as any training requirements, roles, and responsibilities. This can come in the form of a Job Hazard Analysis as well.
Sub-Contractors	Individuals, companies, or organizations employed to undertake work, for gain or reward, by and on behalf of the contractor engaged by NB Power.
Third Party Vendor	NB Power has incorporated ISN Contractor Management as part of the evolving safety standards and records management program. Reference to the third-party vendor in terms of contractor safety management is ISN

5.0 **ROLES AND RESPONSIBILITIES**

5.1 **Procurement**

- Ensure applicable parties are aware of the scope and planned activities prior to work execution including the hazards that may be involved.
- Ensure appropriate insurance, including WorkSafeNB, are in place and current, via ISN,
- Ensure the contractor is qualified to carry out the work specified, consult with a subject matter expert as required to develop the scope of work.
 - This may include external third parties, health and safety specialist, environmental specialist, or quality experts. This consultation may be required for the preparation of RFP, RFQ, RFT or Project Execution Plan (PEP) through to the final contractor evaluation,
- Escalate issues related to safety to the appropriate individual to ensure improvement and compliance,
- Review relevant environmental permits or Environmental Impact Assessment with the contractor as dictated by the work to be executed, i.e., WAWA Permit,
- At contract closure, document any lessons learned and complete the vendor performance evaluation via – Service Performance Evaluation,
- Provides the procurement and strategic sourcing of goods and services for NB Power at the best overall value. This includes compliance to safety and technical requirements while continuously seeking opportunities to improve the procurement process and service to customers,
- Maintains strong relationships with customers, suppliers, and contractors,
- Provides governance to the organization on the laws and regulations of the *Procurement Act* and *Crown Construction Contracts Act* and any other relevant policies as they pertain to the procurement of goods and services at NB Power,
- Administers and oversees the procurement process and ensures compliance to the acts, procurement process and policies,
- Ensures all relevant safety and environmental requirements are kept current in the terms and conditions established by NB Power with its contractors via consultation with NBP's legal, environmental and health and safety departments.

5.2 **Vendor Performance**

- Ensures resource for supplier relations and performance,
 - Ensures services, materials, and apparatus are delivered,
 - Build relationships with suppliers and business partners,
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- Manage relationships and provide dispute resolution role by acting as a neutral party between internal customers and external vendors,
- Provide an evaluation role,
- Ensure on-time delivery and completeness of materials supplied,
- Ensure the provision of quality of service, safety requirements, quality standards, cost control, and timeliness of performance,
- Supports contractor performance evaluations.

5.3 Contract Administrators/Project Managers

This individual is typically the NB Power employee who manages the contract, costs, quality and schedules. The Contract Administrator/Project Manager is responsible to request any exemptions for a contractor. A challenge meeting may apply for very hazardous work, first time execution or rarely executed work. The Contract Administrator/Project Manager is responsible to schedule a challenge meeting on this type of work. The Contract Administrator/Project Manager completes and documents some of the requirements of the Contractor Safety Standard. The Contract Administrator/Project Manager must;

- Requests any exemptions for a contractor (e.g., Form # 547 Contractor Exemption from ISN or Form # 368 Contractor Questionnaire)
 - Hold challenge meetings for hazardous work, first time execution or rarely executed work.
 - Complete the **Contractor Risk / Responsibility Assessment #544** to address any site-specific safety information – to assess and define responsibility for the hazards associated with the scope of work to be contracted.
 - Ensure the contractor has a documented *Safe Work Plan / JHA* and it is reviewed and approved prior to the start of work. See *Contractor Safe Work Plan Form # 530* for a template, if needed.
 - Ensure that the detailed **Contractor Risk / Responsibility Assessment** (Form #544) and Inspection and Test Plan (ITP) is addressed in the contractor's safe work plan
 - Ensure applicable parties are aware of the scope and planned activities prior to work execution including the hazards that may be involved.
 - Ensure appropriate insurance, including WorkSafeNB, are in place and current, via ISN,
 - Ensure the contractor is qualified to carry out the work specified, consult with a subject matter expert as required to develop the scope of work.
 - This may include external third parties, health and safety specialist, environmental specialist or quality experts. This consultation may be required for the preparation of RFP, RFQ, RFT or Project Execution Plan (PEP) through to the final contractor evaluation,
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- Escalate issues related to safety to the appropriate individual to ensure improvement and compliance,
- Review relevant environmental permits or Environmental Impact Assessment with the contractor as dictated by the work to be executed, i.e. WAWA Permit,

At contract closure, document any lessons learned and complete the vendor performance evaluation via – Service Performance Evaluation,

5.4 Employee in Charge of Contractors

The Employee in Charge of Contractors is the person providing supervision, oversight or instruction to contract workers. This role may be performed by; NBP Lead / Supervisors / Manager, Project Manager, Project Engineer or a Construction Manager. This individual has the primary responsibility for many of the contractor safety management requirements.

A contractor's supervisor is not eligible to act on behalf of NB Power for this role.

The Employee in Charge of Contractors is responsible to:

- Ensure contractors have completed NB Power's Contractor Orientation and a Kick-Off Meeting (*Form # 409*) prior to the start of any work. NB Power's Contractor Orientation is delivered and documented via NB Power's vendor ISN,
- Ensure equipment verification for necessary testing or certification is complete and valid, e.g., dates of testing are within required range,
- Request evidence of training and competency from the contractor for employees who will be working for NBP,
- Provide a site tour / orientation to the workplace including any site-specific safety requirements,
- Understand the potential hazards that may be encountered by contractors in the work they will be performing and ensure the contract company has controls or mitigation in place to protect workers,
- Observe the Inspection and Test Plan (ITP) actions or hold points are completed by the contractor via the work plan,
- Set an example of following all the safety rules and regulations,
- Ensure contractors performing work abide by all NB Power requirements including Tailboards Conferences / Pre-job Briefs,
- Perform field observations and document according to the divisional requirement
 - Field Safety Visit Eform
 - PLNGS Observation Form
 - Contractor Observation Form (*Form # 406*)

These observations must be performed daily at the commencement of the contract to ensure the NB Power requirements are being met. These can extend to weekly, bi-weekly, or monthly if the contractor performance is meeting expectation.



- Ensure effective communication and coordination of work with other contractors and/or NB Power,
- Manage risks associated with the work performed by contractors,
- Maintain safety and environmental documentation and records. This may include documentation of discussions with contractors, site activities, and meeting minutes,
- Ensure the contractor knows how to inspect, use, and maintain the equipment required to be used by contractor (achieved through verified qualifications),
- Ensure the contractor has emergency procedures, response plans and emergency communication established. Maintain a list of emergency contact numbers for the contracting company for notification purposes. Provide the contractor with information on emergency procedures relevant to the work location if appropriate,
- **Stop work that is unsafe,**
- Ensure the contractor has mandatory emergency equipment such as spill kit, first aid kits, fire extinguishers, etc.,
- Ensure ANY incidents involving health and safety, the environment or security that involve a contractor are reported as required by NB Power via HSEE-03-03 Incident Reporting, Notification and Investigation Standard and the Health & Safety Report (145) E-form, as well as an Environmental Incident E-form (590),
- Provide the contractor with feedback on performance and document as required via the Vendor evaluation to document issues related to the contract.

5.5 Contractors

Contractors have a duty to provide a safe work environment to their employees and ensure employees are trained and competent to perform the assigned work. It is equally the contractor's responsibility to obtain relevant health and safety information from NB Power to inform hazard assessment, safe work planning and safe work performance. Once a detailed job description and hazard information has been obtained by the contractor from NB Power, the contractor must develop controls in the form of safe systems of work relevant to the location and work activities.

- Participate with NB Power's third-party vendor, ISN for contract qualification,
 - Participate in NB Power Contractor Risk / Responsibility Assessment (Form 0544)
 - Participate in an NB Power Kick-Off Meeting,
 - Participate in the NB Power Contractor Orientation and site orientation prior to the start of work,
 - Adhere to applicable HSEE requirements according to NB Power policies and procedures, contract specifications and applicable regulatory requirements,
 - Ensure a Joint Health and Safety Committee or Safety Representative is in place as required per the OHS Act and Regulations. Schedule safety meetings as required for staff to discuss safety issues and bring forward safety concerns,
 - Ensure the work site is kept clean and orderly,
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- Identify and document hazards and controls for the work (i.e., Job Hazard Assessment, Safe Work Methods / Procedures, Job Safety Assessment, and Pre-job / Tailboard etc.) and ensure these are communicated to all workers,
- **Prior to starting work on any NB Power site**, contract workers must be familiar with the first aid and emergency response requirements. In addition, *Form # 530 Contractor Safe Work Plan* must be completed, and records provided to NB Power prior to the commencement of work activities.
- Ensure employees have the appropriate training, qualifications or certifications for the specified work. Typically, “Awareness Training” is not adequate to ensure competency of workers in the skills required to safely perform most industrial activities. NB Power will require evidence of these qualifications be submitted for review or as a record.
- Ensure contract workers are fit for work,
- General inspections and observation of the work site are required to ensure that unsafe work practices and unsafe conditions are identified, and corrective action taken. Pre-use inspections of PPE, vehicles, equipment, and tools are required. Contractors must document weekly field observations of their employees to ensure safety standards are being met,
- Ensure any subcontractor working under their direction is aware of and adhere to the requirements for Health and Safety and Environmental protection as outlined by NB Power,
- **Stop Unsafe Work** and reinforce that all workers have the right to refuse or stop unsafe work,
- Ensure any manufactures warnings or recommendations for tools and equipment are addressed in work plans and methods,
- Immediately report injuries, illness, safety incidents and environmental incidents to the Contract Administrator or the Employee in Charge and participate in and/or conduct investigations as outlined by NB Power,
- Implement corrective actions arising from safety inspections or investigations,
- Provide NB Power documentation related to any incident arising from an activity on NB Power property,
- Complete Form # 647 Contractor Safety Report with supporting documentation and submit to the NB Power contact as determined by the contract reporting requirements.

5.6 Total Health & Safety

- Provide guidance and support on contractor safety management, Contract Administrators/Project Managers and Employees in Charge of Contractors regarding contractor safety management
 - Assist with a hazard assessment (Form # 0544) and safe work planning of work to be contracted,
 - Approve or deny exemption requests from portions of NB Power’s Health & Safety Management Program to contract companies via ISN,
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- Perform periodic safety observations or audits on contractors performing work on behalf of NB Power,
- A Safety Specialist may work with the Employee in Charge of Contractors to investigate serious contractor safety incidents, negative performance trends and recommend corrective actions,
- Establish the safety program requirements with NB Power's third-party vendor (ISN) to qualify contractors to work on behalf of NB Power. See Appendix C for list.
- Monitor *Contractor Safety Performance Form #545* via contractor KPI data submitted to ISN, field verification / validation of key performance metrics and review of H&S Reports (145). This information will be utilized to support the development of remedial action plans in consultation with contract administrator(s) and persons supervising contract works (client) on an as needed basis to ensure contractor(s) remain in good standing throughout the execution of High-Risk contract works.
- Make recommendations to Contract Administrators on contractor safety performance based on metrics submitted to NB Power's Health and Safety Incident Report (145).

6.0 **STANDARD**

Work or projects contracted to a third party will be assessed based on the hazard associated with the work to be performed and the risk of safety incidents occurring. Contractors performing low hazard / low risk work are not required to implement the full contractor safety requirements outlined in this standard.

For medium risk (Tier 2) and low risk (Tier 3) work, please ensure the contractor meets the following requirements, as a minimum:

- Completion of the NB Power orientation
- Utilize a Tailboard Conference / Pre-job Brief prior to starting any work
- Supply records of the contractors training and qualification to be reviewed by NB Power, prior to the commencement of the work. *This applies if the contract involves being physically present at an NB Power work location*

For Tier 1 Hazardous Work, there are eight major process steps of Contractor Safety Management:

1. Assess the Hazard and Risk – job planning
 2. Qualification / Evaluation – ISN / ISN Small Contractor / NB Power Qualified
 3. Verify Contractor Qualifications and Orientation
 4. Training Requirements
 5. Work Execution Monitoring
 6. Contractor Safety Recognition
 7. Contractor Performance, Closure and Post Job Evaluation
 8. Exemptions and Variances
-

6.1 Assess the Hazard and Risk – job planning

Contract Administrators/Project Managers, Project Engineers or Construction Managers must assess the work to be completed by contractors against the work activities outlined in *Appendix B, Table 1*. If the work involves any of the activities in Tier 1, planning for safe work execution begins during the preparation phase for contract services. Contract work that is specialized or high risk, may require consultation with a subject matter expert to assist with project planning, tender preparation, and document review.

For example, with diving, helicopter work or high angle rescue services a third-party review of the work to be tendered to ensure the correct safety requirements and industry standards have been applied or Project Execution Plans have adequate detail to permit NBP to adequately oversee the work is recommended.

Assessing the hazards and risks based on the job scope will direct the level of controls the contractor will be required to meet and must be included in the RFT, RFQ or RFP. A Safety Specialist can be of assistance to Contract Administrators, Contract Leads, Contract Engineers, and Contract Managers or Procurement to classify work according to risk. Total Health and Safety can assist in developing a Hazard Assessment for high risk contracted services. See– *Contractor Risk and Responsibility Assessment – Form #0544*.
<https://nbpower.sharepoint.com/sites/HS-HardHat-HealthSafety/SitePages/Contractor-Resource-Material.aspx>

Note: *Form #0544 Contractor Risk and Responsibility Assessment is to be completed for each Tier 1 work package and submitted with the purchase requisition. The assessment must be completed, and formally communicated to the performing contractor prior to commencement of work activities.*

For work that is high risk and or infrequently performed by NB Power, a Work / Project Challenge Meeting for the work may be required. This challenge meeting must include various cross-functional specialists and a representative of Total Health and Safety and Environment. The intent of this meeting is to ensure the risks are well understood and appropriate controls or mitigation are in place prior to the work commencing.

The Work / Project Challenge Meeting is chaired by the project manager and must include a review of the scope of the work, the company who will be executing the work, a review of any permits and the Site Safety Plan.

6.2 Qualification / Evaluation

Qualification is the process of screening contractors to establish that the contractors have the appropriate capabilities, capacity, and expertise to perform the required services in alignment with NB Powers HSEE priorities. The primary objective is to provide NB Power with the necessary assurances that our contracted services are meeting the safety performance expectations of the organization in a consistent, repeatable manner.

NB Power currently employs three (3) process streams for qualifying & managing its Tier 1 contracted services.

- ISNetworld Qualified
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- ISNetworld Qualified (Small Contractor < 20 Employees)
- NB Power Qualified

6.3 ISNetworld Qualified

NB Power utilizes the services of a third party, ISN, to assess and perform validation of contractors who are bidding or being awarded a Tier 1 (high Risk) contract to work on behalf of the company. Failure of a contractor to maintain their registration requires a remedy. ISN performs the pre-qualification screening of contractors per the program requirements developed by NB Power. NB Power has incorporated ISN Contractor Management as part of the evolving safety standards and records management program. Contractors will be required to register and utilize the tools and database as part of its ongoing commitment to safety. This will be at the sole cost to the Contractors and will be monitored by NB Power.

Tier 1 contractors are required to attain and maintain a grade of A, B or C from NB Power's third-party partner (ISN) to qualify to work on behalf of the company.

6.4 ISNetworld Qualified (Small Contractor < 20 Employees)

Tier 1 contractors that maintain a staffing level of <20 employees, will be eligible to participate in NB Powers Small Contractor ISNetworld program. This program is intended to assist NB Powers small contractors in achieving optimum safety performance, while addressing the absence of a fully matured Health & Safety Management System. The NB Power *Contractor Questionnaire Form # 0368* shall be utilized to support this program element.

6.5 NB Power Qualified

Where Tier 1 contracted work has been identified, and the planned duration of the contract is anticipated to be <30 days, NB Powers TH&S department, and the contract administrator in consultation with NB Powers procurement department may determine that this method of contractor qualification is most appropriate.

6.6 Contractor Qualification and Orientation

Contract Administrators/Project Manager, Project Engineer or Construction Managers must ensure any pre-work requirements are scheduled and completed. This may include the following:

- Completion of the Contractor Orientation Training is a minimum requirement for all contractors. NB Power has a Contractor Orientation video available for the on-boarding of contractors. This training may be administered by ISN and must be complete prior to work commencing. This training is also located on nbpower.com
 - Kick off meeting – *Form # 409*
 - Site or location tour – as applicable
 - Work Permit expectations
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- Tailboard / Pre-job Brief meetings (mandatory)
- Evaluation of contract workers training and qualification
- Review of applicable permits, e.g., environmental / WAWA Permits
- Personal Protective Equipment – per applicable CSA Standard
- Safe work planning to ensure controls are in place to mitigate hazards
- Work Methods, and/or detailed Project Execution Plan
- Request training records and proof of qualifications for contractor workers.

6.7 Work Execution Monitoring

By providing the appropriate oversight of contract workers who perform work at NB Power, NB Power employees can help ensure that the work execution complies with the standards and expectations defined in the Contract Agreement, and the NB Power Health and Safety Management System.

Contractor over-sight by NBP personnel is required for all contractors via:

- Workplace/Field Visit E-form
- PLNGS Observation Form, or
- Contractor Observation – Form # 406
- WELL (What Excellence Looks Like) Sheets

The Employee in Charge of Contractors must periodically attend pre-job briefs / tailboards to reinforce NB Power expectations including job site safety, work quality, work protection and permits, workplace inspections and human performance. Contractors may use their own Pre-job Brief / Tailboard Conference form or Field Level Risk Assessment. If the contractor chooses to utilize their own form / card, it must meet or exceed NB Power Standards and must be approved by NB Power Safety personnel.

The frequency of field visits is based on the hazards and complexity of the work being performed. See Appendix B Hazard & Risk Table. The level of interaction required by NB Power is recommended to be daily for hazardous / complex work.

WELL (What Excellence Looks Like) sheets have been developed by NB Power to assist its personnel with the identification of 'excellence' regarding the execution of identified critical work activities that are common to NB Power facilities, and construction project sites.

WELL sheets may be utilized by personnel who are supervising the work, by personnel who are observing the work, or by personnel who are executing the work to help ensure safety control measures are understood and are being implemented effectively. WELL Sheets are located on the NB Power Hard Hat site. <https://nbpower.sharepoint.com/sites/HS-HardHat-HealthSafety/SitePages/Contractor-Resource-Material.aspx>

For contracted work activities such as a large projects or facility outages which extend over multiple weeks, it is recommended that a weekly contractor review meeting be held to discuss the job status including schedule, cost, changes in the work plan (if any), safety and environmental performance and any other relevant topics.

Contract Administrators/Project Managers are responsible to ensure contractors submit Safety Performance Metrics to ISN on a quarterly basis.

Any deficiencies noted during observations or as a result of data analysis must be documented and communicated to the contract company. Meet with contractor representative as soon as possible to discuss deficiencies and corrective actions required. If a negative trend is noted in a contractor's performance this must be documented via a Service Performance Evaluation.

6.8 Contractor Safety Recognition

The Contractor Safe Work Award is designed to identify the best performing contractors related to Health, Safety and Environmental protection. NB Power wishes to recognize proactive safety cultures in their contracted partners. Performance criteria include:

- compliance with NB Power Safety/Environmental Programs,
- contractors TRIF (Total Recordable Injury Frequency Rate),
- contractor Reporting of Proactive and Near Miss,
- contractor performance of vehicle, PPE, tools, materials and equipment inspection,
- contractor safety meetings,
- contractor Tailboard Conference / Pre-job Brief meeting execution.

Contract companies are nominated by NB Power employees for recognition. The nomination form is located on the NB Power Hard Hat site.

The contract company must provide safety information to ensure appropriate review of the safety performance. The compliance criteria must be provided by the nominee to the Total Health and Safety Department via the nomination form. The final list will be judged by the Total Health and Safety Department. See Appendix G: Contractor Recognition (Form #546).

As applicable, nominees must:

- not have had a workplace fatality in the past five years
- not have been charged under The Occupational Health & Safety Act in the last 36 months
- be in compliance with any outstanding order, as determined by WorkSafe NB and not have a history of compliance concerns, while working on behalf of NB Power
- be in good standing with the Workers Compensation Board

6.9 Contractor Performance, Closure and Post Job Evaluation

Contractor performance must be evaluated on an on-going basis. This can be per project, per-outage or as required. The performance is judged based on the work execution and job monitoring. Both positive observations and areas for improvement should be documented via the Service Performance Evaluation.

The Contractor Administrator/Project Manager, Contractor Engineer, or Contractor Lead is responsible to ensure contract companies submit the Contractor Safety Performance metrics to ISN on a quarterly basis.



At the completion of a contract or project, NB Power may request feedback from contract personnel, engineering or consulting support groups as applicable. Ensure the transfer of technology or engineering is complete. This may include knowledge, procedures, drawings or skills. This must be done for any modifications to equipment or facilities as is appropriate.

Coordinate a final job site inspection with stakeholders to ensure the work completed is satisfactory and address any discrepancies to meet contractual requirements. Conduct a close out meeting to review any outstanding matters and review lessons learned. Include other departments/ project resources at the closeout meeting where necessary. Demobilize the contractor and their workers upon completion and the identification of any deficiencies noted.

Ensure any local security protocol for the exit of contract workers is completed and all material, tools, equipment, and NB Power property in the possession of the contractor is returned.

At the end of a contract, document an assessment to ensure a record of contractor performance. The Service Performance Evaluation is located at Service Performance Evaluation.

6.10 Variance and Exemptions

NB Power provides an essential service to the province of NB and is considered critical infrastructure. As such, the company will be required to procure services during emergency situations or urgent corporate operating needs. Exceptional circumstances require prompt action on behalf of NB Power to ensure the delivery of services to our customers.

A request for a Contractor Exemption from ISN Registration can be granted via form #547. These exemptions may be due to exceptional circumstances, such as storm response or due to a lack of vendors for a particular task. These exemptions require an approved safe work plan for the contractor to work on behalf of NBP. *Contractor Safe Work Plan Form #530* provides a template for contractors to complete to work under an exemption.

Variance can be initiated for a contractor that is an ISN non-subscriber or for an unacceptable ISN grade. This is administrated via ISN and approved by the accountable NB Power Executive representative (CEO, VP or Executive Director). A variance will necessitate NB Power controls to ensure safe work execution. See *Request for Contractor Grade Variance Form #548*. <https://nbpower.sharepoint.com/sites/HS-HardHat-HealthSafety/List/Forms/AllItems.aspx>

Exemptions may be requested by a contractor from portions of NB Power's Health & Safety Management system. This is managed via ISN and approved by an NB Power's Safety Specialist. These exemptions require an approved safe work plan for the contractor to work on behalf of NBP.

Small Contractor (< 20 employees) Variance

Variance and exemptions are also possible for small business owners (< 20 employees) who provide NB Power services under an approved site safety plan for limited specified work or



in remote locations, for example, snow removal or vegetation management. These exemptions are approved by Health and Safety via the NB Power Contractor Questionnaire *Form # 0368*. Contractors who meet the requirements shall ensure they understand their responsibilities under the NB Power H&S Management System and any site-specific safety plan.

6.11 Training

NB Power employees involved in the management or oversight of contractors require basic training in the responsibilities of managing contracts and contractor safety.

In order to ensure the appropriate skills for Employees in Charge of Contractors, the following training is appropriate for candidates to be considered for the responsibility. The department supervisor should interview and be satisfied that the candidates' knowledge of the requirements of the role are appropriate. Sufficient time should be granted to allow the candidate for Employees in Charge of Contractors to become familiar with the Contract requirements for the work.

Required

1. Competency in Safety, A Supervisor's Due Diligence (Supervisory Safety Skills) or equivalent.
2. HSEE-03-19 Contractor Safety Management Awareness

In the absence of this training, or in the event of a short-term need, a department manager can review HSEE-03-19 Contractor Safety Management or any other applicable materials and interview the candidate to verify the person has the required skills and experience to carry out this function. This alternate qualification should be used infrequently.

In addition, the Management Development Program has additional skills training which would be of value for persons regularly engaged in managing or supervising contracted workers and is recommended for employees who will frequently be an Employee in Charge of Contractors.



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Contractor Safety Management

7.0 APPENDICES

- A. Process Flow Chart
- B. Hazard and Risk Table
- C. Contractor program requirements Included in ISN program validation
- D. Contractor Oversight - What Excellence Looks Like (WELL) Sheet

**Director of Total
Health & Safety**

APPROVAL AND REVISION RECORD

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00	2019/06/30	New Standard	R. Condon	N. Allen	R. Condon
01	2020/07/31	Added throughout the document- additional information to Roles and Responsibilities for Contractor Oversight; additional clarification for Contract Hazard Assessment;	R. Condon	N. Allen	R. Condon
02	2020/12/02	Added information to sections 5.3, 5.4, 6.1, 6.7	R. Condon	N. Allen	R. Condon
03	2021/07/01	Generic updates related to spelling, grammar, italics for references Removed Appendices related to Forms and provided Link to access registered forms Provided link for WELL Sheet	A. Munn S. Riche	S. Riche A. Munn	Hercules Georgiadis

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04		resources Section 4.0 Added references and forms Section 5.0 Added more context to R&Rs Section 6.0 Added brief context about Tier 2 and Tier 3 work Update to Appendix A.; Include content / link to NB Power Contractor Vaccination Directive	A. Munn	M. Mallery	H. Georgiadis
05		Removed reference to contractor Vaccination Directive Update to supplemental resources & appendices Clarified Roles & Responsibilities	A. Munn		



Appendix A: Process Flow

Qualification & Management of Tier 1 Contracted Services		
ISNetworld Qualified	ISNetworld Small Contractor	NB Power Internal Qualification Process
Pre-Award Planning & Verifications	Pre-Award Planning & Verifications	Pre-Award Planning & Verifications
HSEE-03-19 Appendix B ‘Hazard & Risk Table’ used to determine tier classification of the scope of work / service	HSEE-03-19 Appendix B ‘Hazard & Risk Table’ used to determine tier classification of the scope of work / service	HSEE-03-19 Appendix B ‘Hazard & Risk Table’ used to determine tier classification of the scope of work / service
Contract Admin Conducts ‘Contract Risk / Responsibility Assessment (Form 544) and submits with Purchase requisition e-form.	Contract Admin Conducts ‘Contract Risk / Responsibility Assessment (Form 544) and submits with Purchase requisition e-form.	Contract Admin Conducts ‘Contract Risk / Responsibility Assessment (Form 544) and submits with Purchase requisition e-form.
Tender/Bid Submission HSE Review	Tender/Bid Submission HSE Review	Tender/Bid Submission HSE Review
TH&S Specialist review of submitted form #544 in consultation with Contract Administrator. TH&S Specialist will notify buyer to proceed Via purchase req e-form. Note: Form # 544 must be complete and communicated to the performing contractor prior to the commencement of work activities.	TH&S Specialist review of submitted form #544 in consultation with Contract Administrator. TH&S Specialist will notify buyer to proceed Via purchase req e-form. Note: Form # 544 must be complete and communicated to the performing contractor prior to the commencement of work activities. mu	TH&S Specialist review of submitted form #544 in consultation with Contract Administrator. TH&S Specialist will notify buyer to proceed Via purchase req e-form. Note: Form # 544 must be complete and communicated to the performing contractor prior to the commencement of work activities.
ISNetworld terms & conditions added to tender package. Contract awarded. Contract Administrator monitors the contractors ISNetworld profile to ensure compliance to terms & conditions of contract.	ISNetworld (Small Contractor) terms & conditions added to tender package. Small contractor Written Program Variance (Form #387) added to tender package Contract awarded	Buyer will request the following: NB Power Contractor Questionnaire (Form 0368) WSNB experience rating. Records of training & qualifications identified during form #544 exercise. WCB letter of good standing.

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	<p>Contract Administrator provides ISNetwork with the contractors</p> <p>completed Small contractor Written Program Variance (Form #387)</p> <p>Contract Administrator monitors the contractors ISNetwork profile to ensure compliance to terms & conditions of contract.</p>	<p>Proof of liability Insurance</p> <p>Buyer will provide TH&S a copy of the HSE bid submissions when received</p> <p>TH&S will review bid submissions and advise the contract administrator & buyer of any red flags</p> <p>TH&S will assist / advise if action plans are required, based on the review of bid submission HSE content.</p> <p>Contract Awarded</p>
Pre-mobilization / Mobilization readiness verifications	Pre-mobilization / Mobilization readiness verifications	Pre-mobilization / Mobilization readiness verifications
Contractor Safe Work Plan (Form #530) / JHA review	Contractor Safe Work Plan (Form #530) / JHA review	Contractor Safe Work Plan (Form #530) / JHA review
Contractor Kickoff Meeting (Form #409)	Contractor Kickoff Meeting (Form #409)	Contractor Kickoff Meeting (Form #409)
Contract Execution / NB Power HSE Mgmt. System Compliance Monitoring	Contract Execution / NB Power HSE Mgmt. System Compliance Monitoring	Contract Execution / NB Power HSE Mgmt. System Compliance Monitoring
Contractor Observation (Form # 406)	Contractor Observation (Form # 406)	Contractor Observation (Form # 406)
Contractor Safety Report (Form #647)	Contractor Safety Report (Form #647)	Contractor Safety Report (Form #647)
CPMO -What Excellence Looks Like (WELL) Checklists	CPMO -What Excellence Looks Like (WELL) Checklists	CPMO -What Excellence Looks Like (WELL) Checklists
<p>Note: The decision regarding which qualification / management process stream that should be applied to each Tier 1 contract will be made between the Contract Administrator, Total Health & Safety & Procurement. Considerations in this decision making process shall include, but will not be limited to the following: Scope & complexity of the contract, duration of the contract, size of the performing contractor, geographical footprint of the contract, available NB Power resources.</p>		

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ISNetworld Qualified	ISNetworld Small Contractor	NB Power Internal Qualification Process
<p>For tier one (1) contracted services that involve medium to large size contractors, ISNetworld provides NB Power with a third-party verification service intended to help ensure that our contracted services are meeting the safety performance expectations of the organization in a consistent, and repeatable manner. The advantages of this service extend beyond that of qualification at the contractor level and include the validation of personnel level training & qualification for contractor staff. In addition, NB Power internal training has been made available to our contractors through the ISNetworld platform.</p>	<p>Tier one (1) contractors that maintain a staffing level of <20 employees are eligible to participate in NB Powers Small Contractor ISNetworld Program. This program is intended to assist NB Powers Small Contractors in achieving / maintaining optimal safety performance, while addressing the challenges presented by the absence of a fully matured Health and Safety Management system. When Small contractors are bidding on tier one (1) works, and NB Power determines that the contract is best suited to be qualified through ISNetworld due to complexity, duration, training/qualification needs etc., Form # 0368 shall be utilized to document the contractor’s acknowledgement of their obligation to follow NB Power’s HSSE Standards for the duration of the contract. This acknowledgement form will be housed within the contractors ISNetworld profile and will serve as an exemption from the HSE management system requirements of ISNetworld qualification. In this manner, NB Powers small contractors can leverage the advantages of being member contractors within ISNetworld, while not being penalized for the absence of a formally structured management system. Note: In the Province of New Brunswick, contractors are not required by law to develop and maintain a formal Health & Safety Management system until they employ 20> employees.</p>	<p>As NB Power provides an essential service to the province of New Brunswick and is considered critical infrastructure, the need to have effective and flexible processes to onboard contractors is considered high priority. NB Power is often required to procure services during emergency situations or in support of urgent corporate operating needs. NB Powers Internal Qualification Process has been developed to ensure both the operational needs of the organization, and its commitment to the Health & Safety of all stakeholders are being met and maintained. The Health & Safety Verifications outlined within this internal process should not be viewed as a compromise. The primary elements of verification/validation are as robust as within NB Powers ISNetworld Qualified process streams. The advantage/ differentiation of this process is maximized efficiency, and its applicability for both large and small contractors. Note: This qualifying process may be utilized for any application that is jointly agreed between Operations/TH&S/Procurement.</p>

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Appendix B: Hazard and Risk Table

Contract Levels	Risk Mitigation	Risk
Tier 1	Mitigate Risk (COR Certified, Site Safety Plan, Emergency Procedures, Working Procedures, Risk Assessment, Orientations, PPE, adherence to NB Power Policies and Procedures, Contractor Oversight). A challenge meeting may apply for very hazardous work, first time execution or rarely executed work. The Contract Administrator is responsible to schedule a challenge meeting on this type of work.	High Risk
Tier 2	Mitigate Risk (Procedures, Risk Assessments, Orientations, PPE, adherence to NB Power Policies and Procedures, Contractor Oversight)	Medium Risk
Tier 3	Mitigate Risk (Orientations, PPE, adherence to NB Power Policies and Procedures)	Low Risk
Tier 1 - High Risk		Examples
Handling hazardous material		asbestos, PCB, lead, X-Ray / NDT, chemicals
Work from heights		Requiring fall protection
Confined / Enclosed Space		Boiler work, tank inspections, manholes, diving
Working Near Live Systems		Mechanical, Radiation, Magnetic, Gravity, Electrical, Hydraulic, Pneumatic, Thermal, Chemical, and Steam.
Civil Work		Structural tower, fire system, earth works
Excavation		Setting poles, construction, trenching
Rigging & Lifting		Rotors, vessels, transformers or lift over plant equipment
Blasting / explosives		Demolition, construction
High energy piping		Welding, replacement
Tree cutting		Chain sawing, arborist work
Helicopter (piloting)		Transmission line surveys
Vehicles, or heavy equipment		Operating vehicles, machinery or heavy equipment
Bulk Transport or TDG		Fuel, chemicals, poles, contaminated materials etc.
Storm Response Contractors		PLT or Arborist work
Hot work		Welding, grinding, cutting, burning or soldering
Right of Way and Grounds Maintenance		Bush hogs, boom mowers, mowers, herbicides / pesticides
Hazardous Energy Control (LOTO)		Mechanical, Radiation, Magnetic, Gravity, Electrical, Hydraulic, Pneumatic, Thermal, Chemical, and Steam.
Working on, near or under water		Diving, dam surveys, utilizing watercraft, work from boat
Boiler Maintenance		Repairs, inspections, cleaning
Transmission construction, maintenance & repair		Maintenance, new construction
Distribution construction, maintenance & repair		Maintenance, new construction

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Working in airborne environments	Concrete cutting, fly ash, silica, tritium
Traffic Control	Working near roadways or rail lines
Remote Work	Hydro Sites, T&D Const. or ROW work, Arborist
Working Alone	ROW, surveying etc.
Use of new and emerging technologies	Drones
Snow Removal	in Substations, terminals, switch yards
Engineering and Consultant Contacts involving significant samples	Concrete core samples, electrofishing, NDT, etc.)
Tier 2 - Medium Risk	Examples
Janitorial Contracts	Cleaning services and minor restoration
Engineering and Consultant Contracts; Suppliers of materials only (no installation)	for those not performing/taking significant samples Equipment, tools, materials, transformers, etc.
Surveying contracts	Right of Way surveys, Vegetation Management survey
Bulk Materials non TDG.	Store's deliveries
Security Services	On-site security support, e.g., projects
Snow Removal	Offices, parking lots.
Meter Reading Services	
EV Charging Station Maintenance	General maintenance of equipment
Home Efficiency Contractors	In-home customer assessments
Tier 3 - Low Risk	Examples
Vendor Deliveries	Floor mats, water, coffee, paper, food, mail
Off-site Lab Services	Analyzing samples
Accounting Services	
Legal Services	
Consulting Services	Off-site Engineering, Business, Translation, Auditing, etc.
IT / DT Support Services	System support, troubleshooting, customer service and regular contract system maintenance
Office Support Work	Shredding, Printer Maintenance, and Marketing Companies
Servicing office equipment	Computers, photocopiers, fax, phones



Appendix C: Contractor program requirements Included in ISN program validation

Legislated Standards	Legislated Standards	Legislated Standards
Abrasive Blasting	Noise	Workplace Harassment & Violence
Asbestos	Overhead Power Lines	Incident Reporting and Investigation
Blasting (Explosives)	Personal Protective Equipment	Best Practices
Chemical and Biological Hazards	Powered Mobile Equipment	Fatigue Management
Confined Space	Radiation Exposure	Hazard Identification and Risk Assessment
Cranes, Hoists, and Lift Trucks	Respiratory Protection	Subcontractor Management Plan
Demolition Work	Rigging	Environmental
Diving	Silica	Erosion and Sediment Control
Electrical Safety	Temporary Work Platforms	General Waste Management
Electrical Utilities	Thermal Exposure	Spill Prevention and Response
Emergency Preparedness and Response	Tools and Machinery	Contractors undertaking specialized or high-risk work, require consultation with a subject matter expert or a third party to assist with project planning and document review. As part of Contractor pre-qualification NB Power requires that contractors achieve the Certificate of Recognition (COR™) Program via the New Brunswick Construction Safety Association or an equivalent third-party certification of the Health & Safety Management Program. Certificate of recognition must be a nationally recognized health and safety certification program for employers in the construction and related industries that includes safety training and evaluation of the company's safety management system.
Ergonomics/Manual Material Handling	Traffic Control	
Fall Protection	Transportation of Dangerous Goods (TDG)	
Abrasive Blasting	Workplace Hazardous Materials Information System (WHMIS)	
Asbestos	Working Alone	
Blasting (Explosives)	Workplace Violence/Harassment	
Chemical and Biological Hazards	Transportation of Dangerous Goods (TDG)	
Confined Space	Workplace Hazardous Materials Information System (WHMIS)	
Fire and Explosion Hazards	Working Alone	



NB Power Grading Components and Setup

NB Power contractors receive a Grade in ISNetworld based on NB Power's requirements and criteria. This grading is configurable and set by NB Power and can be revised when necessary. The grade, gaps and requirements will be shared with NB Power contractors within ISNetworld, once signed-off on by NB Power. No bid can move forward without appropriate Insurance and Workers Compensation coverage.

Overall Scorecard	
Scorecard Components	Total Points Possible
HSE Questionnaire	15
Safety Performance	15
General Safety Policy	10
COR, SECOR, LOI	5
Written Program Review	40
Workers' Compensation Premium Rate Statement (NB)	20
Workers' Compensation Account Status	0 (Showstopper)
Insurance	0 (Showstopper)
Total Points Possible	105

Using the above components, the Grading Scheme is:
A = 85-105 (Recommended to use this contractor)
B = 65-84.99 (Acceptable to use this contractor)
C = 1-64.99 (Manager review/approval required prior to using this contractor)
F = -200-0.99 (Mitigation plan and management approval required prior to using this contractor)

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Contractor Oversight WELL Sheet

WELL Sheet #: 1034
Revision: 2022/10



Date:	Location:	Contractor:			
Observation team member:		Signature:			
Observation team member:		Signature:			
Observation team member:		Signature:			
Focus Area: Contractor Safety Management			Yes	No	N/A
Pre-award Planning Verifications					
1.	The NB Power Personnel that will be providing Contractor oversight have been provided training on their roles & responsibilities within HSEE-03-19 Contractor Safety Management.				
2.	HSEE-03-19 'Hazard & Risk Table' was used to verify the Tier classification of the contract.				
2.	Form 0544 has been completed, communicated to the performing contractor, and is signed for records retention.				
Bid Submission HSE Review					
3.	Health & Safety specifications provided in the Tender have been satisfactorily addressed in the bid submission(s), and if not – remedial plans to correct any identified deficiencies have been adopted / implemented.				
4.	An NB Power Health & Safety representative has been consulted in the review of safety related vendor bid submissions to ensure alignment with requirements identified in the F0544 assessment.				
Mobilization & Readiness verifications					
5.	All required NB Power & Industry training is complete as identified in the Form 0544 assessment and records of qualifications and / or equipment certifications have been acquired prior to the commencement of work / service activities.				
6.	Contractor Safe Work Plan (Form #530) / JHA submitted for NB Power review / comment				
7.	Contractor Kickoff Meeting (Form #409) conducted, signed, and filed for record retention.				
Contract Execution / NB Power HSE Mgmt. System Compliance Monitoring					
8.	All contractors know who their Sponsor is, who their NBP Supervisor is and, if required, who their Escort is.				
9.	A Pre-Job Brief / Tailboard has been completed and is of sufficient detail.				
10.	Contractors' personnel are aware of any Job Hazard Analysis completed for their work, and personnel signatures of acknowledgment are present on the assessment.				
11.	Contractors have been briefed on the applicable rules, standards, and expectations and are observed in compliance with the same.				
12.	Contractors are aware of what to do in an emergency and in the event of an accident				
	Where multiple contractors / workgroups exist, a sim-ops / coordination plan has been developed and implemented to ensure adequate communication between work groups.				
13.	Contractors are aware and use the appropriate PPE for the job and location, as specified for the task being performed.				
14.	Contractors are / have been instructed on what to do in the event of a spill.				
15.	Contractor Safety Report (Form #647) is being completed / submitted by the contractor at the NB Power specified intervals.				
16.	Field Visits e-forms are being conducted by the NB Power oversight personnel at the required intervals, and corrective actions are issued contractors for identified deficiencies.				
17.	Contractor HSE performance concerns are being addressed through Vendor performance and the contractor notice of Warning Form (F00681)				
	NOTE: Consult with Total Health & Safety (Safety Specialist) and/or other SME(s) as necessary to verify these criteria.				