

Management of Contracts

1. Brief description

This procedure sets out the high-level safety, health and environmental requirements for Western Power Contracts.

1.1 Related policies

This Procedure is made under and supports the *Safety Health and Environment Standard (EDM 32254910)*.

1.2 Introduction

Western Power uses Suppliers to provide a wide variety of goods and services. Western Power has a duty of care to ensure effective selection, engagement and management of these Suppliers in order to minimise safety, health and environment (SHE) risks associated with works conducted under Contracts.

This Procedure defines the principles, requirements and processes that govern Western Power's Contract Management activities specifically in relation to SHE. It supports the Contract Management Framework, together with the standard SHE terms and conditions of Contracts and the *SHE Requirements for Contractors (EDM 34193785)*.

1.3 Purpose

The aim of this Procedure, so far as is reasonably practicable is to:

- (i) align Contract Management processes and SHE objectives
- (ii) minimise the SHE risk that is associated with the engagement of Suppliers
- (iii) meet legislative requirements requiring that SHE related risks be eliminated or minimised so far as it reasonably practicable
- (iv) ensure safe outcomes for Western Power's workforce, customers and the environment.

To meet these aims, this Procedure describes:

- (i) the principles for managing SHE risks in Contracts
- (ii) evaluation requirements of Suppliers' ability to manage SHE risks
- (iii) Contract Management roles and responsibilities in relation to SHE
- (iv) Contract Management activities in relation to SHE.

1.4 Scope

This Procedure applies to all Employees.

This Procedure does not apply to employment Contracts, labour-hire Contracts, non-binding memoranda of understanding or Contracts in which Western Power is a Supplier.

It also does not apply to Contracts for professional services such as project designs or reviews, or simple supply of goods and materials. Notwithstanding this, it does apply to Contracts for goods and materials that include delivery to locations where SHE risks are present, such as substations or in proximity to the network, or Contracts for professional services that include unescorted site inspections or minor works onsite.

1.5 Roles and Responsibilities

The responsibilities outlined below are in addition to the roles and responsibilities set out in the *Safety, Health and Environment Standard (EDM 32254910)*.

Executive Management is Responsible for:

- (i) the implementation of this Procedure in their business unit.

Heads of Function are Responsible for

- (i) first determining whether the safest way of performing the work is by engaging a Supplier
- (ii) managing SHE aspects of Contracts in accordance with the requirements of this Procedure
- (iii) ensuring the Contract Specialist Works' within their Function are appropriately trained to effectively manage the contracts in accordance with this procedure
- (iv) adequate resources within their Function to meet the requirements of this Procedure.

The **SEQT Function** is Responsible for:

- (i) managing the process for the SHE pre-qualification evaluation of Suppliers
- (ii) performing SEQT audits, reviews and inspections as part of the SEQT Assurance Plan
- (iii) providing advice and support to Contract Specialist – Works' in managing SHE obligations and risks associated with Contracts.

The **Commercial Function** is Responsible for:

- (i) liaising with SEQT Function for the SHE pre-qualification evaluation of potential Suppliers or current Suppliers prior to Contract award, renewal, extension, or change of scope
- (ii) ensuring that work with any SHE risk issued to a Supplier is via a Contract rather than Purchase Order, so that adequate SHE terms and conditions are in place
- (iii) liaising with SEQT Function whenever there is a departure from the standard SHE Terms and Conditions of Contracts (e.g. departures, bespoke contracts, vendor contracts).

The **Contract Specialist – Works** is Responsible for:

- (i) implementing the respective requirements set out within this Procedure as applicable to the Contract
- (ii) implementing any associated requirements to ensure sound governance and assurance activities are in place to ensure Suppliers conform as set out in the Contract.

Additional responsibilities are detailed in the *Contract Management RACI (EDM 34151906)*.

2. Details

2.1 Principles

All Contract Management activities must adhere to these principles:

(i) Comply with the SHE Management System

All Contract Management activities must adhere to the SHE Management System, including the governance structure, policy, standard, processes and controls as well as any applicable legislation and obligations.

(ii) All Suppliers must be competent to manage SHE risks

Suppliers will only be awarded Contracts where they have demonstrated competence in managing SHE risks to a level acceptable to Western Power.

Western Power should minimise the use of Suppliers that use Subcontractors and in particular, Suppliers that use further levels of Subcontractors (i.e. sub- Subcontractors), to reduce the number of interfaces and therefore risk to Western Power.

(iii) SHE risks are managed for every contract

Western Power Employees involved in Contract Management activities (in most instances the Contract Specialist - Works) are Responsible for ensuring the Supplier manages the SHE risks and obligations associated with the work, in accordance with this Procedure.

Western Power Employees involved in Contract Management activities must as a minimum undertake the SHE e-learning module within the Contract Management Framework to enable them to competently manage Contracts to meet SHE objectives.

(iv) Contracts are managed based on risk

Contracts with a higher Tier (which is determined based on the risk of the contract, see *EDM 32361820*) will require more time and effort from a Contract Specialist – Works to manage the SHE risks as compared to a contract with a lower Tier (see Appendix 1). Whether the works are a Prescribed Activity and how often work is conducted under contract may also influence the level of management required. Specific details of how the requirements of this Procedure are being implemented for a particular Contract, and particularly any deviations from this Procedure or delegations of responsibilities, are to be justified and documented in the relevant Contract Management Plan.

(v) Comply with Contract administration and record keeping

Western Power Employees are Responsible for ensuring that all records associated with managing SHE objectives within the Contract Management lifecycle, are kept and made available to relevant stakeholders.

2.2 Requirements

There are SHE requirements relevant to the sourcing, start up, monitoring and management, variations and amendments, renewal or extensions, and close out phases of the Contract Management lifecycle, as described below.

2.2.1 Sourcing

The sourcing phase involves all activities which arise from the decision by Western Power to use a Supplier and ends when the Contract is awarded and handed over to the Contract Specialist - Works. While it can apply to Requests for Quotes and Schedule 2 Orders created under deeds, most activities described below are undertaken during formal sourcing events.

This phase involves the development of a scope and several evaluations of the potential Supplier coordinated by the Sourcing Specialist, including a technical evaluation by the Evaluation Panel (together with subject matter experts) and a SHE evaluation / pre-qualification managed by the SEQT Function.

2.2.1.1 Scope

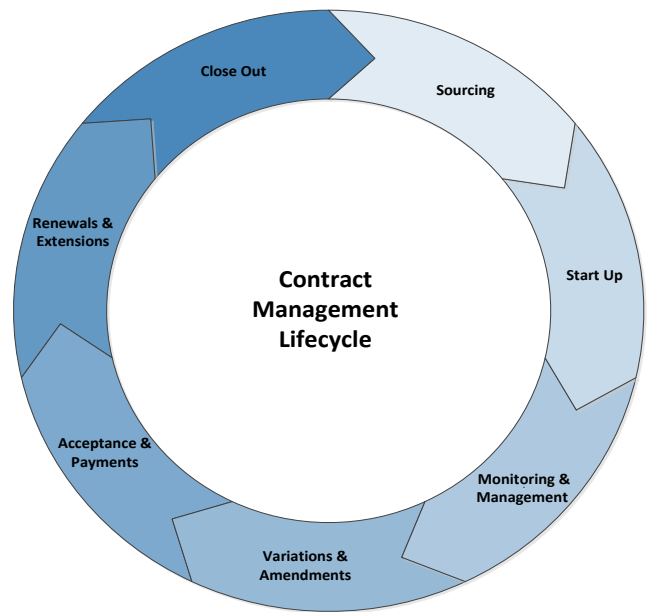
The Western Power Employee who develops the scope of works (or scope of goods) (possibly a technical specialist, project manager, designer or the Contract Specialist – Works) for a Contract must ensure it is described in sufficient detail to enable the potential SHE hazards/ risks to be identified for the work and disclose any SHE risks known to be present on-site, including if it is a Prescribed or Non-Prescribed Activity. For Prescribed Activities, Contractors must follow Western Power's procedures and work instructions specified in the *SHE Requirements for Contracts (EDM 34193785)*.

To assist with identifying SHE risks (and communicating these to the potential Supplier), the Employee developing the scope must complete the *Cm3 Business Risk Profile Checklist (EDM 46448699)* and return it to the Sourcing Specialist. The *Golden Safety in Design Rules (EDM 43241023)* also provides guidance on SHE risks to be considered and communicated to potential Suppliers through the design process.

These SHE risks must be recorded in the Contract Risk Register in accordance with the Contract Management Framework, which is used to track the arrangements for risk mitigation and management throughout the lifetime of the Contract.

2.2.1.2 Registration

In considering potential Suppliers to invite to tender, the Sourcing Specialist will ensure they have answered the SHE registration questions satisfactorily. These questions include being fatality-free for the last five years and agreeing to comply with our *SHE Requirements for Contractors (EDM 34193785)*. Any decision to proceed with potential Suppliers who have not answered the SHE registration questions satisfactorily is to be made by the responsible Head of Function, on advice from SEQT and Commercial Functions.



2.2.1.3 SHE pre-qualification

The Sourcing Specialist will then consult with the SEQT Function to determine whether a SHE pre-qualification evaluation is required for the contract, based on the scope of works.

The SHE pre-qualification evaluation is undertaken by SEQT Function or an external provider and is risk-based utilising information provided by the Supplier. The purpose of the evaluation is to determine if potential Suppliers have appropriate SHE Management Systems for the types of risks presented by their work. It is generic in nature and may not be specific to the work to be conducted for Western Power, nor will it assess against any special requirements that Western Power has.

The Sourcing Specialist will invite potential Suppliers to undergo SHE pre-qualification and will provide them with a completed copy of the *Cm3 Business Risk Profile Checklist (EDM 46448699)* to ensure they include the correct activities and risks as part of their SHE pre-qualification evaluation. The Sourcing Specialist is responsible for ensuring the potential Suppliers have a valid SHE pre-qualification that matches the risks associated with the scope and tender information prior to awarding the contract.

The SEQT Function may choose to undertake additional audits during the sourcing phase, in liaison with Commercial. SEQT will keep records of all pre-qualification SHE evaluations and audits of potential Suppliers.

2.2.1.4 Tender evaluation

The Evaluation Panel must assess the Suppliers' competence, expertise, resources and experience to undertake the work safely as part of the qualitative evaluation. This includes any proposal to use Subcontractors, and in particular, where there will be further levels of Subcontractors. There should be a preference against using Suppliers where multiple levels of Subcontractors will be utilised to deliver the scope of work due to the additional risk this presents.

The Evaluation Panel will also evaluate potential Suppliers against a set of SHE performance questions, to ensure that past performance is part of the sourcing decision.

2.2.1.5 Contract award

The Commercial Function is Responsible for ensuring that contracts are only awarded to Suppliers who have met Western Power's minimum SHE requirements, including a valid SHE pre-qualification.

The SEQT Function is also Responsible for keeping the standard SHE terms and conditions of Contracts up to date, in consultation with the Legal Services. The Sourcing Specialist / Commercial Manager is Responsible for ensuring all Contracts are awarded using the latest contract templates and consulting SEQT when any changes are made to the standard SHE terms and conditions (e.g. through departures, vendor or bespoke contracts).

2.2.2 Start Up

The start-up phase involves the activities required to be completed following the award of the contract prior to the commencement of any work under the Contract.

2.2.2.1 SHE Management Plan

The successful Supplier will be required to prepare a SHE Management Plan specific to the work being undertaken under the Contract (this will be detailed in the Contract terms and conditions if and when it is applicable and will usually be referred to as “Contractor’s Plans”, “Supplier’s Plans” or “Preferred Vendor’s Plans”). The Contract Specialist - Works is Responsible for ensuring the SHE Management Plan is obtained, reviewed and approved as suitable and sufficient, in accordance with the Contract terms and conditions.

The intent of the SHE Management Plan is to ensure that the Supplier understands and has appropriate controls to manage the SHE risks specific to the work under contract. A *SHE Management Plan Assessment Tool (EDM 34252353)* is available to assist in reviewing SHE Management Plans and where required, the Contract Specialist - Works can seek specialist advice from the SEQT Function.

The Contract Specialist – Works should consider when updated SHE Management Plans are required throughout the contract, for example, on an annual basis under a Deed, or after a variation, incident or change in legislation.

2.2.2.2 General start-up tasks

The Contract Specialist - Works shall also ensure the following is completed prior to commencement of works under contract:

- (i) Contract Management Plan developed that includes SHE matters such as risk registers and inspection schedules
- (ii) the use of all Subcontractors has been approved and the Supplier has undertaken an appropriate assessment of all levels of Subcontractors (for further information refer to the *Quick Reference Guide – Approval to Subcontract (EDM 43600846)* and *SHE Requirements for Contractors (EDM 34193785)*)
- (iii) the Supplier’s risk register adequately addresses the SHE risks relevant to the scope, and where applicable, the risks have been copied into the Contract Risk Register or other project documentation
- (iv) the Supplier’s Safe Work Method Statements for all High-Risk Construction Work are in place and comply with relevant requirements in Western Power’s SHE Management System
- (v) the Supplier is competently resourced for the work and they comply with the ‘span of control’ (refer to the *SHE Requirements for Contractors (EDM 34193785)*)
- (vi) relevant qualifications and authorisations of the Supplier’s workers have been confirmed
- (vii) SHE inductions have been conducted by those in control of the site, either by the Supplier, Western Power or both
- (viii) pre-start meetings or site visits have been conducted
- (ix) site handover documentation in place (where applicable)
- (vii) the Supplier has been provided with access to Depot Pack (refer to *Depot Pack contractor access and installation work instruction EDM 44678992*)
- (viii) ICT service request raised to add the Supplier to the 'Bulletin-Contractor' email distribution list.

2.2.3 Monitoring and Management

This phase involves performance monitoring, measurement and management of the Contract and spans from the start up to close out phases. The SHE performance of the Supplier is a key aspect of this phase. The frequency with which the following tasks are completed will vary based on the Tier of the contract and the frequency of the work being conducted (refer to Appendix 1 for a guide).

During this phase, the Contract Specialist - Works is Responsible for:

- (i) holding regular performance meetings with the Supplier and including SHE matters on the standing agenda (e.g. SHE KPIs, hazards, incidents, span of control, authorisations, inspections, bulletins, drug and alcohol testing statistics)
- (ii) ensuring that the Supplier provides information on the agreed SHE KPIs referenced in the Contract terms and conditions and the *Contract Management Framework (CMF) – Key Performance Indicators Procedure (EDM 34196738)*
- (iii) ensuring that the Supplier investigates all SHE incidents and corrective actions are fully implemented, in consultation with the relevant SEQT Operations Business Partner
- (iv) providing copies of relevant Western Power documents referred to in the Contract whenever updates are released
- (v) ensuring the Supplier is communicating SHE bulletins to their employees and Subcontractors and discuss any emerging SHE risks
- (vi) ensuring regular inspections are conducted (at intervals determined by the risk of the work and as documented in the Contract Management Plan, see Appendix 1 for more information) to check that the Supplier is compliant with the *SHE Requirements for Contractors (EDM 34193785)* and the approved SHE Management Plan
- (vii) ensuring any other periodic reviews and audits have been completed as per the Contract Management Plan
- (viii) ensuring the Supplier adheres to its own inspection/ audit program as per the SHE Management Plan and addresses any findings
- (ix) reviewing results of SEQT inspections and audits conducted and ensuring that any recommended corrective actions are fully implemented
- (ix) reviewing and approving/ rejecting any amendments to the Supplier's SHE Management Plan in accordance with the Contract terms and conditions
- (x) keeping records of all SHE communications with the Supplier.

The Contract Specialist – Works must act on any breaches of the SHE contract terms and conditions immediately. The decision to suspend or terminate a Supplier due to poor SHE performance must be made by the relevant Head of Function, with support from the Head of SEQT, in accordance with the terms and conditions of the Contract and in consultation with Commercial.

The SEQT Function will conduct inspections and audits of Suppliers, assessing desktop and field-based evidence of compliance with the *SHE Requirements for Contractors (EDM 34193785)*. Audits of internal compliance with this Procedure and of the third party SHE pre-qualification evaluators will also be conducted in accordance with the annual SEQT Assurance Plan.

2.2.4 Variations

Where there is a variation to the scope of works which increases the inherent SHE risks, additional controls shall be implemented to reduce this risk as far as is reasonably practicable.

The Contract Specialist - Works is Responsible for liaising with SEQT Function to ensure the SHE pre-qualification is still valid before approving the variation (and rectifying this if the pre-qualification requires re-evaluation). They are also Responsible for ensuring the associated SHE Management Plan and Contract Risk Register are updated to reflect any additional risks.

2.2.5 Amendments

The Contract Specialist – Commercial is Responsible for liaising with the SEQT Function regarding any amendments to the contract that affect the standard SHE contract terms and conditions.

2.2.6 Renewals or Extensions

The aim of this phase is to facilitate a smooth transition at the end of the Contract term to ensure minimal impact on Western Power’s business. The phase commences before the Contract ends and involves a review of the SHE successes and failures that occurred over the term of the Contract.

The Contract Specialist – Commercial must ensure that the SHE pre-qualification of the Supplier is current prior to renewing or extending a Contract. The Contract Specialist – Works and the Contract Specialist – Commercial must also review the SHE performance of Suppliers prior to renewing or extending a Contract, in liaison with the SEQT Function. This must include consideration as to whether Suppliers have consistently met the SHE KPIs referenced within the relevant Contract.

2.2.7 Close Out

This phase involves a final evaluation of the performance of the Contract. It is important for Western Power’s continual improvement that lessons learned are identified and applied to future Contracts.

The Contract Specialist – Works is Responsible for preparing a contract close-out report which includes an evaluation of the SHE performance of the Supplier over the course of the contract in liaison with relevant parties such as the Contract Specialist – Commercial and SEQT Function.

3. Dictionary

Words in the first column of the following table are defined terms and have the corresponding meaning shown in the second column of the table. Defined terms appear in this document in Title Case.

Defined term	Meaning
Accountable	The staff member ultimately answerable for the correct and thorough completion of the objective or communication, and the one who delegates the work to those Responsible. For example, an Accountable officer approves work that the Responsible officer provides.
Consulted	A person(s) whose opinions are sought, typically subject matter experts; and with whom there is two-way communication.
Contract	A legally enforceable agreement between two or more parties that sets out the terms and conditions under which goods and/or services will be provided.

Defined term	Meaning
Contract Management	The process of systematically and efficiently managing Contract creation, execution and analysis for maximising operational and financial performance.
Contract Management Framework	A collection of process steps required for the management of contracts in Western Power. All processes related to the Contract Management Framework can be found in SUPP 4.2.3 in Holocentric, Western Powers business process library.
Contract Management Plan	A document that contains key information on how a Contract will be managed.
Contract Risk Register	A register of risks associated with a contract and scope of works which list the hazard details, controls implemented and risk rating to demonstrate that the risk is managed to as low as reasonably practicable.
Contract Specialist - Works	A Western Power Employee nominated, in respect of a Contract, to be Responsible for all Contract Management activities including the tasks described in the RACI Matrix.
Designer	A person(s) who designs or specifies the work.
Evaluation Panel	A panel made up of relevant subject matter experts (e.g. Engineering and Design, ITC, HR, Operational Services, SEQT etc.) who conduct a quantitative and qualitative evaluation of the Supplier's technical submission. The composition of the Evaluation Panel will be determined by the specific contract being reviewed.
High Risk Construction Work	As defined in regulation 3.137 of the Occupational Safety and Health Regulations 1996 (WA).
Informed	Those staff members who are kept up-to-date on progress, often only on completion of communication and advice.
KPI	Key Performance Indicator.
Standard	A Standard issued under and supporting a corporate policy.
Prescribed Activity	An activity carried out in the course of the design, construction, commissioning, operation, maintenance or decommissioning of the Western Power network. However, if the Prescribed Activity is carried out in the course of the construction, commissioning, maintenance or decommissioning of the network, the activity is not in connection with the network unless it is carried out within 6 metres of the network. Reference: <i>Electricity (Network) Safety Regulations 2016 (WA)</i> .
Procedure	A collection of related processes that together deliver a business outcome / functional capability.
RACI	Responsible, Accountable, Consulted and Informed.
Responsible	A person(s) who complete the work under this Procedure and is directed by and answerable to an Accountable person(s). There is at least one role with a participation type of Responsible, although others can be delegated to assist in the work required.
Safe Work Method Statement	As defined in regulation 3.143 of the Occupational Safety and Health Regulations 1996 (WA).
SHE	Safety, Health and Environment.
SEQT Operations Business Partner	The SEQT employee assigned as a Business Partner to a particular Function, to provide support and advice as required.

Defined term	Meaning
SHE Management System	The framework that provides a structured, systematic, 'quality assured' way in which SHE risks, and compliance requirements are managed to so far as is reasonably practicable to achieve the commitments and requirements stated in the relevant policy.
Subcontractor	A workforce not directly employed by a supplier that is engaged by the supplier to complete specific parts of the scope.
Supplier	A party that supplies materials, goods or services under a Contract with Western Power.
Tier	Contract Tier according to the Contract Tiering Guide in the Contract Management Framework (EDM 32361820).
Western Power Employees	All persons directly employed by Western Power, including any contractors and temporary staff.

4. Content owner

Name & Surname	Business Unit
Emma Jones – Senior Assurance Specialist	Assurance

5. Accountabilities

Head of SEQT

Accountable for the development, maintenance and publishing of this Procedure in-line with the requirements of Western Power's SHE Management System and, so far as reasonably practicable influencing compliance with the arrangements prescribed by the details within this Procedure.

6. Review

This Procedure will be reviewed and evaluated by the content owner at least once in every three-year period taking into account the purpose of the Procedure and the outcome of the compliance review.

7. Related documents

Title	EDM reference
SHE Standard	32254910
SHE Requirements for Contractors	34193785
Procurement Policy	34034136
Contract Management Guidelines	34158140
Contract Management RACI	34151906
Contract Tiering Guide	32361820

Title	EDM reference
Key Performance Indicators Procedure	34196738
Quick Reference Guide – Approval to Subcontract	43600846
Depot Pack contractor access and installation work instruction	44678992
SHE Management Plan Assessment Tool	34252353
Vendor Fatality Evaluation Process	50272923

8. Approval history

Version	Approved by	Date of approval	Notes
1.	Simon Walsh, Corporate Services Executive	25/05/2015	SHE Management of Contracts Standard. First issue. This document replaces the Contractor management policy (DM# unknown).
2.	Claire Royston, Head of SEQT Function	29/09/2015	Changed to SHE Management of Contracts Procedure. Updated into new corporate template. No significant changes made from first issue.
3.	Claire Royston, Head of SEQT	18/05/2017	Updated in line with actions arisen from IA221 audit findings
4.	Head of SEQT	10/01/2020	Updated minimum training requirements, SHE pre-qualification evaluation and requirements for each contract tier.

9. Content approver

Name and Surname	Signature
Andy Shaw	<i>Andy Shaw</i>

Appendix 1 - Summary of expectations for the SHE management of contracts by Contract Tier (see *Contract Tiering Guide EDM 32361820*)

PHASE	Tasks	Tier 1	Tier 2	Tier 3	Tier 4
SOURCING	Scope to include sufficient detail to identify SHE risks and specifically mention any known SHE risks	√	√	√	√
	Check SHE registration questions	√	√	√	√
	SHE pre-qualification evaluation	√	√	√	Case by case basis
	SHE performance evaluation by tender evaluation team (i.e. Schedule 14 questions)	√	√	√	√
	Commence development of SHE risk register	√	√	√	√
	Set SHE KPIs in contract	√	√	√	
START-UP	Review and approve or specify amendments required to Supplier's SHEMP	√	√	√	
	Include SHE matters in the Contract Management Plan such as risk registers and inspection schedules	√	√	√	
	Approve any Subcontractors and ensure the Supplier has undertaken an appropriate assessment of all Subcontractors	√	√	√	√
	Ensure that the supplier is competently resourced for the works and complies with the span of control	√	√	√	
	Review Supplier's SHE risk register to ensure it adequately addresses the SHE risks relevant to the scope, and where applicable, copy risks into the contract risk register	√	√	√	√ Job Risk Assessment
	Ensure Supplier's Safe Work Method Statements for all high risk construction work are in place and comply with relevant requirements in Western Power's SHE Management System	√	√	√	
	Check relevant authorisations and licences of Supplier	√	√	√	√
	Ensure site inductions have been conducted	√	√	√	√
	Ensure the supplier has access to Depot Pack	√	√	√	√
	Conduct pre-start meetings or site visits and keep records	√	√	√	
	Site handover documentation is in place (where applicable)	√	√	√	
	Supplier has been added to 'Bulletin-Contractor' email distribution list for receiving SHE bulletins	√	√	√	√

MONITORING AND MANAGEMENT	Address SHE matters at the regular performance meetings with the supplier	√ monthly	√ monthly	√ quarterly	
	Ensure that the Supplier provides information on the agreed SHE KPIs referenced in the Contract terms and conditions	√ monthly	√ monthly	√ quarterly	
	Ensure that the supplier investigates all SHE incidents and corrective actions are fully implemented	√	√	√	√
	Provide copies of relevant Western Power documents referred to in the contract whenever updates are released and obtain confirmation from Supplier	√	√	√	√
	Ensure the Supplier is communicating SHE bulletins to their employees and Subcontractors	√	√	√	
	Ensure regular inspections (i.e. Level 1 inspections) are conducted to check that the Supplier is compliant with relevant Western Power SHE Management System documentation and the approved SHE Management Plan (note: whether an appropriate inspection schedule is based on the percentage of work undertaken or based on regular intervals will depend on how the work is allocated)	√ 10% or weekly	√ 10% or fortnightly	√ 5% or monthly	
	Ensure Supplier adheres to its own inspection/ audit program as per the SHEMP and addresses results (i.e. obtain schedule and have Supplier provide inspection/ audit reports)	√	√	√	
	Review results of SEQT inspections and audits (i.e. Level 2), ensuring that corrective actions are fully implemented	√ monthly	√ monthly	√ quarterly	
	Review and accept/ reject any amendments to the Supplier's SHE Management Plan	√	√	√	
	Assess new SHE risks arising from any change in the scope of the work and determine the need for an additional SHE pre-qualification evaluation of suppliers (in liaison with SEQT)	√	√	√	√
	Retain records of all SHE communications with the supplier	√	√	√	√
RENEWALS OR EXTENSIONS / CLOSE OUT PHASE	Check SHE pre-qualification status prior to any renewals or extensions	√	√	√	√
	Prepare close out report in consultation with relevant parties including the Contract Specialist - Works and SEQT Operations Area	√	√	√	