



1.0 INTRODUCTION

Contractor Safety Management can be defined as an integrated series of risk management processes that are tailored to meet the operational needs of an organization. The primary objective of this standard is to provide NB Power with the necessary assurances that contracted services are meeting the safety performance expectations of the organization in a consistent, and repeatable manner.

This standard provides NB Power employees with the necessary means to manage contractor safety through the appropriate selection, oversight, and performance management of NB Powers contracted services. It is understood that public solicitations must be open to all qualified contractors. This standard permits NB Power to manage the risks associated with contractors working on behalf of the company. Ultimately, the goal is the prevention of injuries and illnesses that could result from the activities of contractors or their sub-contractors working on behalf of NB Power.

The minimum requirements documented within this standard are in addition to and intended to supplement all other applicable laws, rules, and regulations. Where required by the New Brunswick Occupational Health & Safety Act, Contractors must maintain their own Health & Safety programs, as well as policies and procedures that meet New Brunswick’s legislative requirements, and that of NB Power’s HSEE Management System.

2.0 SCOPE

The processes described within this standard 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 is known to be associated with the type of activity to be performed. Contracts that meet Tier 1 classification criteria require detailed work planning, hazard identification & control, as well as NB Power oversight.

This standard provides various supplemental forms and process instruction that are intended to be leveraged by NB Power business units/divisions for the management of contracted service providers. Where NB Power business units/divisions have developed forms and process instruction meeting the intent of this standard, those applicable forms and process instructions may be employed as applicable to the scope of service being awarded.

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 the commencement of work activities. Adequate insurance and a letter of WSNB good standing must be acquired before the award of contract. Records of the contractors training and qualification must be acquired and reviewed by NB Power prior to the commencement of the work activities.

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
(O.C. 2022-306)	Procurement Act
CSA	CSA Group Codes and Standards
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
HSEE-03-18	Respiratory Protection
HSEE-03-31	Drinking Water Quality
HSEE-03-32	Emergency Eyewash & Showers
HSEE-03-35	Welding
HSEE-03-36	Asbestos Management
HSEE-03-37	Vanadium
HSEE-03-38	WHMIS
HSEE-03-40	Hearing Loss Protection & Noise
HSEE-03-62	Working with Lead
E-forms	Field Observation E-Form Contractor Observation Form
Incident Report E-Form	Health & Safety Incident Report (145)
Form #0546	Contractor Recognition Award
SDP-01368-PD09	Providing Oversight to Supplemental Personnel (PLNGS)
PL-0906	Contract Inspection List (PLNGS)
IR-00060-01	Contractor Guidebook For working at PLNGS
Form #0547	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
EX-3000-002	Construction Safety Management
Vendor Performance	Service Performance Evaluation
Form # 0691	Contractor Remedial Action Plan
Form # 0681	HSEE Requirements – Contractor Notice of Warning
Form # 0368	Contractor Questionnaire
Form # 0406	Contractor Observation Form
Form # 0409	Kick-Off Meeting Template
Form # 0530	Contractor Safe Work Plan
Form # 0544	Contract Risk & Responsibility Assessment
Form # 0545	Contractor Safety Performance
Form # 0546	Contractor Recognition
Form # 0547	Contractor Exemption from ISN Registration
Form # 0548	Request for Contractor Grade Variance
Form # 0647	Contractor Safety Report
NBPower.com	Contractor Orientation

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	<p>Individual, company, or organization engaged by NB Power (other than an NB Power employee) to carry out work or to provide a service.</p>
Employee in Charge of Contractors	<p>The NB Power person providing oversight to contractor personnel.</p>
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	<p>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.</p>
Safe Work Plan Form # 530	<p>A Safe Work Plan is a document which outlines the scope of work, identified hazards, implemented controls, as well as any training requirements, roles, and responsibilities. This information may also be provided in the form of a Job Hazard Analysis. The contractor safe work plan (Form # 530) is intended to be provided to small contractors who do not maintain an internal JHA program.</p>
Job Hazard Analysis (JHA)	<p>A job hazard analysis (JHA) is a process which helps assess a job to identify hazards and necessary control measures. In a job hazard analysis, each basic step of the job is broken down into a series of additional steps to identify potential hazards and to recommend the safest way to do the job utilizing the hierarchy of control.</p>
Tailboard / Pre-Job Brief	<p>A meeting employees conduct before performing a job to discuss the tasks involved, identify the hazards and controls, work procedures, energy source (line of fire) controls, personal protective equipment, employee state of mind, and other safety considerations associated with the job. This information may also be documented on a contractor equivalent FLRA/FLHA pending NB Power review and nonobjection of the documentation. Small contractors (<20 employees) that do not maintain an independent equivalent program,</p>



	will be provided, and expected to implement NB Powers Tailboard / Pre-Job Brief program for the duration of an NB Power contract.
Sub-Contractors	A subcontractor is a person or business that undertakes to perform part or all of the obligations of another's contract. A general contractor, prime contractor or main contractor may hire subcontractors to perform specific and/or specialized tasks as part of an overall contract to mitigate risks.
Third Party Vendor (ISNetwork)	NB Power has incorporated ISNetwork Contractor Management as part of our evolving safety standards and records management program. Reference to the third-party vendor pertaining to contractor safety management is a reference to ISNetwork.
Major deficiencies	Deficiencies which in NB Powers determination, could jeopardize the safety/wellbeing of personnel, equipment, community, security, or facilities.

5.0 ROLES AND RESPONSIBILITIES

NB POWER

5.1 Procurement

- Ensures all relevant Health & Safety requirements are kept current in the terms and conditions established by NB Power with its contractors via consultation with NBP's legal and health and safety departments.
- Ensure appropriate insurance, including WorkSafeNB, are in place and current. If deficiencies are identified in legal prerequisite documentation, notify the contract administrator for remedial action request to the vendor.
- 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 *Procurement Act*, the Act's pursuant construction services regulations 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,
- Provide ISN program support to the business through the entry and management of vendor contract status information within the ISN platform.
- Consult with TH&S and contract administrators to determine qualification processes to be employed for various commercial engagements.

5.2 Supplier Relationship Management

- Ensures process and resources are in place for supplier relations and performance management,
- Ensures services, materials, and apparatus are provided in accordance with established terms and conditions,

- Build relationships with suppliers and business partners,
- Manage relationships and provide a dispute resolution role by acting as a neutral party between internal customers and external vendors,
- Support TH&S and contract administrators in instances in which a vendors Health & Safety performance warrants the issuance of NB Powers Form 0681 Health & Safety Requirements – Contractor Notice of Warning.
- Provide an evaluation role as it relates to key vendor performance metric.
- Ensure on-time delivery and completeness of services provided.
- Develop, Implement, and support processes that ensure the provision of quality of service, safety requirements, quality standards, cost control, and timeliness of performance,
- Supports contract administrators and project managers with vendor performance evaluations.

5.3 Contract Administrators/Project Managers

This individual is typically the NB Power employee who manages contract costs, quality, and schedule. The Contract Administrator/Project Manager is responsible to request any exemptions for a contractor from NB Power Health & Safety program requirements. 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 responsibilities include:

- Hold challenge meetings for hazardous work, first time execution or rarely executed work.
- Complete a TH&S **Contract Risk & Responsibility Assessment** (Form #F0544) as required to address any scope specific safety information for inclusion in the solicitation package for contractor consideration.
- Ensure applicable parties are aware of the work scope and planned activities prior to the award of contract including the hazards that may be involved.
- Consult with subject matter experts as required to develop the scope of work and to determine what qualifications and competencies will be required by the contractor to safely execute the 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 solicitation package or Project Execution Plan (PEP) through to the final contractor evaluation,
- 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 F-0530* for a template, if required by the contractor.
- Ensure appropriate insurance, including WorkSafeNB, are in place and current, via ISN,
- Monitor the contractor's compliance to the terms & conditions of the contract including ISN grade compliance.
- Escalate issues related to safety to the appropriate individual to ensure improvement and compliance,

- At contract closure, document any lessons learned and complete the vendor performance evaluation via – Service Performance Evaluation,
- Requests any exemptions for a contractor (e.g., Form # 547 Contractor Exemption from ISN or Form # 368 Contractor Questionnaire)

5.4 Employee in Charge of Contractors

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

Note: A third party may be contracted to perform contractor oversight on behalf of NB Power, I.e., Contracted Project Managers, Construction Managers, etc.

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 or divisional equivalent) has been conducted prior to the start of any work.
- Ensure contractor 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 qualification for the contractor employees who will be working on behalf of 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 contractor 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 execution 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 inspections and observations and document according to divisional requirements and ensure the contractor is appropriately resourcing assigned NB Power corrective actions.
 - WELL Sheets
 - Contractor Evaluations and Audits – ISNetworld.
 - PLNGS Observation Form
 - Contractor Observation Form (*Form # 406*)
 - Field Safety Visit E-form

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's performance is meeting expectations and a risk-based review of ongoing work activities is being conducted.

- Ensure effective communication and coordination of work with other contractors and/or NB Power.
- Maintain health & safety 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 training and 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 as applicable,
- Stop work that is unsafe,
- Ensure the contractor has mandatory emergency equipment such as spill kit, first aid kits, fire extinguishers, etc.,
- Ensure All Health and Safety incidents that involve a contractor are reported through the (145) E-form as outlined within HSEE-03-03 Incident Reporting, Notification, and Investigation.
- Provide the contractor with ongoing feedback regarding Health & Safety performance and document a Health & Safety Performance Evaluation within the contractors ISNetworld profile to ensure both positive performance and any issues that should be considered prior to the award of a future contract are available for NB Power review and consideration during the solicitation the process. Note: Contact Total Health & Safety for support with this process as required.

5.5 Total Health & Safety

- Provide guidance and support to contract administrator, project managers and employees in charge of contractors regarding contractor safety management.
- Assist contract administrators in conducting Contract Risk & Responsibility Assessments (Form # 0544)
- Assisting contract administrators and procurement personnel in the development of Health & Safety solicitation/contract requirements.
- Support safe work planning and contractor submittals reviews.
- Approve or deny contractor exemption requests from portions of NB Power's Health & Safety Management System within ISNetworld.
- Provide NB Powers facilities and projects with safety specialist support when Tier 1 services are required,
- 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,
- Support the Health & Safety Vendor performance efforts of contract administrators through NB Powers Health & Safety Requirements – Contractor Notice of Warning processes.
- Provide ISN onboarding support to NB Power vendors,
- Monitor NB Power ISNimplementationteam@nbpower.com mailbox in support of NB Powers integrated procurement efforts – Providing recommendations on Tier classification of the requested services, and contract lifecycle support to both contract administrators and procurement personnel.
- Establish the safety program requirements with NB Power’s third-party vendor (ISN) to qualify contractors for work on behalf of NB Power. See Appendix C for list of contractor prerequisite program requirements.
- Monitor Contractor safety performance via contractor KPI data submitted to ISNworld, field verification & validation of the contract Health & Safety requirements, contractor audits and evaluations and through trend analysis of the H&S incident report database (145 E-form). This information may be utilized to support the development of remedial action plans in consultation with contract administrator(s) and project managers on an as needed basis to help ensure contractor(s) remain in good standing throughout the execution of high-risk services.

CONTRACTOR RESPONSIBILITIES & ACCOUNTABILITIES

Contractors have a duty to provide a safe work environment to their employees and to 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 assessments, 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 & implement safe systems of work relevant to the location and work activities.

The Contractor shall ensure its operations and that of its subcontractors are conducted in alignment with local acts, pursuant regulation, applicable safety codes, recognized industry best practices and NB Power standards regarding Health & Safety Management throughout the lifecycle of an awarded NB Power contract. The Contractor shall maintain appropriate levels of personnel and resources to ensure effective management and implementation of this standard.

5.6 Contractor Leadership and Accountability

Leadership, at all levels, is the key lever to providing and improving safety performance. The contractor shall ensure its leadership, and that of its subcontractors demonstrate the following NB Power tenants of safety leadership and accountability:

- Management must provide strong, visible leadership participation and commitment and ensure this commitment is translated into providing the necessary resources to:
 - Develop, implement, and maintain the contract safety plans.
 - Meet the policy and strategic safety objectives of NB Power.
- When leadership is coupled with an engaged workforce:

1. policies and strategic safety objectives are translated into effective work efforts and optimized safety performance.
 2. safety is integrated into all decision-making, business planning processes, and
 3. safety-oriented culture emerges and thrives.
- Contractor Management is knowledgeable in the safety plans and has communicated their safety vision and expectations towards continuous improvement in safety performance.
 - Contractor Management ensures that safety is integrated into the asset and business planning processes at all levels of their organization.
 - Safety issues are included in the contract execution planning and discussed at all management meetings along with contract cost and schedule updates.
 - Contractor senior management participates in safety meetings and safety field visits at the project site(s).
 - Contractor Site management participates in weekly safety meetings and safety field visits at the project sites.
 - Contractor Management participates in conducting internal safety audits.
 - Contractor Management supports the contract safety plan which begins with allocating adequate resources.
 - Contractor Management fosters employee and subcontractor involvement in:
 - the contract safety plan and work processes.
 - Sharing and transfer of safety best practices.
 - Individual and team contributions to safety performance are recognized, rewarded, and considered during employee and group performance evaluations, and employees are held accountable for job performance.
 - Processes are in place to communicate the project safety plan, goals and targets, efforts, and performance to employees.
 - Employee and subcontractor suggestions for improvement in the safety program and related work processes are actively solicited.
 - Employees and subcontractors receive timely feedback on suggestions.
 - Senior Management personally presents safety performance awards.

5.7 Authority To Stop Unsafe Work

Any individual performing contract work or providing services to NB Power, irrespective of his or her employing entity has the responsibility and authority to stop or require others to stop work when an unsafe act or condition is observed that could result in an injury or incident. Work may only be resumed when it can proceed in a safe manner, and there will be no punitive action taken because of stopping work. Additionally, everyone is required, and empowered, to immediately advise NB Power and those with operational control of that work area of any safety concerns whether involving NB Power, a contractor, a subcontractor, or an individual. The contractor shall ensure the authority to stop unsafe work is communicated to its employees and that of its subcontractors through project orientation, and prominent safety messaging.

5.8 Work Stoppage

In the event of a work stoppage, utilizing the Authority to Stop Unsafe Work (**Section 6.2**) based on Safety deficiencies, or an “Imminent Danger to Life or Health” situation. The Contractor shall immediately notify NB Power, remove the workforce from the work area and correct the safety deficiencies by allowing only the people in the area that are competent to make the area safe. The contractor shall ensure no other work is being performed during this time. Where life threatening/imminent danger situations exist, then the area will be barricaded or roped off, and a sign placed with the wording “Unsafe Area – Authorized Access Only” (or similar). Before the workforce is allowed back in the area, the contractor shall ensure the area is re-inspected by the contractor’s safety representative on-site and field supervisor. The contractor will notify NB Power in writing of corrective actions taken and that the area is declared safe to continue work. NB Power reserves the right to inspect the work area and advise the contractor of its findings.

5.9 Orientations

The contractor must develop and administer a contract specific orientation and records management system for its personnel, and that of its subcontractors. Records of attendance / completion must be sent electronically to the contractors NB Power point of contact. NB Power reserves the right to request records of process verification at any time throughout the execution of the contract.

NB Power will provide the contractor with NB Power facility and/or project orientation through one of the following mechanisms:

- In person delivery
- ISNetworld delivery
- NB Power LSM (Learning Management System) delivery

5.10 Hazard Identification and Risk Management

All contractor personnel shall continually strive to systematically identify and assess the risks associated with their work location, and activities. This shall be achieved and maintained through the development and use of health and safety hazard/risk assessments, site inspections and audits, safe work practices (SWPs), work methods, job safety analysis (JHAs), field level risk assessments (FLRA’s), incident investigations and corrective actions. The NB Power process for hazard identification and control is further detailed in NB Power HSEE-03-01 Hazard Identification, Assessment and Mitigation.

5.11 Tailboard Conference [FLRA] & JHA Program

This program is designed to involve all workers, including front line supervision in the pre-job task planning process. Tailboard conferences encompass safety hazards, risks, and mitigations. It has been a culture of NB Power for many years to perform tailboard conferences and JHAs and is an integral part of our safety program. The contractor must submit for NB Power review & non-objection it’s tailboard conference (or equivalent) prior to the commencement of onsite work activities.

- The contractor shall establish a quality verification process for this program, and it is recommended that a minimum of 10% of the tailboards be reviewed for quality assurance purposes.
- The contractor’s scope specific JHA(s) must be submitted to NB Power for review and non-objection a minimum of four (4) business days prior to any work activities commencing.

- Tailboards/JHA's must be made available to NB Power for quality review and verification upon request.
- Tailboards/JHA's must be made available to NB Power immediately following any incident.

Note: Refer to

- [HSEE-03-41 Tailboard Conference / Pre-Job Brief](#) and
- [HSEE-03-01 Hazard Identification, Assessment & Mitigation](#) for Completing a Job Hazard Analysis (JHA) for additional guidance.

5.12 Communication and Consultation

5.12.1 General Meetings

All formal meetings held shall commence with safety moment. The safety moment shall be presented by an attendee who volunteers or is nominated by the meeting chairperson and will be an item relevant to the contract and/or any related safety matter.

5.12.2 Safety Meetings

The contractor shall undertake routine safety meetings in-field. Where it is deemed necessary by NB Power, the contractors' representatives shall participate in safety meetings/forums hosted by NB Power or the contractor. The objectives and agenda will be based on activities taking place at the work location or safety information to be communicated to the field. Agenda items may include:

- Safety initiatives, updates, and/or information.
- Review of Incidents/Near Misses and sharing of lessons learned.
- Overall contract safety data, tracking, and trending.
- A follow-up discussion of inspections & audit findings and status of corrective actions.
- Items of general safety importance to the contract work.
- Items of safety interest to the workgroup.
- Safety Recognition.

5.12.3 Daily Toolbox Meetings (Tailboard Conference)

All contract personnel must attend a daily "toolbox/tailboard" meeting prior to the start of each shift. Contractors are responsible to review and retain (on-site) Toolbox/Tailboard Conference documentation, attendance records and provide records to NB Power upon request.

5.12.4 Crew Safety Meetings

Safety meetings shall be held to discuss workplace safety matters per divisional / project requirements. The contractor's supervision is expected to actively participate in crew safety meetings. Safety meetings are mandatory and must be attended by all contractor and subcontractor personnel.

The agenda for weekly meetings shall be directed toward the activities and tasks associated with the contract.

Agenda items shall include, but are not limited to the following:

- Safety moment.
- Follow-up items raised at previous weekly meeting.
- Review of upcoming work activities and any Health & Safety considerations.
- Review of Incidents/Near Misses and sharing of lessons learned.
- Follow-up discussion of inspections & audit findings and status of corrective actions.
- Items of general safety importance to the project.
- Items of safety interest to the workgroup.
- Safety recognition.
- Safety policy review.
- Safety initiatives and review of JHA/FLRA.
- Safety performance.
- Regulatory compliance.

The Contractor must retain (on-site) minutes of weekly meetings. Attendance records shall be maintained by the contractor and made available for NB Power review upon request.

5.12.5 Safety Coordination Meetings

Depending on the contract scope and complexity, the contractor and NB Power safety representatives may establish a meeting schedule and agenda for contract safety coordination meetings.

Meeting objectives shall be implementation, monitoring, and control of the contract safety Plans, as well as consideration of issues arising from the progression of the work that require high-level coordination.

Meeting agenda shall include, but not limited to the following:

- Review of action items from previous meeting.
- Review of all new and outstanding safety issues and related progress.
- Review of incidents that occurred during the previous period and corrective action status review.
- lookaheads for upcoming work scopes per project / facility requirements.
- The identification of areas of concerns.
- Review of regulatory compliance.
- Agreed actions.

5.12.6 Safety Communication

In addition to orientations and meetings, the following media may also be used to inform personnel of safety matters/ issues:

- Memos on notice boards or direct to personnel.
- Posters.
- safety alerts / bulletins / notices.
- Safety Look ahead.
- Safety awareness campaigns.
- Townhall Meetings.

5.13 Employee Safety Engagement

Contractor frontline supervision shall ensure the development, implementation, and review of field level safety planning applicable to their scope of work. Contract personnel executing work must review and sign-off on all relevant safety planning documentation prior to task execution, I.e., JHA's, Tailboard conference etc.

5.14 Joint Health & Safety Committee (JHSC)

The contractor shall observe and comply with regulatory requirements regarding the establishment, implementation, and maintenance of JHSC's.

5.15 Resolution of Safety Issues

The resolution of safety and compliance matters shall comply with all statutory requirements pertaining to issue resolution. Any safety and compliance issues, which arise between NB Power and in-field Contractors shall be resolved in a similar process to that outlined below.

If such matters arise which must be dealt with immediately, as they may constitute an imminent danger to life or health, please refer to Section [5.7 Authority to Stop Unsafe Work](#) of this Standard.

Other non-imminent safety and compliance issues shall be first brought to the attention of the contractor's supervisor for resolution. If the matter is not resolved, the NB Power's project or facility management team shall become involved in the resolution process. Where no resolution is reached, the issue shall be escalated to NB Power's divisional management team members & Total Health & Safety Specialists.

5.16 Serious Injury and Fatality (SIF) Prevention Program

NB Powers adoption of the EEI Safety Classification and Learning (SCL) Model has positioned our organization to leverage industry applied science and leading data analytics tools in support of our shared objective of SIF Elimination / Zero Loss, with primary emphasis being placed on the "direct" control of High / Hazardous Energy. For large, or otherwise complex contracts/projects, the NB Power management team may choose to implement NB Powers SIF Prevention / Critical Controls Verification Program, with corporate support from NB Power's Total Health & Safety department.

[NB Powers SIF Prevention / Critical Controls Verification Program](#) endeavors to establish a proactive platform for NB Power employees and our contractors to actively monitor our worksites for SIF (Serious Injury & Fatalities) potential. Establishing an identification and corrective action mechanism for SIF Prevention through the Verification & Validation of Critical (High Energy) Controls.

NB Power has identified the following High Risk focus areas of prevention:

- Fall Protection
- Aerial Lifts, Elevating Work Platforms
- Suspended Workbaskets
- Scaffolds
- Working on Roofs
- Grating, Floor Plate, and Guardrail removal
- Steel Erection
- Electrical Work

- Hazardous Energy Control
- Hot Work
- First Line Breaks
- In (Diving), On & Near Water Work
- Crane Safety
- Lifting and rigging
- Material Handling
- Powered Industrial (Haul) Trucks
- Motorized Heavy Equipment and Light Vehicles
- Human and Machine Interface
- Traffic management
- Excavation, Trenching, and Shoring
- Blasting
- Confined Space

When the above (or any other) High Risk focus areas are identified, contractors must conduct a hazard identification and risk analysis which is to be submitted for NB Power review and non-objection prior to the commencement of work activities. Contractors shall manage hazards and associated risks in accordance with NB Power's hierarchy of controls. Note: For submittal timelines and additional details, please refer to section **6.6 [Tailboard Conference \[FLRA\] & JHA Program.](#)**

5.17 Contractor's Safe Work Plan / HSE Mgmt. Plan

The Contractor must have a written Project specific safety plan, pertaining to their awarded scope of work and submit to NB Power within 30 days of an award. The Contractor Safety Plan must be reviewed by NB Power with a notice of nonobjection prior to mobilization. The Contractor must ensure that all its subcontractors have written safety plans in place that are of a suitable standard. The Contractor must ensure these plans are in place before allowing subcontractors to mobilize to the site. Subcontractor Safety Plans must include management of transport and delivery contractors entering the site delivering materials and/or equipment. Contractors shall promptly notify NB Power in writing of any changes in the scope of requirements relating to safety matters.

5.18 Hierarchy of Safety Control

The Contractor shall ensure that all hazards and associated risk mitigations strategies are applied in accordance with the 'Hierarchy of Control' methodology.

Control measures to eliminate or minimize the risk are considered and implemented in the following order of precedence:

1. Elimination of the hazard is the primary objective and must take precedence.
2. If this is not possible, prevent or minimize exposure to the risk by one or a combination of:
 - Substitution - substituting a less hazardous material, process, or equipment.
 - Isolation - isolating the hazard from the person or the person from the hazard.
 - Engineering - redesigning equipment or work processes.
 - Administration - introduce administrative controls.
 - Personal Protective Equipment (PPE) – Specialized and/or basic PPE

In all instances, risk must be minimized to an as low as reasonably practicable (ALARP) level.

5.19 Management of Change

The Contractor shall develop a system to manage the change process. This process is intended to help ensure that proposed change does not give rise to an unacceptable risk to health & Safety of the contractor / NB Power personnel & stakeholders.

The contractor's management of change shall ensure the following:

- Changes are identified and recognized.
- Careful consideration is given to managing the risks associated with any change.
- Due diligence can be shown to have taken place.
- A reduction in the number of unsatisfactory or unnecessary changes.
- Involvement of the right people in the change process.
- All statutory requirements are met.

The management of change controls shall apply with respect to the fact that change may be planned, sudden or gradual.

5.20 Permit to Work

Generation

NB Power utilizes an in-plant permitting procedure known as **Generation Standard 50 (GS-50)**. As applicable to the contracted scope of work, the NB Power GS-50 standard will be provided to the performing contractor in electronic and/or paper copy. All work performed at NB Powers Generation plants must adhere to GS-50 requirements.

Transmission & Distribution

For contracted work on NB Powers Transmission & Distribution systems, contractors are expected to be familiar and comply with the requirements outlined within NB Power's '**Operating Rules and Regulations**'. These Regulations apply for work on the Transmission and Distribution electrical system of NB Power. As applicable to the contracted scope of work, the NB Power 'Operating Rules and Regulations' will be provided to the performing contractor in electronic and/or paper copy.

Nuclear

Point Lepreau Nuclear Generating Station **Work Protection SI-01365-P001** Applies to work performed on all systems that are connected to or turned over to the Point Lepreau Nuclear Generating Station (PLNGS) Operations department. The requirements outlined in this process apply to all site personnel working within the PLNGS Work Clearance Process and to all personnel who physically enter or break the plane of the area where energy normally exists in the system, or placement of part or all their body in the Boundary of Protection of a Work Clearance.

Note: Where necessary by project and or divisional requirements, contractor shall provide the necessary lock out tag out equipment for personnel

5.21 Loading, Transport and Unloading

It is the responsibility of any person or Contractor who arranges a delivery or pick up from the worksite to ensure that the transport company used is executing their work in a safety conscious manner. All deliveries shall be escorted from the demarcated worksite entry point to the delivery location and shall be conducted in alignment with NB Power divisional / facility requirements.

- The delivery vehicle and the driver shall comply with all site/facility requirements (e.g., clothing, PPE, and adornments). If the driver does not comply, then they are not permitted to enter the work area or exit the cab.

5.22 Housekeeping

- The Contractor shall keep their work area in a neat, clean, and safe condition, and must remove from NB Power facilities and the vicinity thereof, all debris and rubbish caused by the Contractors operations.
- Upon completion of contracted work, the Contractor shall promptly return unused materials and remove from them the worksite location. Leaving the grounds and the vicinity clean, safe, and ready for use.
- Contractor shall maintain barricades to NB Powers standards.
- Contractor shall keep access to emergency exits clear.
- Contractor shall ensure that all trenches, holes, excavations, overhead work, scaffolding, vessel entry and exit, crane operations, and unloading, are properly barricaded and, where necessary, provided with warning lights.
- During project execution, all debris and scrap material shall be kept away from the work area.
- The contractor shall ensure all waste is segregated and disposed of in accordance with relevant in federal, provincial, and local regulation(s).
- The contractor shall not pour, bury, burn, nor in any way dispose of material on the work site without the written permission of NB Power in consultation with contract stakeholders.
- The contractor shall clear all combustible debris to an authorized solid waste disposal site. No open burning of debris or rubbish will occur without prior approval from NB Power.
- The contractor is advised to reference [HSEE-03-15 Housekeeping](#) for additional guidance.

5.23 Training & Qualifications

Prior to project / facility mobilization, the Contractor shall provide current documentation to the satisfaction of NB Power to verify the Contractor's personnel are competent and have the appropriate qualifications, job skills and training as required by the scope of the awarded Contract and governing law. It is the responsibility of the Contractor to verify that its employees, and that of its subcontractors are qualified, and competent to complete assigned tasks and that all training is up to date and valid. NB Power reserves the right to request verification of competencies of contractor, and subcontractor personnel at any time throughout the execution of the awarded contract. Records of training & qualifications for Contractor & Subcontractor personnel shall be submitted to NB Power no later than 4 business days prior to the commencement of work activities.

5.24 Occupational Health / Hygiene

Occupational health / hygiene covers a broad range of industrial health issues. These include hearing conservation, drinking water and air quality in the workplace, personal protective equipment, and chemical hazard information / Safety Data Sheets (SDS).

Note: Information related to the planned type, quantity, and associated Safety Data Sheets (SDS) must be provided to NB Power for review prior to mobilization / use at NB Power facilities and/or work sites.

To enable the workforce to be protected against these industrial health concerns, regular monitoring shall take place on all work sites. Contractors shall have a plan that describes precautions to be taken by the Contractor and requirements for actions in preparation for, and during adverse weather conditions.

The contractor is advised to reference the following NB Power HSEE Standards for additional guidance pertaining to Occupational Health / Hygiene:

- HSEE-03-18 Respiratory Protection
- HSEE-03-31 Drinking Water Quality
- HSEE-03-32 Emergency Eyewash & Showers
- HSEE-03-35 Welding
- HSEE-03-36 Asbestos Management
- HSEE-03-37 Vanadium
- HSEE-03-38 WHMIS
- HSEE-03-40 Hearing Loss Protection & Noise
- HSEE-03-62 Working with Lead

[Contractor access to NB Power's Health & Safety Management System is provided here.](#)

5.25 First Aid

Contractors must follow provincial regulations for the ratio of employees trained in first aid to the number of employees at the worksite to effectively render first aid.

Contractors must provide an adequate number of first aid kits and supplies for their work areas. First aid kits shall be easily accessible and shall be in a weatherproof container with individual sealed packages for each type of item. Contents of the first aid kits shall be checked by Contractor before being sent out to the Worksite and at least monthly during the performance of the work to ensure the expended items are replaced. First Aid kits must include a First Aid log. **Note: Divisional, and site/project specific First Aid requirements for contractors must be understood and provisioned prior to commencement of the work activities including the requirements for the management of first aid at isolated work sites.**

Telephone numbers and addresses of nearest hospital shall be conspicuously posted.

A record shall be kept on all employees requiring first aid treatment.

Written evidence that all the requirements above are being complied with shall be maintained by Contractor and made available to NB Power upon request.

If the first aid is a result of a workplace injury, an incident report must be initiated.

The contractor must have a communication and transportation plan written as per 91-191 first aid regulation. Refer to NB Power's **[HSEE-03-10 First Aid Standard](#)** for additional guidance.

5.26 Inspections, Assessments and Audits

NB Power nominated representative(s) reserve the right to conduct audits & inspections of the contractor's Health & Safety program, or its application to operations, equipment, and emergency procedures at any time. The Contractor must fully cooperate with NB Power nominated representative(s) during such audits & inspections. NB Power may, at its sole discretion, utilize external auditing resources to conduct audits of the NB Power Health & Safety management system at reasonable intervals. NB Power does not relieve the Contractor of its obligations to conduct audits and internal reviews of its Health & Safety performance.

Where such audits & inspections reveal deficiencies in the Contractor's procedures, drills, training, equipment, or nonconformities with the contractor's accepted project Safety Plan, and/or with NB Powers Health & Safety Management system of a minor nature. The Contractor must investigate the cause of the nonconformity and initiate corrective and preventive action to rectify such deficiencies and nonconformities as soon as reasonably practicable.

Where such audits & inspections reveal deficiencies of a major nature. The contractor must stop work on the operation or activity concerned, immediately investigate the cause of the nonconformity, and initiate corrective actions to rectify such deficiencies and nonconformities. These corrective action plans must be submitted to NB Power for review and comment within 24 hours of the audit finding.

Where such deficiencies include an unsafe practice, or a breach of statutory or Contractual requirements. NB Power nominated representative(s) may in accordance with the General Conditions of the Contract, suspend the work associated with the unsafe practice or breach until the deficiency is rectified.

NB Power nominated representative(s) will establish a schedule of regular field H&S audits, which will be based on an audit tool aligned to the Contractor's Project Health & Safety Plan(s), site operations, and activities. The Contractor must provide to NB Power, at a time to be agreed, a regular status report on all outstanding corrective actions until they are successfully closed out.

NB Power may, at its sole discretion, inspect and/or audit the contractors' activities through the auditing & evaluation applications developed within Isnetworld. If the Contractors worksite and/or activities are inspected via this platform, the contractor will be provided a summary report of the inspection results and notification of any assigned corrective actions through electronic notification within their ISNetworld account portal.

5.27 Incident Investigation & Reporting

- The Contractor shall maintain, and file incident forms as required by law, administrative rule, regulation, or other legally binding policy interpretation or pronouncement of a legal jurisdiction or authority.
- The Contractor shall promptly send to NB Power, copies of all governmental Health & Safety citations against the Contractor while performing work on behalf on NB Power.
- The Contractor shall report summaries of all incidents affecting safety to NB Power with its monthly summary Safety report.
- The Contractor shall submit requested and monthly safety statistical data to NB Power per the requirements outlined within Form 0647 Contractor Safety Report.
- The contractor is responsible for communications required with WorkSafeNB that arise as a result of its work activities. In all instances of regulatory reporting requirements, the contractor shall immediately notify NB Power.

5.28 Incident Management

The Contractor must implement and comply with the following requirements:

- The Contractor must **immediately** report all incidents including near misses to their NB Power contact.
- The Contractor must submit a brief email with details of the incident to NB Power within two (2) **hours** of the incident.

- The Contractor must provide a written initial incident notification within **twenty-four (24) hours** of the incident to the NB Power with the basic details and the initial classification of the incident.
- A final incident investigation report for serious incidents shall be submitted to NB Power within **Seventy-two (72) hours** from the time of the incident. This includes first aid cases, medical aid injuries, illness, fires, spills, motor vehicle accidents, and other damages to NB Power and/or Contractor equipment. Exemptions to the timeline requirements of reporting shall be considered depending on the nature of the incident with NB Power approval.

Note: All incidents must be investigated with participation as deemed appropriate by NB Power from the following personnel:

- Contractor Superintendent/Supervisor responsible for the injured worker or incident
- Personnel involved, including witness's (where possible/applicable).
- The Contractor's Safety professional.
- NB Power representatives may participate in the investigation (at the sole discretion of NB Power) who are familiar with the safety practices involved and who can contribute to the analysis of the incident.

All Incidents will be investigated to determine the contributing factors and to implement corrective measure to prevent recurrence. NB Power reserves the right to participate in the investigations, to make recommendations and to request reinvestigation if not satisfied with the results of the investigation or the corrective actions implemented to prevent a recurrence.

The Contractor shall ensure the incident scene is not disturbed until after the investigation, and as applicable, the scene has been released by WorkSafeNB / RCMP / NB Power. The investigation shall begin promptly after the incident. Where applicable and with proper authorization, photographs may be taken of the incident scene, as well as any equipment involved in the incident. The results of the investigation and the committee's recommendations for preventative action(s) shall be submitted to NB Power within the required timeline as outlined above. Exemptions to the timeline requirements of reporting shall be considered depending on the nature of the incident, with NB Power approval.

The written report and supporting documentation must include:

- Date, time, and place of non-conformance/incident.
- Field/weather conditions at time of incident.
- Description of non-conformance/incident.
- Type of injury (if any).
- Medical treatment provided (if any).
- Persons involved.
- Causal analysis of incident.
- Corrective action(s) to prevent recurrence.
- Photos of the scene,
- Measurements,
- Witness Statements.
- JHA/Tailboard (FLRA) Documentation.
- Work permits.
- All applicable inspections.
- Training certifications of personnel involved.

- Applicable Safe Work Procedures.
- Any / All other relevant information.

The Contractor shall review and analyze all injuries, including first aid cases, to establish trends that may indicate deviations from established work standards and safe working procedures / practices. The Contractor shall take appropriate corrective action and submit a report to NB Power, which may publish the results of the analysis as part of the projects safety communications strategy.

Where the results of any investigation are not completed and issued to NB Power within **72 hours** from the time of occurrence. Exemptions to the timeline requirements of reporting shall be considered depending on the nature of the incident with NB Power approval. If exemptions are granted, the Contractor must supply to NB Power a written update every **24 hours**, detailing the progress and results of the investigation until such time as the incident report has been fully completed and issued to NB Power.

Where required by statutory requirements, the contractor must report to the appropriate authority i.e., WSNB reporting requirements.

5.29 Corrective Action

The Contractor must:

- Ensure all hazards, incidents, including near misses are thoroughly investigated, documented, and corrective actions closed out by Contractor management.
- Take corrective action to eliminate the contributing factors of the incident or accident to prevent recurrence.
- Review inspection and audit reports to identify areas for improvement.

A safety incident is considered as an event involving harm, or potential harm, to any employees of the Contractor, members of the community, damage to equipment, or where the physical well-being of a person, or the community has been placed at risk, e.g., a near miss.

Note: NB Power may, at its sole discretion, fully investigate contractor incidents that are determined by NB Power to represent opportunity for organisational learning and improvement.

5.30 Subcontractor Management.

Prior to the mobilization of any subcontracted service providers, the contractor shall provide the following for NB Power review and non-objection no later than four (4) business days before commencement of the work activities:

- A detailed description of the scope of work.
- A detailed site safety plan Form #530 or equivalent JHA.
- Records of training & qualification applicable to the subcontracted work scope.
- The contractor shall ensure that adequate oversight is being providing to their subcontracted parties, and that this oversight can be evidenced by documentary review of the subcontractor's field level safety planning documentation i.e., Tailboard conference / PreJob brief, FLRA etc.
- The contractor shall ensure the participation of the subcontractor in JHSC's, and weekly/monthly Safety meetings as applicable to the awarded work.

- The contractor shall ensure subcontractor personnel have received the contractors and NB Powers orientation.
- The contractor shall ensure the subcontractor is adequately informed of and in compliance with all safety requirements of the awarded contract.
- Maintaining compliance to NB Power ISNetworkworld contractual terms and conditions,
- Participate in an NB Power Kick-Off Meetings,
- Participate in the NB Power Contractor Orientation and site orientation prior to the start of work,
- Adhere to applicable requirements according to NB Power policies and procedures, contract specifications and applicable regulatory requirements,
- 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,
- 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,
- 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 # 0647 Contractor Safety Report with supporting documentation and submit to the NB Power contact as determined by the contract reporting requirements.

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, the contractor must meet the following minimum requirements:

- 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 High Risk (Tier 1) Work, the following are the major process steps of NB Power's Contractor Safety Management Program:

1. Pre-award Safety Planning
2. Contractor Qualification / Evaluation – ISN, ISN Small Contractor, NB Power Qualified.
3. Verifying Training & Qualifications (Contractor Personnel)
4. Kick-off Meetings
5. Orientations
6. Mobilization
7. Health & Safety Communications
8. Contract Execution – Roles, Responsibilities & Oversight
9. Contractor Performance, Closure and Post Job Evaluation

6.1 Pre-award Safety 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 should begin during the preparation phase for contracted services. Contract work that is specialized or high risk, may require consultation with a subject matter expert to assist with project planning, solicitation preparation, and document review.

For example, for diving operations, helicopter work or high angle rescue services, a third-party review of the work to be solicited may be necessary to ensure the correct safety requirements and industry standards have been applied and/or to ensure project execution plans have adequate detail to permit NB Power to adequately oversee the work.

Assessing the hazards and risks based on the scope of work and defining the roles & responsibilities for each party will direct the type, and level of controls the contractor will be required to implement during the contract. The results of this assessment should be included in the solicitation package. A TH&S Specialist can be of assistance to Contract Administrators, Contract Leads, Contract Engineers, Managers and/or Procurement personnel in classifying the work according to its risk profile and can assist in developing an F#0544 Contract Risk & Responsibility Assessment for high risk contracted services.

Note: [Form #0544 Contract Risk & Responsibility Assessment](#) is utilized to inform the HSEE content requirements of the solicitation package.

For work that is high risk and or infrequently performed by NB Power, a Work / Project Challenge Meeting for may be required. This challenge meeting should include various cross-functional specialists and a representative of Total Health and Safety. The intent of this meeting is to ensure the risks are well understood and appropriate controls and/or mitigations 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 key risks identified within the scope of work, the readiness of the contractor who will be executing the work, a review of any permits and the adequacy of Site Safety/Mitigation Plans.

6.2 Contractor Qualification / Evaluation

Qualifying contractors can be defined as the requisition, acquisition, and subsequent analysis of information that is utilized as predictors of a contractor's capability to execute the contract in accordance with NB Power's Health & Safety management system, N.B. 91-191, and all contractual terms & conditions.

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

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

6.3 ISNetworld Qualified

NB Power utilizes the services of a third-party provider (ISNetworld), to assess and perform validation of contractors who have been 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 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 expense of the Contractor. Compliance to ISNetworld program requirements will be monitored by NB Power for the duration of the contract. Contractors that fail to attain and / or maintain Isnetworld program requirements for the duration of contract, may be subject to escalated intervention through NB Powers vendor performance program – up to, and including termination of contract. Contractors are required to attain and maintain a grade of A, B or C from NB Power's third-party partner (ISNetworld) 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. The participating contractor shall provide the completed Contractor Questionnaire as part of its bid submission. All NB Power ISNetworld subscribed contractors have access to NB Powers HSEE Management System through the bulletin board section of ISN. Contractors who meet the requirements of this program shall ensure they understand their responsibilities under the NB Power H&S Management System and any site-specific safety plan.

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. The NB Power **Contractor Questionnaire Form # 0368** shall be utilized to support this program element. The participating contractor shall provide the completed Contractor Questionnaire as part of its bid submission.

6.6 Verifying Training & Qualifications

NB Power, in cooperation with the signatory unions of our National Maintenance Agreement, ISNetworld and the New Brunswick Construction Safety Association (NBSCA) have established an automated electronic mechanism for NMA contractors to provide evidence of training and qualifications for their employees. Contractors can acquire more information regarding this process by contacting their ISNetworld account representative, or by contacting NB Power @ ISNimplementationteam@nbpower.com

This automated Training & Qualification 'TQ' feature of NB Powers ISNetworld account is available for all NB Power ISNetworld Subscribed contractors working within each of our business units and is applicable to any training courses that are taken through the NBCSA.

Contractors are encouraged to promote the utilization of ISNetworld's free mobile application for workers called '[Empower](#)' to increase worker access to the delivery and status of their NB Power training and qualification requirements. For additional details on the training & qualification expectations of NB Power, please reference section [5.23 Training & Qualifications](#) of the standard.

6.7 Kick-off Meetings

Kick-off meeting(s) are vital to the success of any contract. They help ensure that all project stakeholders are engaged, Key contacts are established, that they understand the project scope, schedule, major milestones, safety & commercial risks, and are formally taking responsibility for their respective roles. NB Powers Supplier relations & Safety Specialists are available to support contract kick-off meetings on an as needed basis. Please reference [Form #0409 Contractor Kick-Off Meeting](#).

6.8 Orientations

NB Power contractor orientations are conducted to communicate the project / facility specific hazards that may be encountered at our various facilities and worksite throughout the province of New Brunswick. The following delivery platforms for NB Power contractor orientations are utilized together, or independently to support our various work locations and projects.

- NB Power Corporate Contractor Orientation
- NB Power project / facility orientations delivered through ISNetworld / Empower App for workers.
- NB Power project / facility orientation delivered in person at the project / facility locations.
- Learning Management System (LMS) delivery.

6.9 Pre-Mobilization / Mobilization

Prior to mobilization, the need to verify the contractor's readiness to construct / execute the contract should be considered a high priority exercise.

The necessary health & safety verification(s) may require support from an NB Power safety

representative to assist in the review of contractor training, qualifications, safe work plans/methods and JHA's as determined during the pre-award planning phase. Contractor submittals must be reviewed against NB Power, regulatory, and contractual requirements.

NOTE: For large or otherwise complex projects, a documented scope & schedule review should be conducted with Health & Safety critical control points being identified. This exercise should begin with a level 1 schedule and continue to be visited / refined as more detailed planning becomes available from the contractor. Please contact Total Health & Safety to support / facilitate this planning exercise.

6.10 Health & Safety Communications

An organized effort must be maintained to align Health & Safety communications with that of the overall NB Power corporate communication strategy.

While creating / distributing health & safety communications with contractors please consider the following:

- Create a positive image around Health & Safety and related site activities.
- Brand Health & Safety communication consistent with that of the NB Power communications strategy – Reference NB Power [‘brand tool kit’](#) for additional guidance.
- Deliver critical information to project personnel in a purposeful and timely manner.
- Provide a structured and consistent approach to Health & Safety communications.
- Establish performance metrics and goals regarding Health & Safety communications that are aligned with key project & NB Power risk reduction efforts.
- Determine the best way to optimize your available resources.
- Establish guidelines for appropriate communications, and frequencies.
- Establish interfaces and accountability with applicable stakeholders.
- Complete effectiveness reviews periodically.

6.11 Contract Execution – Roles, Responsibilities & Oversight

Work Execution Monitoring

By providing the appropriate oversight of contracted service providers, NB Power employees can help ensure that the work execution complies with the standards and expectations defined in the Contract, and the NB Power Health and Safety Management System.

Contractor over-sight by NB Power personnel is required for all contractors and may be achieved through one or more of the following program elements:

- [Workplace/Field Visit E-form](#)
- [PL-0906 Contract Inspection List](#)
- [Providing Oversight to Supplemental Personnel 0087-01368-PD09-001-SDP-A-14](#)
- [Contractor Observation – Form # 406](#)
- [WELL \(What Excellence Looks Like\) Sheets](#) – Through NB Power / ISN Mobile or desktop applications per divisional requirements.
- [NB Power Contractor Evaluations / Audits & Assessments](#) – Through NB Power / ISN Mobile or desktop applications per divisional requirements.
- [SIF Prevention / Critical Controls Verification Program Through NB Power / ISN Mobile or desktop applications per divisional/project requirements.](#)

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/permits, and workplace inspections. 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.

[Contractor Access to NB Power's WELL Sheets is provided here.](#)

6.12 Coordination Meetings

For contracted work activities such as a large projects or facility outages which extend over multiple weeks, it is recommended that a weekly contractor coordination 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. Providing an opportunity for all stakeholders to communicate targets, roadblocks / challenges or limitations in a round-table manner is highly effective in uncovering what may have otherwise been unforeseen hazard(s), and associated risk(s).

Contract Administrators/Project Managers are responsible for ensuring that 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 contractor. Meet with the contractor representative(s) as soon as possible to discuss deficiencies and corrective actions required.

6.13 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.

Contractors 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 evaluated by the Total Health and Safety Department. See [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.
- Comply 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

6.14 Contractor Performance, Closure and Post Job Evaluation

Contractor performance should be evaluated on an on-going basis. This can be per project, per-outage or as required. Both positive observations and areas for improvement should be documented via the Service Performance Evaluation.

In instances where NB Power has identified major deficiencies with a contractor's safety performance, [Form#0681 Health & Safety Requirements – Contractor Notice of Warning](#) should be utilized to formally notify the contractor of the deficiencies, and of any requested NB Power corrective action(s). When completed, form 0681 shall be stored within the contractor's ISNetwork profile to ensure the historical safety performance of the contractor is retained for future consideration. When an NB Power contractor has been issued Form #0681, the Health & Safety performance issues may be taken into consideration during the solicitation or award of future contracts. In instances in which NB Power requires the contractor to formally address historical safety performance concerns prior to the award of new contract, a remedial action plan may be requested by NB Power. [Form#0691 Contractor Remedial Action Plan](#)

The Contractor Administrator/Project Manager, Contractor Engineer, or Contractor Lead is responsible to ensure contractors submit their 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 contract closeout, document an assessment to ensure a record of contractor performance.

6.15 Variance and Exemptions

NB Power provides an essential service to the province of New Brunswick 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. 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 while performing the services required to meet its mandate obligations to New Brunswickers.

A request for a Contractor Exemption from ISN Registration can be granted via Form #0547. 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#0530](#) 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. A variance will necessitate NB Power controls to ensure safe work execution. See [Request for Contractor Grade Variance Form #0548](#).

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.

6.16 NB Power Employee Training

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

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 is 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

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 NB Power "Power Up" program has additional skills training which would be of value for persons regularly engaged in managing contracted workers and is recommended for employees who will frequently be an Employee in Charge of Contractors.

7.0 APPENDICES

- A. Qualification of Tier 1 Contracted Services
- B. Hazard and Risk Table
- C. Contractor Program Requirements – Submittals

APPROVAL AND REVISION RECORD

Revision #	Date yyyy/mm/d	Revision Summary	Author	Reviewed By	Approved By
00	2019/06/30	New Standard	R. Condon	N. Allen	R. Condon
01	2020/07/31	Clarified Roles and Responsibilities throughout document.	R. Condon	N. Allen	R. Condon
02	2020/12/02	Clarifications provided within sections 5.3, 5.4, 6.1, 6.7	R. Condon	N. Allen	R. Condon
03	2024/03/07	Restructured content throughout document. Section 5 expanded Contractor Responsibilities & Accountabilities.	A. Munn	H. Georgiadis C. Granter J. Target N. Legere	R. Roy



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Appendix A: [Qualification of Tier 1 Contracted Services](#)

Appendix B: [Hazard & Risk Table](#)

Appendix C: [Contractor Program Requirements – Submittals](#)

