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# CONTRACTOR MANAGEMENT PROCESS MANUAL

*FIN-MAN-CM-001 Revision 2*

*Issue Date: June 2005*

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Contractor Management Process Manual  
FIN-MAN-CM-001 Rev. 2

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<b>PURPOSE</b>
This document identifies the process requirements for managing contracted work, including the identification of roles and accountabilities and the planning and administration of contracted work within OPG

<b>EXCEPTIONS</b>

<b>AUTHORIZATION</b>
<p><b>SUBJECT MATTER EXPERT</b></p> <p>R. McGillis _____ Date _____</p> <p><b>AUTHORIZATION AUTHORITY</b></p> <p>D. Hanbidge _____ Date _____</p>

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**REVISION SUMMARY**

Revision Number	Date	Comments
R01	2004-07-01	<p>Changes made to section 6.0 dealing with Service and Small Maintenance. Changed the name of the section to "Small Contracts". Clarified that the small contract version (Section 6) of the contract management process may be applied to construction contracts under \$200,000 and 5 people. Updated the small contract folder (Form 6) based on user feedback.</p> <p>The approved R00 version contains updates from the R0 version provided during the first several gap training courses held in Electricity Production. Issuing R1 version clarifies that the approved version is different than the version used during the early training courses.</p> <p>Job Aid VI R1 incorporates changes requested from Finance.</p> <p>Numerous typographical errors corrected.</p> <p>Addition of Revision Summary.</p>
R02	2005-06-06	<p>Removal of unnecessary watermarks and blank pages. Repagination with resulting page numbering changes to Table of Contents.</p> <p>Revisions to Form 6 R02.</p> <p>Revisions to Job Aid III R02.</p> <p>Revisions to Job Aid VI R02.</p> <p>Revisions to Worksheet B R02.</p>

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# INTRODUCTION

## Purpose of the Contractor Management Process

This document identifies the process requirements for managing contracted work, including the identification of roles and accountabilities and the planning and administration of contracted work within OPG. It receives its authority from the Contractor Management Program and is a Corporate level practice. Each step in the Contractor Management Process defines an accountable party who must comply with the tasks listed.

All OPG projects and service contracts consist of five stages. (Figure 1) Activities to be carried out under each stage of the Contract Management Process are listed below.

- Stage I – Contract Planning – Reviews and assessments prior to undertaking a contract. This includes the development of the Statement of Work, identification and evaluation of safety hazards and environmental aspects, development of bid evaluation criteria, and the preparation of contract requirement documents.
- Stage II – Procurement - Obtain contracted services, including preparation of purchasing strategy, request for proposal, bid evaluation, award of contract and agreement on a conforming contract.
- Stage III – Post Award - Activities carried out immediately following the award of a contract, including job site meeting, contractor orientation and the Mark-Up Meeting.
- Stage IV – Contract Execution - Management of the Contractor's activities during the work up to contract completion.
- Stage V – Contract Closeout – Resolution of all deficiencies, final evaluation of the contractor's performance, and administrative matters.

## Scope of the Contractor Management Process

With the exceptions noted below, this corporate level process applies to:

- All activities contracted out in OPG workplaces.
- All staff (regular, temporary, or contracted) responsible for any part of contractor management.

The process does not apply to:

- Planning, procurement, administration or management of augmented staff supervised by OPG employees (e.g., temporary clerical or engineering staff hired from agencies).

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- Visitors and consultants, including technical and engineering staff, working in office settings or doing work where no additional safety or environmental controls are required beyond the site visitor procedures.
- Contracts issued for the purchase of manufactured goods delivered to site, or for work being done for OPG in a supplier's workplace.
- Other contracts where the company is only on site for delivery, e.g., items handled through warehousing, courier, and bottled water delivery. The process DOES apply to contracts where the company requires craning and rigging to load and unload the delivery or when the delivery involves physical connections to OPG systems on OPG property; e.g., fuel oil, bulk chemicals, pressurized gases.
- Contracts excluded with the approval of the Stratum IV Manager.



**Note**

The term “bidder” is used throughout this document to denote an organization asked to respond to a request for proposal (RFP) or a request for quotation (RFQ). There is no implication that a bidder always is expected to submit a sealed tender.

**Roles and Accountabilities**

Below is a list of the roles and responsibilities for key participants only. These roles may be filled by one or more individuals, depending on the contract complexities. The organizational level of the accountable individuals will change depending on the risk and complexity of the contract. Although some roles may be merged, there is always a Contract Owner.

**Contract Owner**

The Contract Owner has overall accountability for successful completion of the contract and is accountable for ensuring that the processes outlined in this manual are followed.

The Contract Owner could be a Manager, Project Manager, Contract Manager, Section Manager or a Project Leader. The responsibilities for this role may be divided among different individuals but the crossover accountable manager is considered to be the Contract Owner.

As part of the overall responsibility for Contractor Management, the Contract Owner will set up the contract and resource the contract management team. This team may consist of the Contract Administrator, the Contract Monitor(s), Supply Chain Buyer, technical support and any other resources from safety or environment. The Contract Owner is accountable for the overall success of this team. Primary responsibilities during the various stages of a contract are different

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for all three roles but they must work as a team to be effective. General accountabilities are outlined in *Table 2*.

### Contract Administrator

The Contract Administrator (CA) is the individual at site who ensures that all contractual conditions regarding safety, environment, quality, scope, cost and schedule are fulfilled in a timely manner. The CA is also responsible to control changes and ensure all deficiencies are corrected or directed to the appropriate authority.

Where OPG is in the position of Constructor/Extended Employer, the Contract Administrator (CA) could be the Team Leader, Technical Engineer/Officer, General Foreman, First Line Manager or First Line Manager's Assistant. Where OPG is in the position of Owner only, then the Contract Owner will appoint a senior Contract Administrator to fulfill this role.

In the execution stage, the CA is the Single Point Of Contact (SPOC) with the contractor on all issues. The CA will ensure that the Contractor meets all OPG and regulatory requirements on a daily basis. This will be a proactive process. The CA will be delegated the authority to stop all work for unsafe acts and environmental concerns.

### Contract Monitor

The Contract Monitor is the individual at site who, on a daily basis, verifies and monitors the Contractor's workplace activities to ensure that they are carried out in a productive and safe manner and that quality and environmental standards are maintained. The Contract Monitor has the authority (delegated from the Contract Administrator) to stop non-compliant work practices at the site.

Where OPG is in the position of Constructor/Extended Employer the Contract Monitor is usually a Field Engineer or Technician, First Line Manager's Assistant or Technical Engineer/Officer. Where OPG is in the position of Owner-Only, a Contract Monitor is not appointed. (*See Appendix B*)



#### Note

The Contract Monitor is primarily involved in the Contract Execution Stage (Stage IV) but may be asked to participate by the Contract Owner or the Contract Administrator in other stages (Planning, Procurement, Post Award or Closeout).

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## Application of the Contractor Management Process

### Project Work:

For contracts required for a major maintenance (>\$200,000 and >5 people) or construction project, the contractor management process is initiated by the Project Manager or Project Leader who may also be the Contract Owner. This generally takes place at the team assembly (initiation) stage of the Project Management Process. The scope of work (and some strategy) may be developed by the Project Manager/Project Leader or as part of the Project Execution Plan. A Contract Owner must be assigned before the Contractor Management Process is initiated.

**All steps of the Contractor Management Process Stages 1-5 must be followed.**

### Small Contracts

For contracts required for service, small maintenance or construction (<\$200,000 and <5 people) work, the contractor management process is initiated by the accountable manager who defines the scope based on the requirements of the work to be done. A Contract Owner must be assigned before the Contractor Management Process is initiated.

**Follow Section 6 for Small Contracts in the Contractor Management Manual.**



### Note

For:

- Visitors
- Consultants
- Contracts where no additional safety and environmental controls are needed.
- Delivery of materials not involving the use of craning or rigging

**Follow Site safety and security requirements for Visitors**

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## How to Use This Manual

This manual allocates a section for each of the stages in the Contract Management Process and lists the steps and sub-tasks that are to be carried out for each stage. Every step and sub-task is mandatory unless stated otherwise.

Therefore the manual may not be scaled by eliminating steps or sub-tasks but may be scaled by adjusting the time and effort spent on each step or sub-task.

Individual sites may introduce flexibility by developing site-specific job aids.



highlights important notes.



indicates a form, worksheet or a job aid (provided in the Appendix).

- All forms are mandatory and must be completed and filed. All worksheets associated with the forms are mandatory unless substituted with equivalent worksheets approved by the Business Level Authority.
- All job aids are provided for guidance and may be used as required or substituted with equivalent job aids approved by the Business Level Authority. Although Job Aids are guidance documents, there are some cases where this manual requires the information to be documented.



indicates records that must be filed as part of the contract documents.

Note that the retention period for documents is generally 6+ years after termination but this is subject to the terms of the contracts and corporate and local policies

**Table 1 - List of Forms, Worksheets and Job Aids**

#	Forms	#	Worksheets	#	Job Aids
1	Contract Planning Confirmation	A	Generic Requirements for Contract Requirements Document		
		B	Contract Safety Hazard Evaluation	I	Contract Management Plan
		C	Contract Environmental Aspect Evaluation	II	Contract Administrator and Monitoring Qualifications
2	Bid Selection Summary	D	Bid Evaluation Worksheet		

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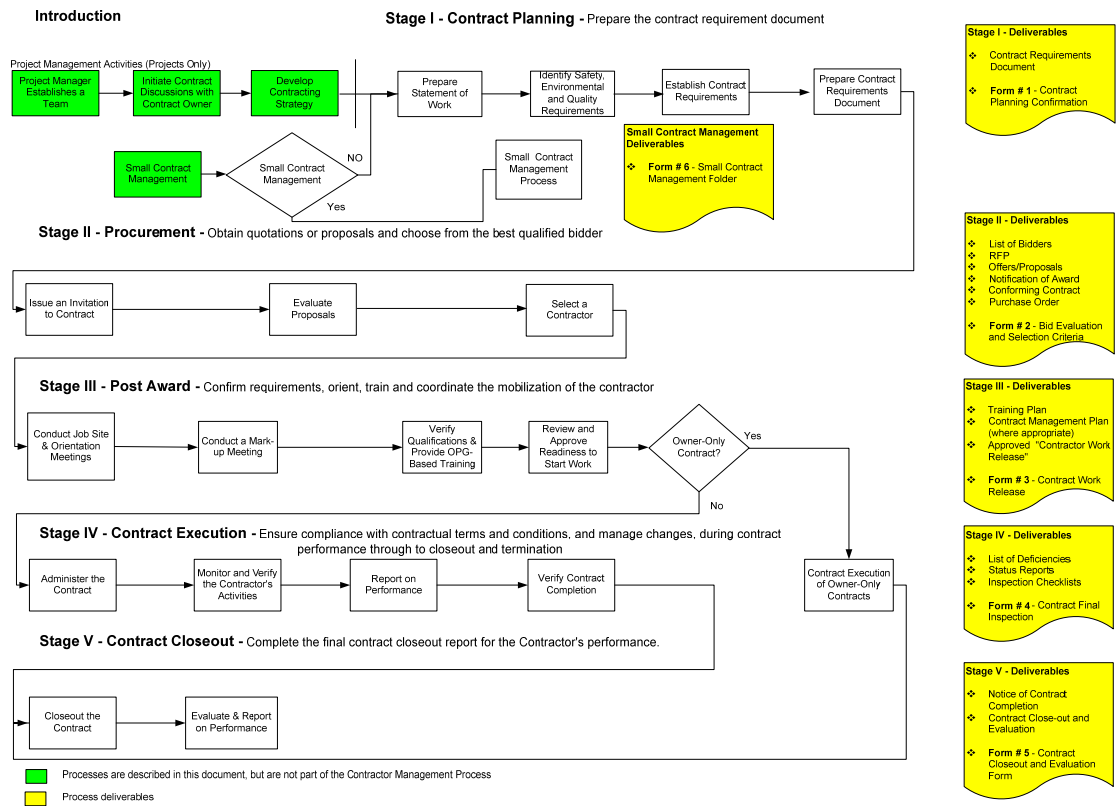
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3	Contract Work Release	E	Contract Work Release Worksheet	III	Safety Certification/Control for Rented or Contractor's Equipment
				IV	Contract Change Authorization
4	Contract Final Inspection	F	Contract Inspection Checklist	V	Contract Monthly Safety Incidents
5	Contract Closeout and Evaluation			VI	Notice of Construction Contract Completion
6	Small Contract Management Folder				

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**Figure 1**

**Contractor Management Process Flowchart**



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**Table 2: Accountability Matrix****Contract Management Process**

<i>Stage</i>	<i>Process Step</i>	<i>Requirements</i>	<i>Contract Owner</i>	<i>Contract Administrator</i>	<i>Contract Monitor</i>	<i>Contractor's Supervisor</i>	<i>Buyer</i>	<i>Other</i>
<b>Stage I – Contract Planning</b>	Prepare Statement of Work	Clearly define the extent of the work and identify required resources.	A				I	
	Identify Safety, Environmental and Quality Requirements	Conduct a review of the work to be done to identify all foreseeable significant safety, environmental and quality requirements.	A					C Safety, Environmental , Technical resources and others as required
	Establish Contract Requirements	Determine roles under OH&SA and finalize contract requirements.	A	C			C	C Legal
	Prepare Contract Requirements Document	Prepare the contract requirements document for review and approval and develop a purchasing strategy.	A				R	R Technical Resources and others as required
<b>Stage II Procurement</b>	Issue an Invitation to Contract	Prepare and issue a Request for Proposal or Quote to a list of qualified and approved bidders.	S	C			A	C Legal
	Evaluate Proposals	Evaluate Bids and recommend the best value Bid(s).	A	C			S	C Legal, Technical resources, and other stakeholders (as required)
	Select a Contractor	Award the contract and issue a Purchase Order	S	C			A	C Legal

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<i>Stage</i>	<i>Process Step</i>	<i>Requirements</i>	<i>Contract Owner</i>	<i>Contract Administrator</i>	<i>Contract Monitor</i>	<i>Contractor's Supervisor</i>	<i>Buyer</i>	<i>Other</i>
<b>Stage III Post Award</b>	Conduct Job Site & Orientation Meeting(s)	Job Site Meeting(s) provide an opportunity to meet personnel and review the terms and conditions	I	A	I	I	I	
	Conduct a Mark-up Meeting	Schedule a Mark-Up Meeting to discuss work distribution among the trades if the work is under the auspices of the Construction Collective Agreement.		A		I		C Human Resources
	Verify Qualifications & Provide OPG-Based Training	Determine whether competency requirements and qualifications have been met and define the plans for any required OPG-based training.	C	A		I		
	Review and Approve Readiness to Start Work	Review and approve all permits, training, etc. required to begin work.	S	A		C	I	
<b>Stage IV A Contract Execution</b>	Administer the Contract	Ensure compliance with contractual terms and conditions, and manage changes, during contract performance through to closeout and termination.	S	A	I	I	C	
	Monitor and Verify the Contractor's Activity	Monitor work activities to contract compliance.	I	C	A	I	C	
	Report on Performance	Document administrative actions and all data required to support the project's business activities and performance assessment.	V	A	V	I	V	
	Verify Contract Completion	Verify that the technical and commercial contract conditions have been fulfilled.	S	A	C	I	C	
<b>Stage IV B Contract Execution - Owner Only</b>	Administer the Contract (Owner Only)	Administer and record job progress. Monitor the work for correction of deficiencies by the contractor.	S	A			C	
	Monitor & Verify Contractor's Activities (Owner Only)	Monitor work activities to verify contract compliance.		A				

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<i>Stage</i>	<i>Process Step</i>	<i>Requirements</i>	<i>Contract Owner</i>	<i>Contract Administrator</i>	<i>Contract Monitor</i>	<i>Contractor's Supervisor</i>	<i>Buyer</i>	<i>Other</i>
	Report on Performance (Owner Only)	Document administrative actions and all data required to support the project's business activities and performance assessments.	C	A	C	I	C	
	Verify Completion of Contract (Owner Only)	Verify that the technical and commercial contract conditions have been fulfilled.	S	A	C	I	C	
<b>Stage V Contract Closeout</b>	Closeout the Contract	Ensure that all work has been completed successfully and that all deficiencies and administrative matters have been resolved.	S	A	C	I	C	
	Evaluate and Report on Performance	Complete the final contract closeout report for the Contractor's performance.	S	A	C	I	C	

<b>Legend</b>	<b>A</b> = Accountability	<b>S</b> = Must Approve	<b>R</b> =Responsibility	<b>C</b> = Must Consult	<b>V</b> = Must Review	<b>I</b> = Must be Informed
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**Small Contract**

<i>Stage</i>	<i>Process Step</i>	<i>Requirements</i>	<i>Contract Owner</i>	<i>Contract Administrator</i>	<i>Contract Monitor</i>	<i>Constructors Supervisor</i>	<i>Buyer</i>	<i>Other</i>
	Planning/Hazard Assessment	Define the scope of work and the contract requirements.	A	R				
	Procurement	Select a qualified Contractor and issue a purchase order.	S	V			A	
	Post Award	Ensure that all issues are discussed and a consensus is reached on the expectations for the work.	V	A			C	
	Administer the Contract	Manage the Contractor's execution of the work.		A	C			
	Closeout the Contract	Ensure that all work has been completed successfully and that all deficiencies and administrative matters have been resolved.	S	A	C		C	

<b>Legend</b>	<b>A = Accountability</b>	<b>S – Must Approve</b>	<b>R =Responsibility</b>	<b>C = Must Consult</b>	<b>V = Must Review</b>
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# 1. STAGE I - CONTRACT PLANNING

## STEP 1.1 - PREPARE A STATEMENT OF WORK

### Task

Clearly define the extent of the work and identify required resources.

### Accountabilities

*Accountable* – Contract Owner

*Must be Informed* – Buyer

### References



Document No.	Title
Form 1	Contract Planning Confirmation
Worksheet A	Generic Requirements for Contract Requirements Document

### Sub-Tasks

***Determine the Extent of the Work***

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<i>To Do</i>	<i>Notes</i>
Prepare Technical Specification and a Statement of Work  <b><i>Document the Technical Specification and Statement of Work.</i></b>	Some factors to consider when preparing a Technical Specification or a Statement of Work document are listed below: <ol style="list-style-type: none"> <li>1. Pay attention to format, accuracy, clarity and completeness.</li> <li>2. Fully describe the expected deliverables.</li> <li>3. Include any standard specifications, drawing, data, reports, etc. in an appendix.</li> <li>4. Do not include any commercial conditions or requirements.</li> <li>5. Make sure all the information has been reviewed and approved by the requisitioner's line management.</li> </ol>

<i>To Do</i>	<i>Notes</i>
Identify Required Resources	<ul style="list-style-type: none"> <li>• Obtain commitment in principle for internal and external resources. (Note that assignments of responsibility often do not take place until roles under OH&amp;SA have been determined.)</li> </ul>

**Deliverables**

1. Technical Specification and Statement of Work

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**STEP 1.2 – IDENTIFY SAFETY, ENVIRONMENT AND QUALITY REQUIREMENTS**

**Task**

Conduct a review of the work to be done to identify all foreseeable significant safety, environmental and quality requirements.

**Accountabilities**

*Accountable* – Contract Owner

*Must Consult* – Safety, Environmental, Technical Resources (others as required)

**References**



Document No.	Title
Form 1	Contract Planning Confirmation
Worksheet B	Contract Safety Hazards Evaluation
Worksheet C	Contract Environmental Aspect Evaluation
Appendix A	Work Protection Code Requirements

**Sub-Tasks**

**Identify Safety Hazards & Control Measures**

To Do	Notes
Identify Safety Hazards  <i>Record on Worksheet B</i>	<ul style="list-style-type: none"> <li>List all foreseeable high risk health and safety hazards associated with OPG’s operations and facilities related to the contracted work.</li> <li>Identify all designated substances present at the work site and a report on the type, percentage and location of all friable asbestos-containing materials likely to be encountered by the Contractor.</li> <li>Identify risk interfaces to other OPG personnel or contractors due to work activities or processes (shared workspaces, shared services, etc.)</li> </ul>

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<i>To Do</i>	<i>Notes</i>
Identify Requirements to Eliminate or Control Hazards  <i>Record on Worksheet B</i>	<ul style="list-style-type: none"> <li>Identify all regulatory requirements, and OPG requirements necessary to eliminate or control the hazard. This should include any site-specific control measures, training and emergency response plans.</li> <li>If possible explore less hazardous alternatives in order to choose work methods with less harmful energy sources or greater hazard controls (Note: It may not be possible to perform this step until the contractor provides information on how the job will be performed).</li> </ul>
Identify Accountability to Eliminate or Control Hazards  <i>Record on Worksheet B</i>	<ul style="list-style-type: none"> <li>Identify whether it is OPG or the Contractor who will implement the controls.</li> <li>If OPG will implement controls, inform the accountable manager.</li> <li>Identify any services that OPG must provide prior to work commencement, e.g. identify buried services, work protection and training.</li> </ul>

**Identify Environmental Aspects & Control Measures**

<i>To Do</i>	<i>Notes</i>
Identify Environmental Aspects  <i>Record on Worksheet C</i>	<ul style="list-style-type: none"> <li>List all foreseeable environmental aspects, associated with OPG's operations and facilities related to the work of the contract.</li> </ul>
Identify Environmental Controls  <i>Record on Worksheet C</i>	<ul style="list-style-type: none"> <li>Identify all applicable Federal, Provincial and Municipal environmental statutes, regulations and bylaws and site-specific rules and procedures including existing operational control plans for significant environmental aspects.</li> </ul>
Identify Environmental Control Accountability  <i>Record on Worksheet C</i>	<ul style="list-style-type: none"> <li>Identify whether it is OPG or the Contractor who will implement the controls.</li> <li>If OPG will implement controls, obtain the agreement of the accountable manager.</li> </ul>

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**Identify Quality Requirements, Controls & Accountability**

<i>To Do</i>	<i>Notes</i>
Identify Quality Controls	<ul style="list-style-type: none"> <li>Consult with technical resources to determine all applicable technical codes, and standards and record them.</li> </ul>
<b>Record Quality Controls</b>	<ul style="list-style-type: none"> <li>Consult with client on performance requirements and record them.</li> <li>Determine control measures necessary to meet the requirements (e.g. quality plans, inspection and test plans, etc) and record them..</li> </ul>
Identify Quality Control Accountability	<ul style="list-style-type: none"> <li>Identify accountability for quality requirements compliance (codes, standards, etc.) e.g. Pressure Boundary.</li> </ul>
<b>Record Quality Controls</b>	<ul style="list-style-type: none"> <li>Identify accountability for quality requirements for measuring and test equipment (M&amp;TE).</li> </ul>

*Accountabilities*

**Identify Work Protection Requirements**

<i>To Do</i>	<i>Notes</i>
Identify Work Protection Code (WPC) Requirements based on the hazardous energy sources identified for the work to be performed.	<ul style="list-style-type: none"> <li>Determine if Work Protection is required to isolate a hazardous energy source.</li> </ul>
<b>Reference Appendix A</b>	
Determine how Work Protection will be administered.	<ul style="list-style-type: none"> <li>Determine and document requirements and responsibilities for administering Work Protection between OPG and the Contractor, to control the hazardous energies.</li> <li>Determine if the Holder of Record responsibilities will be held by the Contractor or by OPG.</li> <li>For Nuclear sites determine if the Maintenance Authority responsibilities will be held by the Contractor or OPG.</li> </ul>
<b>Reference Appendix A</b>	
<b>Record on Worksheet B</b>	

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<i>To Do</i>	<i>Notes</i>
Identify Contractor's WPC Training Requirements  <i>Reference Appendix A Record on Worksheet B</i>	<ul style="list-style-type: none"> <li>• Determine number of contractor employees to be WPC qualified.</li> <li>• Determine training needs of the Contract Workers, Contractor's Supervisor and Holders of Record or Maintenance Authorities.</li> </ul>



**Note**

For some projects a work protection agreement may be necessary in the form of a Memorandum of Understanding between OPG Operations and the project.

**Deliverables**

1. Worksheet B (Including identification of Work Protection requirements and responsibilities)
2. Worksheet C
3. List of quality requirements and controls

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**STEP 1.3 – ESTABLISH CONTRACT REQUIREMENTS**

**Task**

Determine roles under OH&SA and finalize contract requirements

**Accountabilities**

*Accountable* – Contract Owner

*Must Consult* – Buyer, Contract Administrator, Legal

**References**



Document No.	Title
Form 1	Contract Planning Confirmation
Job Aid I	Contract Management Plan
Job Aid II	Contract Administrator and Monitor Qualifications
Appendix B	Roles and Duties under OH&SA.
Appendix C	Application of OPG Safety Requirements to Contractors

**Sub-Tasks**

**Determine OPG's Role under OH&SA**

To Do	Notes
Determine if the work is Construction or not  <i>Reference Appendix B</i>	<ul style="list-style-type: none"> <li>Refer to the Occupational Health and Safety Act, Construction Regulations for definition of "Construction".</li> </ul>
Establish OPG's role and Duties under OH&SA  <i>Reference Appendix B</i>	<ul style="list-style-type: none"> <li>Determine whether OPG is the Constructor, Extended Employer or Owner-Only.</li> <li>OPG's duties under the Occupational Health and Safety Act (OH&amp;SA) must be determined and all legal requirements identified. Law Division must be consulted if OPG's role is Owner-Only.</li> </ul>

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**Assign Resources**

<i>To Do</i>	<i>Notes</i>
Assign Resources  <i>Record on Form I</i> <i>Reference Job Aid II</i>	<ul style="list-style-type: none"> <li>• Assign roles of Contract Administrator and Contract Monitor.</li> <li>• Determine qualification requirements for the Contract Administrator and Contract Monitor, including specialized training needs (e.g. WPC, Asbestos, Pressure Boundary and others)</li> <li>• Assign a Constructor’s Supervisor (if OPG is the Constructor).</li> </ul>
Identify Support Staff	<ul style="list-style-type: none"> <li>• Identify additional support staff to be used on an “as required” basis (Law Division, Safety, Environment, Supply Chain).</li> <li>• Confirm availability with appropriate line management.</li> </ul>

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**Determine Contract Requirements**

<i>To Do</i>	<i>Notes</i>
<p>Summarize the Health &amp; Safety, Environmental and Quality Requirements</p> <p><b>Record Summary of Requirements</b> <b>Reference Appendix C</b> <b>Record on Form 1</b></p>	<ul style="list-style-type: none"> <li>Identify if contractor will be required to complete a Pre-start Health &amp; Safety Review. See "Contract Standard A-5-02". It has a summary of the conditions that require Pre-start H&amp;S review.</li> <li>Using the information captured on Worksheets B, C and the record of quality controls and accountabilities:                             <ul style="list-style-type: none"> <li>Prepare a list of safety hazards, environmental aspects, quality requirements and specific control measures/programs that the Contractor is required to implement. This includes all OPG site requirements that must be followed.</li> <li>Prepare a list of quality controls and accountabilities.</li> <li>Prepare a list of contractor's training requirements</li> <li>Prepare a list of designated substances that the contractor could be exposed to, including a report on the presence of asbestos in the workplace.</li> </ul> </li> </ul>

<i>To Do</i>	<i>Notes</i>
Identify Approval Requirements	<ul style="list-style-type: none"> <li>Determine if a "Notice of Project" form is required by the contractor if OPG is Owner-Only or for Type 3 Asbestos Removal.</li> <li>Identify any building permits required.</li> <li>Identify Certificates of Approval.</li> <li>Identify TSSA registration.</li> <li>Identify asbestos removal requirements.</li> </ul>
<p>Start preparation of an OPG Contract Management Plan (CMP).</p> <p><b>Document the CMP</b></p>	<ul style="list-style-type: none"> <li>A Contract Management Plan records planning and post-award decisions that will be used by OPG to monitor the contract. It is both a communication and control tool. It can become a key factor in dispute and event resolution.</li> </ul>

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**Note**

The Contract Management Plan (CMP) must be documented in either one of three ways:

1. Specific CMP
2. Project Execution Plan
3. Job Aid I.

The Contract Management Plan may include:

- Scope of contract
- Contract strategy
- Responsibility matrix (OH&SA)
- Management of risk for the contract (environmental, safety, etc.)
- Communication plan
- Schedule
- Special administrative requirements
- Detailed plan for managing human performance during contract execution
- Detailed plan for managing safety during contract execution including monitoring requirements
- Dispute resolution
- Change management
- Acceptance plan
- Transfer of continuing obligations
- Payment plan
- Method of capturing “lessons learned”

The plan must be finalized by the end of step 3.4



**Note Multiple Constructors**

When two (or more) construction projects are planned at a single site, OPG may wish to appoint multiple *Constructors* (i.e., OPG plus a General Contractor(s) or multiple General Contractors (OPG is the Owner-Only). In these situations, OPG should apply for designation of the project(s). In addition, all *Constructors* should file separate *Notice of Project* forms and attach (i) a detailed description of the contracted work, (ii) a drawing of the project site boundaries and (iii) details on how each General Contractor will physically separate and control its own *construction project*. As it may take several months to receive MoL approval, it is important to apply early. If designation is not received prior to the start of the work, contact Law Division. Note, project designation was primarily intended for large scale, long-term construction projects (i.e., highway construction).

At OPG sites there is a standing practice to apply for a Notice Of Project on a yearly basis because of the ongoing nature of undertaking many smaller projects

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**Note A Notice of Project is required when:**

- The total cost of labour and materials for the project is expected to exceed \$50,000;
- The work is the erection or structural alteration of a building more than two storeys or more than 7.5 metres high;
- The work is the demolition of a building at least 4 meters high with a floor area of at least 30 square metres.
- The work is the erection, structural alteration or structural repair of a bridge, an earth-retaining structure or a water-retaining structure more than three metres high or of a silo, chimney or a similar structure more than 7.5 metres high;
- Work in compressed air is to be done at the project;
- A tunnel, caisson, cofferdam or well into which a person may enter is to be constructed at the project;
- A trench into which a person may enter is to be excavated at the project and the trench is more than 300 metres long or more than 1.2 metres deep and over thirty metres long; or
- A part of the permanent or temporary work is required by this Regulation to be designed by a professional engineer.

(OH&SA Construction Projects, Part I S.6 (i))

**Determine Qualification Criteria**

<i>To Do</i>	<i>Notes</i>
Identify potential Contractors	<ul style="list-style-type: none"> <li>• In consultation with the Buyer, assess potential contractors based on their pre-qualification and their ability to do the work at OPG.</li> </ul>
Ensure Potential Contractors are Pre-qualified	<ul style="list-style-type: none"> <li>• If a potential bidder is not on the Approved Bidders List, the Bidder must be pre-qualified by Supply Chain prior to accepting their proposal.</li> </ul>

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**Deliverables**

1. Summary of all Safety, Environment and Quality Requirements for the contract.
2. List of pre-qualified potential contractors
3. Start of Contract Management Plan

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**STEP 1.4 – PREPARE CONTRACT REQUIREMENT DOCUMENT**

**Task**

Prepare the contract requirement documents for review and approval and develop a purchasing strategy.

**Accountabilities**

*Accountable* – Contract Owner

*Must Review* – Buyer, Technical Resources, and other stakeholders as required

**References**



Document No.	Title
Worksheet A	<i>Generic Requirements for Contract Requirements Document</i>
Worksheet D	<i>Bid Evaluation Worksheet</i>
Appendix D	<i>Guideline for the preparation of a contract requirements document</i>

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**Sub-Tasks**

***Prepare Contract Requirement Document***

<i>To Do</i>	<i>Notes</i>
<p>Compile all support documents necessary for the contract requirements</p> <p><b><i>Reference Appendix D Complete Worksheet A</i></b></p>	<ul style="list-style-type: none"> <li>• An ill-defined requirement, or one that cannot reasonably be met, will result in a poor and/or expensive response from the vendor community. Post-contract misunderstanding can lead to disputes, dissatisfaction, and additional cost.</li> <li>• The support documents must include the Health and Safety, Environmental &amp; Quality requirements summarized in Step 1.3. <ul style="list-style-type: none"> <li>▪ Before sending the document to Supply Chain make sure all information has been reviewed/approved by the requisitioner's line management.</li> </ul> </li> </ul>
<p>Prepare Bid Evaluation Criteria</p> <p><b><i>Record on Worksheet D</i></b></p>	<ul style="list-style-type: none"> <li>• The bid evaluation criteria should be developed to ensure that the evaluation criteria are included in the request for proposal. The bid evaluation criteria are base on a weighting system that distributes the weighting based on risk of each item of the requirements document.</li> </ul>

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**Develop a Purchasing Plan**

<i>To Do</i>	<i>Notes</i>
Develop a Purchasing Plan	<ul style="list-style-type: none"> <li>Development of a purchasing plan includes compensation schemes, commercial terms &amp; conditions, the bidding/proposal process, the evaluations process, etc.</li> </ul>
<b>Record the purchasing plan</b>	
Obtain Justification for Single Sourcing (if applicable)	<ul style="list-style-type: none"> <li>If the required service is only available from one source, or if conditions dictate the use of a single source, obtain justification from the requisitioning department.</li> </ul>
Review Justification	<ul style="list-style-type: none"> <li>Review the single-source justification and either propose alternative sources or provide concurrence to proceed. (Document the justification in the contract document.)</li> </ul>
<b>Record the justification</b>	

**Confirm Planning Complete**

<i>To Do</i>	<i>Notes</i>
<b>Complete Form 1</b>	<ul style="list-style-type: none"> <li>By signing Form 1, the Contract Owner is confirming that the requirements of Stage 1 have been met.</li> <li>Provide copies of the records generated from Stage 1 to the Supply Chain buyer include "Worksheet D" when <u>completed</u>.</li> </ul>

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**Deliverables**

1. Contract Requirements Document
2. Purchasing Plan

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## STAGE I - RECORDS GENERATED

### Records



Document No.	Title
Form 1	<i>Contract Planning Confirmation</i>
Worksheet A	<i>Generic Requirements for Contract Requirements Document</i>
Worksheet B	<i>Contract Safety Hazard Evaluation</i>
Worksheet C	<i>Contract Environmental Aspect Evaluation</i>
	<i>List of Potential Bidders</i>
	<i>Purchasing Plan</i>
	<i>Justification for Single Source</i>
	<i>Technical Specification and/or Statement of Work</i>
	<i>List of Quality Requirements and Controls</i>
	<i>Summary of Safety Environment and Quality Requirements</i>
	<i>Start of Contract Management Plan</i>

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## 2. STAGE II - PROCUREMENT

### STEP 2.1 – ISSUE AN INVITATION TO CONTRACT

#### Task

Prepare and issue a Request For Proposal to a list of qualified and approved bidders.

#### Accountabilities

*Accountable* – Buyer

*Must Approve* – Contract Owner

*Must Consult* – Contract Administrator, Legal

#### References



Document No.	Title
Worksheet D	<i>Bid Evaluation Worksheet</i>
Finance Standard FIN-STD-PR/AP-001	<i>Purchase and Payable Controls</i>
N-PROC-MM-014	<i>Request for Quotation and Vendor Bid Evaluation</i>

#### Sub-Tasks

##### ***Issue an Invitation to Contract***

<i>To Do</i>	<i>Notes</i>
Review Contract Requirements	<ul style="list-style-type: none"> <li>The contract requirements are reviewed to determine if there is information that requires clarification is incorrect or missing. If so, the Contract Owner is requested to disposition the gaps.</li> </ul>

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<i>To Do</i>	<i>Notes</i>
Prepare Request For Proposal (RFP)  <i>Reference Worksheet D</i>	<ul style="list-style-type: none"> <li>• Prepare the RFP. This includes:                             <ul style="list-style-type: none"> <li>• Technical Specifications</li> <li>• Contract Standards</li> <li>• Special Conditions including all safety, environmental and quality requirements from Step 1.4</li> <li>• Labour Requirements                                     <ul style="list-style-type: none"> <li>▪ N-FORM – 10054 Wage Schedule Request (<i>Nuclear only</i>)</li> </ul> </li> <li>• Bid evaluation criteria</li> </ul> </li> </ul>
Finalize Potential Bidders  <i>Record list of Bidders</i>	<ul style="list-style-type: none"> <li>• Review the list of recommended potential bidders and determine if all the potential bidders are pre-qualified. If any bidder has not been qualified under Supply Chain’s pre-qualification procedure, they will be removed from the list or must be qualified prior to receiving their bid.</li> </ul>
Distribute RFP to Bidders  <i>Record RFP distribution list</i>	<ul style="list-style-type: none"> <li>• The RFP is distributed to all potential bidders.</li> </ul>

**Deliverables**

1. Complete RFP contract documents with all required documentation
2. List of pre-qualified bidders
3. RFP Distribution List

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**STEP 2.2 – EVALUATE PROPOSALS**

**Task**

Evaluate Bids and recommend the best value Bid(s)

**Accountabilities**

*Accountable* – Contract Owner

*Must Approve* – Buyer

*Must Consult* – Contract Administrator, Legal Affairs, Technical Resources, and other stakeholders (as required)

**References**



Document No.	Title
Form 2	<i>Bid Selection Summary</i>
Worksheet D	<i>Bid Evaluation Worksheet</i>

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**Sub-Tasks**

<b>Evaluate Proposals</b>	
<i>To Do</i>	<i>Notes</i>
Conduct Pre-Bid Meeting  <i>Record minutes of meeting</i>	<ul style="list-style-type: none"> <li>• A Pre-Bid Meeting (if required) provides potential bidders with the opportunity to acquire additional information to complete their bids.</li> <li>• It may not be required if bidders have previously performed work for OPG and there is no change in site conditions.</li> <li>• Pre-Bid meetings are normally held at the work site so that bidders can become familiar with OPG's operations and facilities.</li> <li>• A record of the Pre-Bid meeting is to be filed with the contract documents.</li> <li>• Bidders are given a site tour to discuss:                             <ul style="list-style-type: none"> <li>• All foreseeable hazards</li> <li>• OPG's expectations for managing hazards/significant environmental aspects as determined in RFP</li> <li>• File a record of the Site Tour.</li> </ul> </li> <li>• Any new information or proposal clarifications arising from the meeting must be documented and issued to all invited bidders.</li> </ul>
Receive Bids  <i>Log the Bids received</i>	<ul style="list-style-type: none"> <li>• The Bids are received and verified to determine conformance with the bid submission criteria. All bids that do not conform will be disqualified.</li> </ul>
Evaluate Bids  <i>Complete Worksheet D</i> <i>Complete Form 2</i>	<ul style="list-style-type: none"> <li>• The evaluation criteria established and communicated to bidders are the only criteria to be used to evaluate the bids.</li> <li>• Evaluate the bid submissions in conjunction with the appropriate Subject Matter Experts (Safety, Environment, Technical)</li> <li>• Verify the Contractor's and their subcontractors Health &amp; Safety and environmental qualifications against the contract specifications.</li> <li>• The evaluation is the basis for Contractor selection and must be documented. Clearly identify the rationale when selecting a bid other than the lowest.</li> </ul>

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<i>To Do</i>	<i>Notes</i>
Recommend Best Bidder(s)  <i>Reference Form 2</i>	<ul style="list-style-type: none"> <li>The Contract Owner recommends the best overall value bid(s) for final acceptance to Supply Chain.</li> </ul>



**Note**

Activities associated with obtaining additional information must ensure ethical treatment of the bidders as per the “Code of Business Conduct”. Maintain confidentiality and do not use bids from one contractor to leverage the offerings of another.

**Deliverables**

- Worksheet D – Bid Evaluation Worksheet

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**STEP 2.3 – SELECT A CONTRACTOR**

**Task**

Award the contract and issue a Purchase Order

**Accountabilities**

*Accountable* – Buyer

*Must Approve* – Contract Owner

*Must Consult* – Contract Administrator, Legal Counsel

**References**



Document No.	Title
Form 2	<i>Bid Selection Summary</i>

**Sub-Tasks**

**Select A Contractor**

<i>To Do</i>	<i>Notes</i>
Conduct Pre-award Negotiation  <i>Record minute of meeting</i>	<ul style="list-style-type: none"> <li>Negotiations (for an RFP) may be conducted with a prospective Contractor(s) to:                             <ul style="list-style-type: none"> <li>Revise the requirements (scope, deliverables, etc.)</li> <li>Explore alternatives offered as part of the bid submission</li> <li>Better align the Contractor’s offering with the specific requirements identified.</li> </ul> </li> </ul>
Select a Contractor	<ul style="list-style-type: none"> <li>The best overall value bid is selected and the selection is approved.</li> </ul>
Award the Contract	<ul style="list-style-type: none"> <li>The successful bidder is notified in writing of the award of contract.</li> </ul>

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<i>To Do</i>	<i>Notes</i>
Agree to Conforming Contract	<ul style="list-style-type: none"> <li>A “conformed” contract which captures any changes made during the negotiations must developed and agreed to by OPG and the contractor.</li> </ul>
<b><i>Record any Changes</i></b>	
Issue Purchase Order (PO)	<ul style="list-style-type: none"> <li>Ensure that the PO reflects any changes identified in the preparation of the conforming contract.</li> </ul>



**Note**

No work can commence without a purchase order number or the authority of the Vice President, Supply Chain (or a delegate). Failure to comply will be reported to senior management.

**Deliverables**

1. Form 2 - Bid Selection Summary

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## STAGE II - RECORDS GENERATED

### Records



Worksheet D	Bid Evaluation Worksheet
Form 2	Bid Selection Summary
	Bidder's List
	RFP
	Notice of Pre-Bid Meeting
	Minutes of Pre-Bid Meetings
	List of Bids Received
	Minutes of Pre-award Negotiation Meeting
	Notification of Award
	Purchase Orders
	Conformed Contract
	Correspondence

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### 3. STAGE III - POST AWARD

#### STEP 3.1 – CONDUCT JOB SITE & ORIENTATION MEETINGS

##### Task

Job Site Meeting(s) provides an opportunity to meet personnel and review terms and conditions.

##### Accountabilities

*Accountable* – Contract Administrator

*Must be Informed* – Contract Owner, Contract Monitor, Constructor’s Supervisor, Buyer

##### References



Document	Title
Form 3	Contract Work Release
Worksheet E	Contract Work Release
1000 (MOL)	Registration of Constructor’s and Employers Engaged in Construction
Job Aid III*	Safety Certification/Control for Rented or Contractor’s Equipment *Must be used if equipment being brought on site.

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**Sub-Tasks**

***Prepare for the Job Site & Orientation Meetings***



**Note**

The meeting(s) should be used to ensure that OPG’s expectations regarding management of the contract – particularly safety, environmental and quality – have been clearly communicated to the contractor’s management and supervisory team and have been aligned with the requirements of the RFP and the contract. The Orientation Meeting is a chance to view the actual location and condition of the work site. Note that these two meetings may be held separately but are usually conducted during the same visit.

<i>To Do</i>	<i>Notes</i>
Determine the Issues to be Discussed  <b><i>Record on Worksheet E</i></b>	<ul style="list-style-type: none"> <li>• Identify all logistical issues necessary to support the Constructor’s on-site activities</li> </ul>
Identify Attendees	<ul style="list-style-type: none"> <li>• OPG’s attendance should include the Contract Owner, Contract Administrator, Contract Monitor, Safety Officer (as appropriate), Buyer, and key stakeholders. Depending on contract size, it could also include representation from OPG’s senior site management at the first meeting.</li> <li>• Contractor’s attendance should include the Project Manager, Site Superintendent, and the Safety Officer. Depending on contract size, the Contractor’s Vice President (or delegate), and Contractor’s Business Manager may also attend the first meeting.</li> </ul>

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**Conduct the Job Site and Orientation Meeting**

<i>To Do</i>	<i>Notes</i>
Introduce Staff and their Roles  <i>Reference Appendix B</i> <i>Record minutes of meeting</i>	<ul style="list-style-type: none"> <li>The Contract Administrator will chair the meeting.</li> <li>Introduce Contractor personnel to site personnel.</li> <li>Identify the lines of communication and the roles and responsibilities, including those that apply under OH&amp;SA.</li> <li>Request that the Contractor identify any sub-contractors not previously approved in bid evaluation for OPG’s approval. The Contract Administrator must advise the Contractor if any sub-contractors that are not acceptable to OPG.</li> </ul>
Review Logistical Issues	<ul style="list-style-type: none"> <li>Discuss all logistical support issues that were raised during the preparation for this meeting.</li> </ul>
Review Arrangement to Do Work	<ul style="list-style-type: none"> <li>Review with facility owner and approve any Memorandums of Understanding for multiple parties for control of the workarea.</li> </ul>
Clarify Overall Expectations  <i>Reference Appendix C</i>	<ul style="list-style-type: none"> <li>Clarify OPG’s expectations for managing safety, environment and quality of work</li> <li>Clarify expectations regarding OPG’s Code of Conduct.</li> <li>Clarify OPG’s role in monitoring workplace.</li> <li><b>For Owner-Only Contracts:</b> Ensure that OPG and Contract Staff are clear with respect to safety requirement differences.</li> </ul>
Review Contract Terms and Project Management	<ul style="list-style-type: none"> <li>Review outstanding commercial conditions, contract schedule, change management plan, acceptance plan, payment plan, reporting requirements, and claim/dispute process.</li> </ul>

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<i>To Do</i>	<i>Notes</i>
Review Safety and Environmental Requirements  <b>Review Worksheet B and C</b>	<ul style="list-style-type: none"> <li>• Distribute any OPG procedures and handbooks.</li> <li>• Clarify OPG’s monitoring and oversight activities as per this Contractor Management Process manual.</li> <li>• Emphasize immediate reporting of all safety and environment incidents as per contract and review the incident reporting requirements outlined in the Businesses’ specific procedures for safety and environmental reportable events.</li> <li>• Review OH&amp;S hazards, environmental aspects, and control measures.</li> <li>• Review any applicable OPG OH&amp;S standards, policies and procedures, including project Safe Work Practices and inspection &amp; tagging of 600V equipment.</li> <li>• Review the contract safety and environment stipulations.</li> <li>• <b>For Owner-Only Contracts:</b> <ul style="list-style-type: none"> <li>• Reinforce contract differences with respect to reporting and use of the Contractor’s Safety Program rather than OPG’s.</li> <li>• Ensure that the Contractor understands that signage requirements to be posted at the entrance of the work site must clearly state the role of OPG and strict access restrictions for OPG staff.</li> <li>• Review reporting differences</li> </ul> </li> </ul>
Review Emergency Plan Requirements	<ul style="list-style-type: none"> <li>• Review all Site Emergency Plan requirements:                         <ul style="list-style-type: none"> <li>- Alarms</li> <li>- Emergency Contacts</li> <li>- Contractor’s Emergency Plans</li> <li>- Fire Prevention Plans.</li> </ul> </li> </ul>
Review Security Requirements	<ul style="list-style-type: none"> <li>• All personnel must be security cleared to work at OPG Nuclear Facilities. Contractors must be aware of this requirement, and the process and required timing for obtaining clearance.</li> </ul>

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<i>To Do</i>	<i>Notes</i>
Initiate Contractor's Safe Work Planning Requirements	<ul style="list-style-type: none"> <li>When OPG is the Owner-Constructor or Owner-Employer, a written Safe Work Plan must be developed by the Contractor and reviewed by the Contract Owner. (This may be a schedule of required Job Safety Analyses or smaller Safe Work Plans)</li> <li><b>For Owner-Only Contracts:</b> As the Constructor, the Contractor will establish a safe work plan. Reinforce the fact that the contractor as Constructor is responsible. OPG will not approve this plan.</li> </ul>
Review Work Protection Code Requirements  <i>Reference Appendix A</i>	<ul style="list-style-type: none"> <li>Ensure that all OPG and contractor Work Protection requirements (as per step 1.2) are identified and reviewed.</li> <li><b>For Owner-Only Contracts:</b> Establish specific Work Protection requirements, which may include the use of terminal points.</li> </ul>
Review Material Safety Data Sheets (MSDS) and Designated Substances	<ul style="list-style-type: none"> <li>Request MSDS's for all hazardous material that may be used. (<b>For Owner-Only Contracts:</b> This is not required.) Refer to: <a href="http://webapps.opg.com/nucgovdocs/online/proc/ins/n-ins-07080-10000-R01.pdf">http://webapps.opg.com/nucgovdocs/online/proc/ins/n-ins-07080-10000-R01.pdf</a></li> <li>Review all designated substances present at the job site that the contractor may be exposed to. (<i>Reference "Safety Information for Contractor's Employees Handbook" and "Administration of Asbestos Removal" - EP-MAN-004 B-2</i>)</li> <li>Develop a disposition plan for any hazardous materials to be used.</li> </ul>
State Equipment and Approval Requirements  <i>Record on Job Aid III</i>	<ul style="list-style-type: none"> <li>State that equipment brought to the site must be safety certified. (<i>Job Aid III - "Safety Certification/Control for Rented or Contractor's Equipment"</i>)</li> <li>Review approvals, permits and test requirements.</li> </ul>
Confirm Site Requirements	<ul style="list-style-type: none"> <li>Confirm laydown areas and any job shack requirements (e.g. hydro).</li> <li>Review parking, washrooms and smoking limitation.</li> </ul>

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<i>To Do</i>	<i>Notes</i>
Answer Safety and Environmental Questions	<ul style="list-style-type: none"> <li>• If questions have been generated from the safety and environmental handouts distributed at the initial meeting, they should be addressed at this time.</li> <li>• <b>For Owner-Only Contracts:</b> Reinforce different requirements as stated in Owner-Only contracts with respect to the contractor being the constructor and therefore being responsible for safety as per OH&amp;SA.</li> </ul>
Review Training Requirements	<ul style="list-style-type: none"> <li>• Identify:                             <ul style="list-style-type: none"> <li>• Who needs it?</li> <li>• Responsibility for delivery (contractor or OPG)</li> <li>• How and when it will be delivered.</li> <li>• Requirements for records.</li> <li>• Requirements for WHMIS.</li> </ul> </li> </ul>



**Note**

Handouts at the meeting can include:

- Site specific procedures
- Corporate Safety Rules, Common Safety Rules, Work Protection Code, Sustainable Energy Development Policy.

**Deliverables**

1. Plans or Memorandums of Understanding for control of the work area (if applicable).  
This is an agreement between the Plant Manager and the Contractor.
2. Training requirements and schedule
3. Access requirements
4. Reporting requirements

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**STEP 3.2 – CONDUCT A MARK-UP MEETING**

**Task**

Ensure the Contractor schedules a Mark-Up Meeting to discuss work distribution among the trades if the work is under the auspices of the Construction Collective Agreement.

**Accountabilities**

- Accountable* – Contract Administrator (to ensure)
- Must be Informed* – Constructor’s Supervisor
- Must Consult* – Human Resources

**References**



Document	Title
Worksheet E	Contract Work Release

**Sub-Tasks**

***Identify Key People to Attend the Mark-Up Meeting***

To Do	Notes
Identify Attendees for the Mark-Up Meeting	<ul style="list-style-type: none"> <li>• Attendance includes the Contract Administrator, Site Superintendent, Sub-contractors, EPSCA Human Resources representatives, union stewards and business agents.</li> </ul>

***Conduct the Mark-Up Meeting***

To Do	Notes
Introduce the project	<ul style="list-style-type: none"> <li>• Present an overview of the project and scope out individual tasks.</li> </ul>

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<p>Determine the Assignments</p>	<ul style="list-style-type: none"> <li>• Assign tasks to the trades.</li> <li>• Challenge the assignments.</li> </ul>
<p><b>Document the assignments</b></p>	



**Note**

A signed copy of due “Acknowledgement of Labour Requirements” is forwarded to the site Construction Labour Relations.

The contractor will provide the site Construction Labour Relations Representative sufficient notice of pending work to facilitate proper Notice to union representatives of a Pre-job Mark-up Meeting. Timelines are contained in the appropriate collective agreement. The Contractor will participate in the pre-job mark-up meeting. At this meeting, the Contractor will:

- outline the scope of the Services to be performed at the Site;
- identify key trades people, staffing requirements, work schedules and other labour relations issues pertinent to the work at hand
- make proposed work assignments to the unions and respond to any questions and consider any input/evidence the unions may have, either during or subsequent to the meeting
- make final work assignments

**Deliverables**

1. Agreed marked-up tasks

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**STEP 3.3 – VERIFY QUALIFICATION & PROVIDE OPG-BASED TRAINING**

**Task**

Determine whether competency requirements and qualifications have been met and define the plans for any required OPG-based training.

**Accountabilities**

*Accountable* – Contract Administrator

*Must be Informed* – Constructor’s Supervisor

*Must Consult* – Contract Owner

**References**



Document	Title
Form 3	Contract Work Release
Worksheet E	Contract Work Release
N-FORM-10448	Nuclear Energy Worker Confirmation Form for OPG Employees, for work conducted at Nuclear Stations.

**Sub-Tasks**

<b>Conduct site orientation and confirm Qualifications and Training Requirements</b>	
To Do	Notes
Conduct Orientation  Record Attendance	<ul style="list-style-type: none"> <li>Set clear expectations for all contractor’s employees regarding safety, environment, emergencies and security.</li> <li>This is mandatory for all contractors’ employees on the work site.</li> </ul>

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<i>To Do</i>	<i>Notes</i>
<p>Determine Training Requirements And Confirm Qualifications</p> <p><i>Record additional training requirements</i></p> <p><i>Record completion of training courses</i></p>	<ul style="list-style-type: none"> <li>• Confirm records of completed training.</li> <li>• Assess requirements for any additional, specialized training to be provided by OPG. This could include, but is not limited to, training on:                             <ul style="list-style-type: none"> <li>- Radiation protection (nuclear)</li> <li>- Network applications (nuclear)</li> <li>- Specialized equipment usage</li> <li>- Safety training</li> <li>- Work Protection</li> </ul> </li> <li>• Deliver OPG training to eliminate gaps and fulfill requirements or contractor to arrange training.</li> <li>• <b>For Owner-Only Contracts:</b> Verify any special requirements stipulated in Owner-Only contracts, (e.g. Nuclear General Employee Training).</li> </ul>

**Deliverables**

1. Documented qualification requirements and status of contract staff
2. Training schedule

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**STEP 3.4 – REVIEW AND APPROVE READINESS TO START WORK**

**Task**

Review and approve all permits, training, etc. required to begin work.

**Accountabilities**

- Accountable* – Contract Administrator
- Must Approve* – Contract Owner
- Must Consult* – Constructor’s Supervisor
- Must be informed* – Buyer

**References**



Document	Title
Form 3	Contractor Work Release
Worksheet E	Contractor Work Release
MOL Form 0175	Notice of Project

**Sub-Tasks**

**Verify Notice of Project and Completion of Safe Work Planning**

To Do	Notes
Verify that Notice of Project is in place	<ul style="list-style-type: none"> <li>• Check that a site Notice of Project is in place (<i>Section 6 (1) of the Construction Regulations and MOL Form 0175-Notice of Project</i>)</li> </ul>

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<i>To Do</i>	<i>Notes</i>
<p>Ensure that Safe Work Planning has been Undertaken</p>	<ul style="list-style-type: none"> <li>• Where possible, all requirements for Safe Work Planning must have been completed and submitted to OPG for review. (Note that not all Safe Work Plans will be ready for review at this time; however, the overall plan and schedule must be reviewed).</li> <li>• <b>For Owner-Only Contracts:</b> Safe Work Plans are the responsibility of the Contractor and OPG does not review them.</li> <li>• Compile a list of any Safe Work Plans yet to be developed.</li> <li>• Safe Work Plans prepared at Step 3.4 may require detailing and amendment immediately prior to the start of work.</li> </ul> <p>All written safe work plans/Job Safety Analysis (JSA) must:</p> <ul style="list-style-type: none"> <li>• List main job steps in sequence.</li> <li>• Identify the actual or potential OH&amp;S hazards associated with each job step including:                             <ul style="list-style-type: none"> <li>• All hazards identified in the contract document</li> <li>• Use of any hazardous materials or designated substances.</li> <li>• Any hazards associated with OPG facilities or operations that could negatively impact the contracted work or the Contractor's employees.</li> </ul> </li> <li>• Identify all significant environmental aspects associated with each job step.</li> <li>• Specify control measures required to eliminate or minimize the hazards/aspects identified incorporating all OPG requirements.</li> <li>• List the steps to be taken in case of an emergency, including calling local emergency numbers.</li> </ul>

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***Finalize the Contract Management Plan as per Step 1.3 and Release the Work***

<i>To Do</i>	<i>Notes</i>
Approve Contract Management Plan	<ul style="list-style-type: none"> <li>The CMP must be approved prior to proceeding with the Contract Execution Stage of the process.</li> </ul>
Obtain the Contract Owner's Work Release Approval	<ul style="list-style-type: none"> <li>The Contract Administrator must complete the Contract Work Release form and submit it to the Contract Owner for approval</li> </ul>
<b><i>Complete Form 3</i></b>	

**Deliverables**

1. Finalized Contract Management Plan
2. Form 3 – Contract Work Release

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## STAGE III - RECORDS GENERATED

### Records



Document No.	Title
Form 3	Contractor Work Release
Worksheet E	Contract Work Release Worksheet
N-FORM-10448	Nuclear Energy Worker Confirmation Form for OPG Employees
0175 (MOL)	Notice of Project
1000 (MOL)	Registration of Contractors and Employers Engaged in Construction
	Contract Management Plan
	Minutes of the Job-Site and Orientation Meetings
	Minutes of the Mark-Up Meeting
	Record of Site Orientation
	Record of Training and Qualifications

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## 4A. STAGE IV - CONTRACT EXECUTION

**IMPORTANT NOTE:**

**IF IT HAS BEEN DETERMINED IN STEP 1.3 THAT THE CONTRACT IS “OWNER-ONLY”, DO NOT USE THIS SECTION. PROCEED DIRECTLY TO SECTION 4B.**

### STEP 4.1 – ADMINISTER THE CONTRACT

**Task**

Ensure compliance with contractual terms and conditions, and manage changes, during contract performance through to closeout and termination.

**Accountabilities**

*Accountable* – Contract Administrator

*Must Approve* – Contract Owner

*Must Consult* – Buyer

*Must be Informed* – Constructor’s Supervisor, Contract Monitor

**References**



Document	Title
Job Aid IV	Contract Change Authorization
Appendix B	OPG Roles and Duties Under the OH&SA

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**Sub-Tasks**

<b>Manage the Contract</b>	
<i>To Do</i>	<i>Notes</i>
Manage Terms and Conditions  <i>Reference Appendix B</i>	<ul style="list-style-type: none"> <li>Assess the extent to which Contractors are meeting the contract specifications and schedules.</li> <li>Manage the contract within the stipulated terms and conditions.</li> <li>Determine if scope changes fall in or out of contract requirements.</li> <li>The local contract administration team (i.e. Contract Owner, Administrator or Monitor) will direct the Contractor consistent with the obligations specified under OH&amp;SA and the requirement of the Contract Management Plan.</li> </ul>
Manage Contract Changes  <i>Complete Job Aid IV</i>	<ul style="list-style-type: none"> <li>Communicate and obtain approval of contract changes with the Contract Owner and execute through the Buyer prior to the commencement of work.</li> </ul>
Manage the Financial Aspects of the Contract	<ul style="list-style-type: none"> <li>Review Contractor claims for extra reimbursement.</li> <li>Review and verify invoices for payment.</li> <li>Ensure efficient management of funding, changes, and invoices.</li> </ul>
Provide Status Updates	<ul style="list-style-type: none"> <li>Provide status updates, as required, to line management and the Buyer regarding expenditures, status of work, revised completion dates, etc., in accordance with local reporting requirements</li> </ul>

**Deliverables**

1. Contract specifications and obligations are met

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**STEP 4.2 – MONITOR AND VERIFY THE CONTRACTOR’S ACTIVITIES**

**Task**

Monitor work activities to contract compliance.

**Accountabilities**

*Accountable* – Contract Monitor

*Must Consult* – Contract Administrator, Buyer

*Must be Informed* – Constructor’s Supervisor, Contract Owner

**References**



Document No.	Title
Job Aid I	Contract Management Plan
Job Aid III	Safety Certification/Control for Rented or Contractor's Equipment
Job Aid V	Contract Monthly Safety Incidents
Worksheet F	Contract Inspection Checklist
968-7671:0	Corporate Report of Injury/Incident
	Daily Log

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**Sub-Tasks**

<b>Monitor the Work</b>	
<i>To Do</i>	<i>Notes</i>
Monitor and Verify Compliance – Safety, Environment and Quality  <i>Complete Worksheet F</i> <i>Reference Job Aid I</i> <i>Complete Job Aid III</i>	<ul style="list-style-type: none"> <li>• Monitor for compliance with the contract.</li> <li>• Base the frequency of monitoring on the level of risk and indicators of compliance for environmental, health &amp; safety and quality, or as documented in the Contract Management Plan.</li> <li>• For construction or high-risk service contracts, daily monitoring is required.</li> <li>• A record of monitoring and verification activities is prepared and at least once a week in addition to personal logs (see below).</li> <li>• Review Contractor’s JSAs and monitor compliance to JSAs.</li> <li>• Monitor contractor’s adherence to key elements of Contractor’s Safety Program (i.e. Supervisor, monitoring, Pre-Job Meetings, etc.)</li> <li>• If a life-threatening situation is observed, the Contract Administrator or Contact Monitor stops the work immediately.</li> <li>• Review quality, inspection and test plans and verify conformance.</li> <li>• Confirm inspections, tests and audits through a review of quality records.</li> <li>• Confirm adherence to scheduled stop and hold points.</li> <li>• The Contract Owner must periodically monitor the work site for environmental and health &amp; safety issues.</li> </ul>
Pre-Job Briefings	<ul style="list-style-type: none"> <li>• Keep a record of pre-job briefings for which the Contract Administrator or Contract Monitor were present (noting any OH&amp;SA hazards and environmental aspects discussed).</li> <li>• Use the contractor’s pre-job briefings to advise of any changes in workplace conditions that could impact health &amp; safety or the environment.</li> </ul>

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<i>To Do</i>	<i>Notes</i>
Maintain a Logbook	<ul style="list-style-type: none"> <li>• Keep daily log document of all contractor activities, discussions and deficiencies.</li> <li>• Note that the project logbook is an <b>extremely important</b> part of the reporting process and may be used in a court of law.</li> </ul>
Maintain Ongoing Hazard Assessment, Environmental Impact and Communicate to Contractor	<ul style="list-style-type: none"> <li>• Assess any potential hazards to employees or the public based on:                             <ul style="list-style-type: none"> <li>• Flash Reports or Results of Accident Investigation</li> <li>• Contractor’s work and work practices</li> <li>• Contractor’s tools and equipment</li> <li>• Assessment of OPG facilities/operations</li> <li>• Work being performed by other groups</li> <li>• Quality Assurance (QA) programs</li> <li>• Inspections, tests and audits as per plan</li> <li>• Adherence to schedule stop/hold points</li> <li>• Conformance with all contact health, safety and environmental requirements</li> </ul> </li> </ul>
Notify Stakeholders	<ul style="list-style-type: none"> <li>• Notify all stakeholders of any new hazards or environmental impacts.</li> <li>• Communicate this information and any new requirements to the contractor.</li> </ul>



**Note**

Contract work, involving installation of new or modified systems at Nuclear facilities, shall include Owner’s Quality Surveillance by Field Engineering.

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**Document and Report Deficiencies**

<i>To Do</i>	<i>Notes</i>
Identify Deficiencies  <i>Complete Worksheet F</i>	<ul style="list-style-type: none"> <li>• Request Corrective Actions from the Contractor and track to completion. Ensure that deficiencies are completed in a timely manner with agreed completion dates. Document the agreed upon corrective action plan &amp; contractor's response.</li> <li>• If the Contract Administrator cannot resolve a deficiency or it is not complete in a timely manner, review contractual options with the Buyer and use them to effect a resolution. Address non-compliance issues to correct deficiencies using escalating corrective action up to and including de-selection of contractor.</li> <li>• Identify issues/deficiencies to the Buyer and resolve them within the terms and conditions of the contract.</li> <li>• If the deficiencies require immediate corrective action then:                             <ul style="list-style-type: none"> <li>- Stop work until the problem is corrected</li> <li>- State that failure to comply may result in contract termination</li> <li>- Specify a date by which a written response must be received. Based on the severity of the problem, a formal request may be sent to the Contractor's Executive.</li> <li>- Review the Contractor's response and decide if the deficiencies can be resolved.</li> <li>- Notify the Buyer.</li> </ul> </li> </ul>
Document Deficiencies	<ul style="list-style-type: none"> <li>• Document deficiencies, incidents and contract deviations.</li> <li>• In nuclear, use the Station Condition Record (SCR) to input all incidents and deficiencies.</li> </ul>
Report Deficiencies	<ul style="list-style-type: none"> <li>• Report serious deficiencies as soon as practical to the Contract Owner or Administrator (e.g., life threatening, etc.).</li> <li>• Forward copies of deficiency documentation to the Contractor along with any non-conformances and a request for corrective action.</li> </ul>

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<i>To Do</i>	<i>Notes</i>
	<p><b>(Nuclear Only)</b></p> <ul style="list-style-type: none"> <li>The Contract Administrator or Contract Monitor will notify their supervisor immediately of all SCR's being entered.</li> <li>An evaluator (usually the Section Manger) will be assigned and a rating attached to the SCR indicating the manner of investigation and follow-up.</li> </ul>
<p>Report Safety Incidents and Environment</p> <p><i>Complete Job Aid V</i></p>	<ul style="list-style-type: none"> <li>Report all safety incidents immediately to the Contract Administrator including Contractor High MRPB incidents, critical injuries, lost time accidents, medical treatment injuries, MOL charges, MOL Orders to Comply, and all construction occurrences. <i>Reference "Safety Incident Management Standards" OPG-SFTY-STD-005</i> <a href="http://poweron-cms.opg.com/dms/hrwebdocs/safety/safetymgmt/opg-sfty-std-005.pdf">http://poweron-cms.opg.com/dms/hrwebdocs/safety/safetymgmt/opg-sfty-std-005.pdf</a></li> <li>The Contract Administrator initiates the reporting notification and investigation requirements according to corporate and local procedures.</li> <li>For non-nuclear, fax a copy of the form to the local H&amp;S Advisor/Resources Officer. (<i>Reference "Corporate Report of Incident/Injury Form" - 968-7671-0</i>)</li> <li>For nuclear, file a Station Condition Record (SCR).</li> <li>Report all non-conformances</li> <li>All incidents above should be reported to the Contract Owner.</li> <li>Report all significant environmental incidents to the Contract Owner and corrective actions taken using the appropriate Business Unit procedures</li> </ul>
<p>Follow-up/Verification</p> <p><i>Record the follow-up/verification</i></p>	<ul style="list-style-type: none"> <li>A formal request for correction of all deficiencies should be made by the Contract Owner to the Contractor.</li> <li>Ideally, a collaborative solution to the problem will be possible</li> </ul>

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**Deliverables**

1. Compliance to contract specifications and obligations
2. Compliance to EH&S and quality requirements
3. Documented deficiencies
4. Correction of problems and deficiencies

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**STEP 4.3 – REPORT ON PERFORMANCE**

**Task**

Document administrative actions and all data required to support the project’s business activities and performance assessments.

**Accountabilities**

*Accountable* – Contract Administrator

*Must Review* – Contract Owner, Contract Monitor, Buyer

*Must be Informed* – Constructor’s Supervisor

**References**



Document No.	Title
Worksheet F	<i>Contract Inspection Checklist</i>
Job Aid I	<i>Contract Management Plan</i>
Job Aid V	<i>Contract Monthly Safety Incidents</i>

**Sub-Tasks**

***Stay Informed***

<i>To Do</i>	<i>Notes</i>
Hold Contract Review Meetings  <i>Reference Job Aid I Record of Contract Review Meeting</i>	<ul style="list-style-type: none"> <li>Meet regularly with the Contractor and the Buyer to discuss progress, deficiencies, OH&amp;SA and environmental violations, and the status of corrective actions and any new information or requirements from Flash Reports or Accident Investigations..</li> </ul>

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<i>To Do</i>	<i>Notes</i>
Mentor Safety Excellence  <i>Reference Job Aid I</i>	<ul style="list-style-type: none"> <li>• Ensure that Contractors conduct regular staff safety meetings.</li> <li>• Ensure compliance with Health &amp; Safety and environmental monitoring/reporting requirements.</li> </ul>
Status Review and Corrective Action	<ul style="list-style-type: none"> <li>• Hold regular meetings with the Contractor to discuss performance and corrective actions.</li> <li>• Document the meetings.</li> <li>• Follow up and report on required corrective actions.</li> </ul>

**Safety Performance Summary**

<i>To Do</i>	<i>Notes</i>
Review JHSC Minutes	<ul style="list-style-type: none"> <li>• Review Joint Health &amp; Safety Committee meeting minutes, if applicable, and reports, prepared by contractors.</li> </ul>
Maintain Safety Report  <i>Complete Worksheet F</i> <i>Complete Job Aid V</i>	<ul style="list-style-type: none"> <li>• Maintain monthly safety performance reports, per local procedures, including the number of High MRPH incidents, lost time accidents, medical treatments, first aid treatments, hours worked, accident severity rate, and lost time accident rate.</li> </ul>

**Audit**

<i>To Do</i>	<i>Notes</i>
Audit Key Activities (Constructor)  <i>Complete Worksheet F</i> <i>Reference Job Aid I</i>	<ul style="list-style-type: none"> <li>• As the constructor, OPG must also audit key activities in the contractor's Health &amp; Safety program as specified in the contract and as per Contract Management Plan.</li> </ul>

**Deliverables**

1. A series of completed reports that provide a clear indication of project progress and the Contractor's performance.

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**STEP 4.4 – VERIFY CONTRACT COMPLETION**

**Task**

Verify that the technical and commercial contract conditions have been fulfilled.

**Accountabilities**

*Accountable* – Contract Administrator

*Must Consult* – Contract Monitor

*Must be Informed* – Constructor’s Supervisor

**References**



Document No.	Title
Form 4	Contract Final Inspection
Worksheet F	Contract Inspection Checklist
Job Aid I	Contract Management Plan

**Sub-Tasks**

***Inspect the Site to Ensure Contract Requirements Have Been Met***

To Do	Notes
Inspect the Site and Compare the Work Against the Contract (Pre-demobilization)  <i>Reference Job Aid I</i>	<ul style="list-style-type: none"> <li>Determine if any contract conditions have not been fulfilled</li> <li>Inform the Contractor’s Supervisor of deficiencies to be corrected prior to OPG’s confirmation of contract completion.</li> </ul>

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<i>To Do</i>	<i>Notes</i>
Ensure Contract Requirements Have Been Met (Post demobilization)  <b>Record on Form 4</b> <b>Reference Job Aid I</b>	<ul style="list-style-type: none"> <li>Inspect the site to ensure that all contract requirements have been met following site demobilization. Note: This inspection cannot be assigned to a third party.</li> <li>Ensure that all turnover training is complete (through customer acceptance of the equipment for operations)</li> </ul>
Check the Site for Cleanliness  <b>Record on Form 4</b> <b>Reference Job Aid I</b>	<ul style="list-style-type: none"> <li>Ensure that all equipment and all hazardous, surplus and debris materials have been removed from the site.</li> <li>Report findings to the Contract Owner.</li> <li>Record the use of any National Pollutant Release Inventory substances to the local Environmental Advisor.</li> </ul>
Develop a Turnover Package  <b>Reference Job Aid I</b> <b>Record on Form 4</b>	<ul style="list-style-type: none"> <li>The Contractor develops a turnover package that includes:                             <ul style="list-style-type: none"> <li>Required documentation</li> <li>Training</li> <li>Affected drawing</li> <li>Certifications</li> <li>Manuals</li> <li>Inspection and test results</li> <li>Health and Safety and Environmental documents and records</li> </ul> </li> <li>Forward the Package to the Contract Administrator for review.</li> </ul>

**Inform Stakeholders of New Hazards**

<i>To Do</i>	<i>Notes</i>
Check Health & Safety Hazards	<ul style="list-style-type: none"> <li>If new Health &amp; Safety hazards have been created by the contract work and cannot be immediately eliminated or controlled, the Contract Owner informs the affected line manager and/or employees and develops a corrective action plan.</li> </ul>

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Check Environmental Requirements	<ul style="list-style-type: none"> <li>• Communicate any new requirements for Certificates of Approval or permits to the Environmental Site Manager.</li> <li>• Advise the Plant/Group Manager of any changes to PCB inventories, ozone depleting substances, etc.</li> </ul>
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**Confirm Final Inspection**

<i>To Do</i>	<i>Notes</i>
<b>Complete Form 4</b>	<ul style="list-style-type: none"> <li>• The Contract Owner will approve the turnover of the project.</li> </ul>

**Deliverables**

1. Form 4 – Contract Final Inspection
2. Worksheet F – Contract Inspection Checklist
3. A clean site ready for work
4. Completed turnover training

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## STAGE IV - RECORDS GENERATED

### Records



Document No.	Title
Form 4	<i>Contract Final Inspection</i>
Worksheet F	<i>Contract Inspection Checklist</i>
968-7671:0	<i>Corporate Report of Injury/Incident</i>
Job Aid III	<i>Safety Certification/Control for Rented or Contractor's Equipment</i>
Job Aid V	<i>Contract Change Authorization ( if required)</i>
	<i>Record of Monitoring and Verification Activities</i>
	<i>Pre-job Briefings</i>
	<i>Daily Log</i>
	<i>Deficiencies Reports</i>
	<i>Disposition of deficiencies and follow-up activities</i>
	<i>Station Condition Records – Nuclear Only</i>
	<i>Notification of New Hazards or environmental impacts</i>
	<i>Minutes of Contract Review Meetings</i>
	<i>Audit Reports</i>

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## 4B. STAGE IV – CONTRACT EXECUTION (OWNER-ONLY)

**IMPORTANT NOTE: THIS SECTION SHOULD NOT BE USED UNLESS IT HAS BEEN DETERMINED IN STEP 1.3 THAT THE CONTRACT IS "OWNER-ONLY".**

**STEP 4.1 – ADMINISTER THE CONTRACT (OWNER-ONLY)**

**Task**

Administer and record job progress. Monitor the work for correction of deficiencies by the contractor.

**Accountabilities**

*Accountable* – Contract Administrator

*Must Approve* – Contract Owner

*Must Consult* – Buyer

**References**



Document	Title
Job Aid IV	Contract Change Authorization

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**Sub-Tasks**

<b>Manage the Contract</b>	
<i>To Do</i>	<i>Notes</i>
Manage Terms and Conditions  <i>Reference Appendix B</i>	<ul style="list-style-type: none"> <li>Assess the extent to which Contractors are meeting the contract specifications and schedules.</li> <li>Manage the contract within the stipulated terms and conditions.</li> <li>The local contract administration team (i.e. Contract Owner or Contract Administrator) will direct the Contractor consistent with OPG's requirements specified under OH&amp;SA.</li> <li>For Owner Only contracts, the Contractor is the Constructor and OPG does not have the responsibilities of the Constructor as stipulated in OH&amp;SA.</li> </ul>
Manage Contract Changes  <i>Complete Job Aid IV</i>	<ul style="list-style-type: none"> <li>Communicate and obtain approval for contract changes from the Contract Owner and the Buyer prior to the commencement of work.</li> </ul>
Manage the Financial Aspects of the Contract	<ul style="list-style-type: none"> <li>Review claims.</li> <li>Review and verify invoices for payment.</li> <li>Ensure efficient management of funding, changes, and invoices.</li> </ul>
Provide Status Updates	<ul style="list-style-type: none"> <li>Provide status updates, as required, to line management and the Buyer regarding expenditures, status of work, revised completion dates, etc.</li> </ul>

**Deliverables**

1. Contract specifications and obligations are met.

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**STEP 4.2 – MONITOR & VERIFY CONTRACTOR’S ACTIVITIES (OWNER-ONLY)**

**Task**

Monitor work activities to verify contract compliance.

**Accountabilities**

*Accountable* – Contract Administrator

**References**



Document No.	Title
Job Aid I	Contract Management Plan
	Daily Log

**Sub-Tasks**

***Monitor the Work***

<i>To Do</i>	<i>Notes</i>
Monitor and Verify Contract Compliance for Schedule	<ul style="list-style-type: none"> <li>Monitor for compliance with respect to schedule adherence. Safety inspections must not be done since OPG is not the constructor. Doing so could jeopardize OPG’s role of “Owner-Only”</li> <li>OPG staff may be asked to perform site tours but adherence to OPG safety requirements (except as specifically stipulated in the contract) must not be expected. Correction of any deficiencies noted is the responsibility of the contractor; OPG is only to suggest recommendations.</li> <li>OPG staff if performing an audit to ensure the contractual obligations are being met must remember that they must follow the constructor’s safety program.</li> </ul>

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<i>To Do</i>	<i>Notes</i>
Maintain Ongoing Assessment of Hazards and Environmental Impacts and communicated to Contractor	<ul style="list-style-type: none"> <li>• Assess any potential hazards to OPG employees, operations or the public based on:                             <ul style="list-style-type: none"> <li>- Contractor's work and work practices</li> <li>- Contractor's tools and equipment</li> <li>- Assessment of OPG facilities/operations</li> <li>- Work being performed by other groups</li> <li>- Review, inspection and test plans</li> <li>- QA programs</li> <li>- Inspections, tests and audits as per plan</li> <li>- Adherence to schedule stop/hold points</li> <li>- Conformance with all contract health, safety and environmental requirements</li> </ul> </li> <li>• Notify the Contractor of any new hazards or environmental impacts that may be introduced as a result of OPG work or staff.</li> <li>• Review conformance and compliance with contract environmental requirements.</li> <li>• Stop the Contractor's work if the situation warrants it; however, reinforce the fact that the Contractor is responsible (as the constructor) for correcting safety concerns.</li> </ul>
Maintain a Logbook	<ul style="list-style-type: none"> <li>• Keep a daily log documenting all contractor activities, discussions, and non-conformances.</li> <li>• Note that the project logbook is an <u>extremely important</u> part of the reporting process and may be used in a court of law.</li> </ul>
Confirm Performance  <i>Reference Job Aid I</i>	<ul style="list-style-type: none"> <li>• Confirm inspections, tests and audits through reviews of quality records.</li> <li>• Confirm adherence to scheduled stop and hold points.</li> <li>• Establish hold points with the Contractor whereby the owner's representative can witness tests (if required).</li> </ul>
Identify Deficiencies	<ul style="list-style-type: none"> <li>• Identify deficiencies to the Buyer and resolve them within the terms and conditions of the contract.</li> </ul>

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**Document Reported Deficiencies**

<i>To Do</i>	<i>Notes</i>
Document and Report Deficiencies	<ul style="list-style-type: none"> <li>• Document and report all deficiencies, incidents and contract deviations.</li> <li>• Report serious deficiencies immediately practical to the Contract Owner or Administrator (e.g., life threatening, etc.).</li> <li>• Forward copies to the Contractor along with any non-conformances and a request for corrective action.</li> </ul>
Note the Special Provisions for Nuclear Reporting	<ul style="list-style-type: none"> <li>• For <b>Nuclear</b>, use the Station Condition Record (SCR) to input all incidents and deficiencies for tracking purposes.</li> <li>• The Contract Administrator or Contract Monitor will notify their supervisor immediately of all SCR's being entered.</li> <li>• An evaluator will be assigned and a rating attached to the SCR, indicating the manner of follow-up.</li> </ul>
Report Safety Incidents	<ul style="list-style-type: none"> <li>• Contractor must immediately report:                             <ul style="list-style-type: none"> <li>- Fatality</li> <li>- Critical Injury</li> <li>- Construction Occurrence</li> <li>- MOL Orders/Charges.</li> </ul> </li> <li>• Report all safety incidents reported by the Contractor including critical injuries, MOL charges, MOL Orders to Comply, and all construction occurrences. As per the OPG Incident Management Standard and local procedures.</li> </ul>
Report Environmental Incidents	<ul style="list-style-type: none"> <li>• Review and report all significant environmental incidents reported by the contractor and any corrective actions taken as per OPG procedures.</li> </ul>
Report Deficiencies	<ul style="list-style-type: none"> <li>• Report all deficiencies to accountable OPG staff, including the Contract Owner.</li> </ul>

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**Monitor for Correction of Problems**

<i>To Do</i>	<i>Notes</i>
Monitor the Status of Corrections	<ul style="list-style-type: none"> <li>• Participate in the regular meetings with the Contract Management Team (including the Contractor) to discuss progress, deficiencies, OH&amp;SA and environmental violations, and the status of corrective actions.</li> <li>• Document the agreed upon corrective action plan for deficiencies and the Contractor's response.</li> <li>• Request the status of corrections for all deficiencies from the Contractor.</li> </ul>
Disposition Cases Requiring Immediate Action	<ul style="list-style-type: none"> <li>• If the non-conformances/non-compliances require immediate corrective action then:                             <ul style="list-style-type: none"> <li>- Ensure that this is quickly brought to the attention of the Contractor's Site Superintendent for immediate correction</li> <li>- Ensure that non-compliance is recorded and if applicable, send a copy to the Contractor's Senior Management. Supply Chain must be involved in this decision.</li> </ul> </li> </ul>

**Deliverables**

1. Compliance to contract specifications and obligations
2. Compliance to EH&S and quality obligations
3. Documented deficiencies
4. Correction of problems and deficiencies

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**STEP 4.3 – REPORT ON PERFORMANCE (OWNER-ONLY)**

**Task**

Document administrative actions and all data required to support the project’s business activities and performance assessments.

**Accountabilities**

*Accountable* – Contract Administrator

*Must Consult* – Contract Monitor, Buyer, Contract Owner

*Must be Informed* – Site Superintendent

**References**



Document No.	Title
Job Aid I	Contract Management Plan

**Sub-Tasks**

***Stay Informed***

To Do	Notes
Hold Contract Review Meetings	<ul style="list-style-type: none"> <li>Participate in regular meetings with the Contractor to discuss performance and the status of corrective actions (ensuring that the Contractor’s responsibility as Constructor is maintained).</li> <li>Ensure that meetings are documented.</li> <li>Follow up and report on required corrective actions.</li> </ul>
Maintain Safety Reports	<ul style="list-style-type: none"> <li>Maintain monthly safety performance reports from Contractors (as stipulated in the contract). These must include reports with numbers of lost time accidents, medical treatments, first aid treatments, and hours worked, which are submitted monthly by the Contractor.</li> </ul>

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<i>To Do</i>	<i>Notes</i>
Conduct Audits  <i>Reference Job Aid I</i>	<ul style="list-style-type: none"> <li>• Audit quality, inspection and test plans and verify conformance.</li> <li>• Audit records and conduct quality audits (or coordinate with a qualified person to do so) in order to verify contractual compliance.</li> </ul>

**Deliverables**

1. A series of completed reports that provide a clear indication of project progress and the contractor's performance.

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**STEP 4.4 – VERIFY COMPLETION OF CONTRACT (OWNER-ONLY)**

**Task**

Verify that the technical and commercial contract conditions have been fulfilled.

**Accountabilities**

*Accountable* –Contract Administrator

*Must Consult* – Contract Monitor

*Must be Informed* – Site Superintendent

**References**



Document No.	Title
Job Aid I	Contract Management Plan
Form 4	Contract Final Inspection

**Sub-Tasks**

***Inspect the Site & Ensure Contract Requirements Have Been Met***

To Do	Notes
Inspect the Site and Compare the Work Against the Contract  <i>Reference Job Aid I</i> <i>Record on Worksheet F</i>	<ul style="list-style-type: none"> <li>Determine if any contract conditions have not been fulfilled.</li> <li>Inform the Contractor’s Supervisor of any non-conformances to be corrected prior to OPG’s confirmation of contract completion.</li> </ul>
Ensure that all Training is Complete  <i>Reference Job Aid I</i> <i>Record on Worksheet F</i>	<ul style="list-style-type: none"> <li>Ensure that all turnover training is complete (through customer acceptance of the equipment to run).</li> </ul>

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<i>To Do</i>	<i>Notes</i>
Check the Site for Cleanliness  <b>Report on Form 4</b>	<ul style="list-style-type: none"> <li>• Ensure that all equipment and all hazardous, surplus and debris materials have been removed from the site.</li> <li>• Report findings to the Contract Owner.</li> <li>• Record the use of any National Pollutant Release Inventory substances to the local Environmental Advisor.</li> </ul>

**Inform Stakeholders of New Hazards**

Check Health & Safety Hazards  <b>Reference Job Aid I</b> <b>Record on Worksheet F</b>	<ul style="list-style-type: none"> <li>• Provide the Pre-start Health &amp; Safety Review Report or any exemption memorandum to the appropriate line manager, if applicable.</li> <li>• If new Health &amp; Safety hazards or significant environmental impacts have been created by the contract work and cannot be immediately eliminated or controlled, the Contract Owner informs the affected line manager and/or employees and develops a corrective action plan.</li> </ul>
Check Environmental Requirements	<ul style="list-style-type: none"> <li>• Communicate any new requirements for Certificates of Approval or permits to the Environmental Site Manager.</li> <li>• If any Certificates of Approval or permits have not been finalized, obtain interim approval from the Ministry of the Environment to commission the equipment.</li> <li>• Advise the Plant/Group Manger of any changes to PCB inventories, ozone depleting substances, etc.</li> </ul>
Check Reporting Requirements	<ul style="list-style-type: none"> <li>• Notify the appropriate government agencies of any outstanding reporting requirements.</li> </ul>

**Confirm Final Inspection**

<i>To Do</i>	<i>Notes</i>
<b>Complete Form 4</b>	<ul style="list-style-type: none"> <li>• The Contract Owner will approve the turnover of the project.</li> </ul>
Inform Supply Chain of Contract Status	<ul style="list-style-type: none"> <li>• Inform the Buyer when all conditions of the contract have been satisfied.</li> </ul>

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**Deliverables**

1. Form 4 – Contract Final Inspection
2. Worksheet F – Contract Inspection Checklist
3. A clean site ready for work
4. Completed turnover training

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## STAGE IV B - RECORDS GENERATED

### Records (Owner-Only Contracts)



Form 4	<i>Contract Final Inspection</i>
Worksheet F	<i>Contract Inspection Checklist</i>
968-7671:0	<i>Corporate Report of Injury/Incident</i>
Job Aid IV	<i>Contract Change Authorization ( if required)</i>
	<i>Record of Monitoring and Verification Activities</i>
	<i>Daily Log</i>
	<i>Deficiencies Reports</i>
	<i>Disposition of deficiencies and follow-up activities</i>
	<i>Station Condition Records – Nuclear Only</i>
	<i>Notification of New Hazards or environmental impacts</i>
	<i>Minutes of Contract Review Meetings</i>
	<i>Audit Reports</i>

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## 5. STAGE V - CONTRACT CLOSEOUT

### STEP 5.1 – CLOSE OUT THE CONTRACT

#### Task

Ensure that all work has been completed successfully and that all deficiencies and administrative matters have been resolved.

#### Accountabilities

*Accountable* – Contract Administrator

*Must Approve* – Contract Owner

*Must Consult* – Buyer, Contract Monitor

*Must be Informed* – Constructor’s Supervisor

#### References



Document No.	Title
Job Aid VI*	<i>Notice of Construction Contract Completion</i> <i>*Mandatory form for construction contracts. Not to be used for non-construction work.</i>

#### Sub-Tasks

##### ***Verify Contract Completion and Close the Purchase Order***

<i>To Do</i>	<i>Notes</i>
Verify Work Completion	<ul style="list-style-type: none"> <li>Verify that contract deliverables have been met.</li> <li>Verify that deficiencies have been corrected.</li> </ul>
Check WSIB Clearance Certificate Prior to Issuing Payment	<ul style="list-style-type: none"> <li>OPG is responsible for any outstanding WSIB costs if the Clearance Certificate has lapsed.</li> </ul>

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Close the Purchase Order	<ul style="list-style-type: none"><li>• Notify Supply Chain and Finance that the job is complete.</li></ul>
<b><i>Complete Job Aid VI</i></b>	

**Deliverables**

1. Completed contract and a closed purchase order.

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**STEP 5.2 – EVALUATE AND REPORT ON PERFORMANCE**

**Task**

Complete the final contract close out report for the Contractor’s performance.

**Accountabilities**

*Accountable*– Contract Administrator

*Must Approve* – Contract Owner

*Must Consult* – Buyer, Contract Monitor

*Must be Informed* – Constructor’s Supervisor

**References**



Document No.	Title
Form 5	Contract Close-out and Evaluation

**Sub-Tasks**

**Conduct a Performance Evaluation**

To Do	Notes
Evaluate the Contractor’s Performance  <i>Complete Form 5</i>	<ul style="list-style-type: none"> <li>Identify contract deliverables and verify the extent to which they were met.</li> <li>Evaluate contractor performance.</li> <li>Complete the evaluation within two weeks of contract completion and send it to the Buyer in Supply Chain. File it in the contract master file.</li> </ul>
Review the Evaluation	<ul style="list-style-type: none"> <li>The Buyer will obtain additional information (if needed) to assess the fairness and objectivity of the evaluation and to determine any necessary actions (e.g., re-doing a portion of the work, etc.)</li> </ul>
Retain Data for Future Use	<ul style="list-style-type: none"> <li>Evaluation data is retained in a database and considered as part of the contractor qualification/requalification process.</li> </ul>

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**Note**

Inputs to the Contractor Evaluation include:

- Weekly inspection documents
- Minutes of regular meetings with the Contractor
- Correspondence with the Contractor
- Safety performance statistics for the duration of the contract
- Contractor's responsiveness to requests for corrective actions
- Safety or environmental regulatory non-compliances



**Note**

The Contract Closeout and Evaluation Form must be completed annually for contracts that are in place for more than one year. It should be completed and sent to Supply Chain by the end of March every year for the duration of the contract.

**Deliverables**

1. Database summary of contractor performance for reference in issuing future contracts.

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## STAGE V - RECORDS GENERATED

### Records



Form 5	<i>Contract Closeout and Evaluation</i>
Job Aid VI	<i>Notice of Construction Contract Completion</i>

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## 6. SMALL CONTRACTS

This section is a simplified version of the Contract Management Process and applies to service, small maintenance or construction contracts with a value of <\$200,000 and involving less than five contractor employees. The Contract Owner is responsible to ensure that the process outlined here is followed.

### The Process

#### STEP 6. 1 – PLANNING/HAZARD ASSESSMENT

##### Task

Define the scope of the work and the contract requirements.

##### Accountabilities

**Accountable** – Contract Owner

**Responsible** – Contract Administrator

##### References



Document No.	Title
Form 6	<i>Small Contract Management Folder</i>



##### Note

A Stratum IV Manager can approve the substitution of a local job planning folder/job aids instead of Form 6 provided the same material gets covered off.

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**Sub-Tasks**

<i>To Do</i>	<i>Notes</i>
Define the scope of the work  <b>Record on Form 6</b>	<ul style="list-style-type: none"> <li>Clarify expectations and deliverables with the accountable manager requesting the work.</li> </ul>
Conduct a safety hazard assessment and, if required, an environmental aspects assessment  <b>Record on Form 6</b>	<ul style="list-style-type: none"> <li>Identify hazards and environmental aspects and the necessary controls.</li> <li>As part of this assessment, identify other work or processes in the area and exposure to any designated substance</li> <li>Use support staff to assist in preparing the job plan when there are new hazards to be considered.</li> <li>For repeat jobs review the previous job safety analysis/hazard assessment and environmental aspect assessment update for any changes.</li> </ul>
Identify applicable safety and environmental standards	<ul style="list-style-type: none"> <li>Identify any safety and environmental 'governing documents' that apply.</li> <li>Identify the specific requirements from these governing documents that apply to this contract.</li> <li>Identify any Certificates of Approval required.</li> </ul>
Identify product quality requirements  <b>Record on Form 6</b>	<ul style="list-style-type: none"> <li>List all product quality and performance requirements</li> </ul>
Identify resources  <b>Record on Form 6</b>	<ul style="list-style-type: none"> <li>Identify if the following resources are required:                             <ul style="list-style-type: none"> <li>Contract monitors, technical support, safety or environmental support, site maintenance, etc.</li> </ul> </li> </ul>
If required, arrange Work Protection  <b>Reference Appendix A</b> <b>Record on Form 6</b>	<ul style="list-style-type: none"> <li>Determine who will hold the work protection – the Contract Administrator or delegate or the contractor?</li> <li>Note that training is required for contract staff who work under a work protection.</li> </ul>
Summarize and issue contract requirements documents and provide to Supply Chain.	<ul style="list-style-type: none"> <li>Summarize and issue contract requirements to Supply Chain for inclusion in the RFP.</li> </ul>

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**Note**

Avoid giving the contractor a ‘box’ full of safety books and documents then asking the contractor to follow them all. Requirements must be specific and should be provided in a user-friendly format.

**Deliverables**

1. Summary of contract requirements including:
  - Safety hazards and associated control measures
  - Environmental aspects and impacts associated control measures
  - Applicable OPG safety and environmental requirements
  - Quality controls
  - List of designated substances that the contractor may be exposed to.

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**STEP 6.2 – PROCUREMENT**

**Task**

Select a qualified Contractor and issue a purchase order.

**Accountabilities**

*Accountable* – Buyer

*Must Approve* – Contract Owner

*Must Review* – Contract Administrator

**References**



Document No.	Title
Form 6	Small Contract Management Folder

**Sub-Tasks**

<i>To Do</i>	<i>Notes</i>
Solicit Bid  <i>Record list of Bidders</i>	<ul style="list-style-type: none"> <li>Use established templates developed by Supply Chain to request bids.</li> </ul>
Evaluate Bids  <i>Record the evaluation and Bid selection summary</i>	<ul style="list-style-type: none"> <li>Evaluate the bid submissions in conjunction with the appropriate Subject Matter Experts.</li> <li>Verify the Contractor’s Health &amp; Safety and environmental qualifications and equipment to ensure that the contractor meets any job-specific safety requirements not covered by the pre-qualification process.</li> </ul>
Award the contract	<ul style="list-style-type: none"> <li>Contact the successful bidder to review and confirm the contract requirements.</li> <li>Review any specific requirements for coming onto the site.</li> </ul>

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**Note**

All bidders must be pre-qualified by Supply Chain.



**Note**

Reference document Form 2, Bidder Selection Summary, is optional for small contracts. It is useful for multi-bid contracts to determine the best-qualified contractor or when you don't know the bidders.

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**STEP 6.3 – POST AWARD**

**Task**

Ensure that all issues are discussed and a consensus is reached on the expectations for the work.

**Accountabilities**

*Accountable* – Contract Administrator

*Must Review* – Contract Owner

*Must Consult* - Buyer

**References**



Document No.	Title
Form 6	<i>Small Contract Management Folder</i>
N-FORM-10448	<i>Nuclear Energy Worker Confirmation Form for OPG Employees</i>

**Sub-Tasks**

<i>To Do</i>	<i>Notes</i>
Review site specific hazards/aspects and requirements  <i>Record minutes of meeting</i>	<ul style="list-style-type: none"> <li>• Hold a meeting on site with the contractor, sub-contractor and respective staff. If appointed, the contract monitor should also attend.                             <ul style="list-style-type: none"> <li>• Reach agreement on expectations for the work including the schedule.</li> <li>• Review terms and conditions.</li> <li>• Review site access and security issues.</li> <li>• Identify the hazards, including Designated substances, that the contractor could be exposed identified in Form 6</li> </ul> </li> </ul>

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<i>To Do</i>	<i>Notes</i>
Review site specific hazards/aspects and requirements (Cont.)  <b>Record minutes of meeting</b>	<ul style="list-style-type: none"> <li>Identify steps OPG will take to protect the contractor from the hazards created or controlled by OPG.</li> <li>If applicable, review the control measures needed to protect the environment.</li> <li>Review applicable safety and environmental procedures with this contractor.</li> </ul>
Check Safety Qualifications and Equipment  <b>Record on Form 6</b>	<ul style="list-style-type: none"> <li>Check contractor employee safety qualifications.</li> <li>Have the contractor certify the safe condition of Transport &amp; Work Equipment and rental equipment.</li> </ul>
Review Hazmat Products	<ul style="list-style-type: none"> <li>Have the contractor submit MSDS sheets for new products to be brought on site and get them approved.</li> </ul>
Work Protection	<ul style="list-style-type: none"> <li>Have any required Orders to Operate ready.</li> </ul>
Review and Approve Readiness to Start Work	<ul style="list-style-type: none"> <li>Review Work Protection requirements with contractor.</li> <li>Review contractor's job safety plans specific to the work being done to ensure that all hazards and controls are consistent with OPG requirements specified in Form 6.</li> <li>Use Form Folder 6 – "Job Safety Plan Small Contract" to document approval for work to start.</li> </ul>



**Note**

Handouts at the initial meeting can include those specific safety procedures and environmental procedures specified in the contract and:

1. Schedules
2. Any site specific information (e.g. security, access, parking, emergency plan etc.) for contractors.

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**STEP 6.4 – ADMINISTER THE CONTRACT**

**Task**

Manage the Contractor’s execution of the work.

**Accountabilities**

*Accountable* – Contract Administrator

*Must Consult* – Contract Monitor

**References**



Document No.	Title
Form 6	Small Contract Management Folder

**Sub-Tasks**

<i>To Do</i>	<i>Notes</i>
Verification of Equipment	<ul style="list-style-type: none"> <li>• Verify with contractor that their equipment has been certified and approved for use. .</li> <li>• Check environment protection measures if any are required.</li> </ul>
Administer the Contract  <i>Record follow-up on documented deficiencies</i>	<ul style="list-style-type: none"> <li>• Coordinate the work and record job progress.</li> <li>• Follow up with contractor to correct deficiencies.</li> </ul>

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<i>To Do</i>	<i>Notes</i>
<p>Monitor and Verify the Contractor's Activities</p> <p><b>Reference Form 6</b></p>	<ul style="list-style-type: none"> <li>• Monitor for compliance with the contract, requirements in Form 6 and the contractor's job safety plan.</li> <li>• The frequency of monitoring should be based on the level of risk (health and safety, environment or quality) associated with the work being done by the contractor.</li> <li>• Stop any unsafe work where there is immediate danger and report this to the Contract Owner and Contractor's Supervisor immediately.</li> <li>• Maintain a personal log documenting all contract activities, discussions and deficiencies.</li> <li>• Follow up with Contactors to correct deficiencies and track to ensure deficiencies are complete. Discuss any ongoing deficiencies with the Contract Owner.</li> <li>• Conduct an ongoing assessment of any new potential hazards due to OPG's operations or the contractor's work.</li> <li>• Coordinate the reporting of any reported accidents/spills/incidents according to local procedures.</li> </ul>
<p>Manage Changes</p> <p><b>Record changes</b></p>	<ul style="list-style-type: none"> <li>• Changes must be agreed to in writing.</li> </ul>

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**STEP 6.5 – CLOSE OUT THE CONTRACT**

**Task**

Ensure that all work has been completed successfully and that all deficiencies and administrative matters have been resolved.

**Accountabilities**

- Accountable* – Contract Administrator
- Must Approve* – Contract Owner
- Must Consult* – Buyer, Contract Monitor

**References**



Document No.	Title
Form 6	<i>Small Contract Management Folder</i>
Form 5	<i>Contract Closeout and Evaluation</i>
Job Aid VI	<i>Notice of Construction Contract Completion</i>

**Sub-Tasks**

<i>To Do</i>	<i>Notes</i>
Ensure work is complete  <i>Complete Form 6</i> <i>Complete Job Aid VI</i>	<ul style="list-style-type: none"> <li>• Determine if the contract is complete and all deficiencies have been fixed.</li> <li>• Notify Supply Chain and Finance that the job is complete.</li> </ul>
Report on Contractor’s Performance  <i>Complete Form 5</i>	<ul style="list-style-type: none"> <li>• Complete the evaluation within two weeks of contract completion and file it in the contract master file)</li> </ul>



**Note**

The Contract Closeout and Evaluation Form must be completed annually for contracts that are in place for more than one year. It should be completed and sent to Supply Chain by the end of March every year for the duration of the contract.

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# SMALL CONTRACTS

## RECORDS GENERATED

### Records



Document No.	Title
	<i>Contract Documents</i>
Form 6	<i>Safe Work Plan for Small intenance Contract</i>
N-FORM-10448	<i>Nuclear Energy Worker Confirmation Form for OPG Employees</i>
Job Aid VI	<i>Notice of Construction Contract Completion</i>
Form 5	<i>Contract Close-out and Evaluation</i>

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## Appendix A

# WORK PROTECTION CODE REQUIREMENTS

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## Governing Principal

The Work Protection Code (WPC) is a set of rules and regulations set-up to assist personnel in providing for a Safe Work environment. The WPC uses a written contract to guarantee and maintain the Safe Working environment. In order to apply the WPC in a safe and consistent manner requirements must be clearly understood by all staff affected by its use.

It is for this reason that special care must be taken to ensure all Contracted Staff brought into OPG facilities receive the necessary level of training coincident with the requirements of the work they will be involved with.

This appendix provides the guidance necessary to those preparing the contracts to ensure these needs are clearly identified.

### Step #1 – Determine if Work Protection is required

Will the work being contract require the isolation of a Hazardous Energy Source? Examples would be:

- Electricity
- Hydraulic Fluids
- Pressurized Water Systems
- Steam
- Compressed Gasses/Air
- Chemical Systems

**No** – If the answer is “No”, Work Protection is not required. You can leave Appendix “C”.

**Yes** – If the answer is “Yes” to any of the above, continue with Step #2.

### Step #2 – Establish Role of OPG

#### Owner Only

- OPG Contract Owner must set-up a defined boundary within which all of the contracted work will be performed. This defined boundary must be clearly identified as much as possible by appropriate barriers, signage, etc and communicated to the contractor and OPG personnel.
- Access to the identified area must be controlled to ensure only contract staff are allowed access.
- Only Contract Staff will be allowed to perform work inside the marked off area.

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- All sources of Hazardous Energy into the identified area from OPG sources will be identified using Terminal Point Tags.
- The Contractor will be made aware of the Terminal Point process.
- The Contractor will identify a person(s) to act on behalf of the Contractor as a Controlling Authority.
- Control of all energy sources within the identified area will be the sole responsibility of the Contractor.
- The work protection process used by the Contractor must be in compliance with the OH&SA Act and its regulations.
- The work protection process to be used must be identified up front by the contractor to allow for a review by OPG to ensure compliance before work begins.

#### **Owner Constructor**

Is OPG going to provide Qualified Staff to act as Holder of Record and or Maintenance Authorities (Nuclear Only) where appropriate?

If “Yes”

- OPG Contract Owner must plan to resource for the required number of Holders and MAs to meet the demands of the amount of work to be done.
- OPG Contract Owner must ensure the Contractor is aware of the requirements to have all contract staff who will be working under the protection provided by Work Protection be “Worker” qualified.
- OPG Contract Owner must ensure that the Contractor is aware of the lead time required to schedule and receive the necessary training.
- OPG Contract Administrator must plan to ensure all Contract Supervisors who will be supervising staff working under the protection provided by Work Protection receive the Supervisor/Holder of Record Responsibilities awareness training.
- OPG Contract Administrator must ensure the additional Contractor training requirements are properly resourced and scheduled in advance of the work to be performed.

If “No”

- OPG Contract Owner must ensure the Contractor is aware of the need to resource the project to meet HoR and MA requirements.
- OPG Contract Owner must ensure that the Contractor is aware of the training requirements that must be met to qualify their staff as Holder of

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Record (HoR) and/or Maintenance Authorities (MA) (Nuclear Only) where appropriate.

- OPG Contract Owner must ensure the Contractor is aware of the requirements to have all contact staff who will be working under the protection provided by Work Protection “Worker” be qualified.
- OPG Contract Owner must ensure that the Contractor is aware of the lead time required to schedule and receive the necessary HoR and MA (if applicable) training.
- OPG Contract Administrator must plan to ensure all Contract Supervisors who will be supervising staff working under the protection provided by Work Protection receive the Supervisor/Holder of Record Responsibilities awareness training.
- OPG Contract Administrator must ensure the additional Contractor training requirements are properly resourced and scheduled in advance of the work to be performed.

#### **Owner Employer**

Is the work covered by existing legislation which allows for the Contractor to work using their own Hazardous Energy Control process/procedures?

If “Yes”

- OPG must provide the resourcing necessary to perform any required isolation of equipment.
- Equipment is to be isolated by an OPG switching agent. Contractor then applies their own controls to ensure protection for the work to be performed.

If “No”

- Equipment is to be isolated using the OPG Work Protection Code.
- OPG must ensure the necessary resourcing is scheduled to prepare, apply and administer all required Work Protection.

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## Appendix B

### ROLES AND DUTIES UNDER OH&SA

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## Determining OPG's Role and duties under OH&SA

For guidelines in determining OPG's role see flowchart at end of this Appendix B.

Whenever hiring *Contractors*, OPG must establish its role and duties under the OH&SA as the:

- Owner-Constructor (i.e., when contracting a construction project; includes duties of Owner + duties of Constructor)
- Owner –Extended Employer (i.e., when contracting for services which are not a construction project; includes duties of Owner + duties of Employer)
- Owner-only (i.e., when hiring a General Contractor who has “full and complete control” of the construction project and project site)

## Key Roles and Duties under the OH&SA, Construction Regulations and Asbestos Regulation-Construction<sup>1</sup>

### Project Owner (Construction Project)

Determine if any designated substances are present at the project site. Prepare a list of all designated substances present and include in tender(s).

Prepare a report of all friable asbestos-containing materials that will be handled, dealt with, disturbed or removed, including the type and location (Asbestos Regulation-Construction).

### Owner-Constructor [Duties of Project Owner and Constructor]

Ensure that:

Measures and procedures prescribed<sup>2</sup> by the OH&SA and Regulation are carried out on the *construction project*.

Every employer and worker on the *construction project* complies with the OH&SA and the Regulations.

<sup>1</sup> This is not a complete listing of all Employer, *Constructor* and Owner duties prescribed under the OH&SA, the Construction Regulations and the Asbestos Regulation-Construction. For a complete listing of duties, refer to all Parts/Section of all applicable Regulations.

<sup>2</sup> Prescribed in any applicable Regulation under the OH&SA.

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The health and safety of all workers on the *construction project* is protected.

Notify the Ministry of Labour of incidents, as required. Submit completed registration and notification forms to Ministry of Labour, as required. Post forms, as required (Construction Regulations).

Appoint *competent persons* as supervisors and conduct inspections on the *construction project* (Construction Requirements).

Implement emergency response procedures (Construction Regulations).

Ensure all prospective *Contractors* receive a copy of all the designated substance list and/or asbestos report and/or asbestos report prior to award of *contract* (OH&SA and Asbestos Regulations-Construction).

Advise workers of the presence of friable asbestos-containing materials, if likely to disturb or working in close proximity (Construction Regulations).

### **Owner-Extended Employer [Duties of Owner (non-project) and Employer]**

Ensure that:

Prescribed facilities are provided and maintained.

Workplace is constructed, developed, reconstructed, altered or added to in compliance with the OH&SA and Regulations.

Prepare a report of all friable asbestos-containing materials that will be handled, dealt with, disturbed or removed, including the type and location (Asbestos Regulation-Construction).

Ensure that:

Prescribed equipment, materials and protective devices are provided.

All equipment, materials and protective devices provided are maintained in good condition.

All prescribed measures and procedures are carried out.

All prescribed equipment, materials and protective devices are used as prescribed.

Workplace structures are capable of supporting all loads.

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Provide information, instruction and supervision necessary to protect health and safety of workers.

Appoint competent persons as supervisors.

Acquaint workers and supervisors with all hazards in the work and in the handling, storage, use, disposal and transport of any article, device, equipment or a biological, chemical or physical agents.

Take every precaution reasonable in the circumstances for the protection of a worker.

Prepare and review annually a written OH&S policy. Develop and maintain a program to implement this policy.

Provide copies of OH&S reports to JH&SCs and workers.

Comply with duties prescribed under Designated Substance Regulations.

Comply with WHMIS Regulations.

Advise workers of the presence of friable asbestos-containing materials, if likely to disturb or working in close proximity. Provide awareness training (Asbestos Regulations-Construction).

**Owner-Only [Duties of Project Owner and Prudent Owner]**

Ensure that:

Determine if any designated substances are present at the project site. Prepare a list of all designated substances present and include in tender(s).

Prepare a report of all friable asbestos-containing materials that will be handled, dealt with, disturbed or removed, including the type and location (Asbestos Regulation-Construction).

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#### Note Ensure = Must Make Certain

In the Wyssen decision, the Court of Appeal Stated the term “ensure” “puts the Employer virtually in the position of an insurer who must make certain that the prescribed regulations for safety in the workplace have been complied with before work is undertaken by either employees or independent Contractors.



#### Note Duty to Take Every Precaution Reasonable

Case law states that Employers are expected to take steps that are objectively reasonable in the circumstances. This may include complying with Ministry of Labour guidelines, recognized industry standards (e.g., CSA, ANSI, NFPA, etc), other regulations that afford greater protection to workers, etc. What is deemed reasonable under the circumstances will ultimately be decided in a court of law.

**The following provides more detail as to how OPG would demonstrate Due Diligences as required by OH&SA.**

#### Constructor (Construction Projects)

Typically, OPG is the *Constructor* for all *construction projects*. As the *Constructor*, OPG must exercise the following due diligence when contracting:

- Appoint *competent persons* as *Project/Contract Managers, Site Contract Administrators* and/or *Site Monitors*. These must be appointed in sufficient numbers to execute OPG’s duties as the *Constructor* (see Sections 23 and 27 of the OH&SA, Sections 14-15 of the Construction Regulations, and all other applicable Parts/Sections of the Construction Regulations).
- Identify all legal requirements applicable to the contracted work. While detailed knowledge of these requirements may not be reasonable (i.e., for highly specialized work), some knowledge is required in order to assess the *Contractor’s EH&S management system*.
- Pre-qualify all *Contractors* and Sub-Contractors to confirm they have an operational EH&S management system and acceptable EH&S performance. The EH&S policy, programs and procedures must address hazards specific to the contracted work.
- As the *constructor*, implement an EH&S management system to assess and control OH&S hazards. This EH&S management system must address the hazards specific to the *construction project/project site* and should include rules, procedures, training, a work site inspection process, a *Contractor* monitoring process, a *Contractor* disciplinary process, etc.
- As required, file completed registration and notification forms with the Ministry of Labour.

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- Confirm *Contractor* employees have been provided with appropriate instruction, training and orientation. As required, provide specialized training to *Contractor* employees on hazards unique to the project site (i.e., anhydrous ammonia). Document all training delivered with appropriate sign-offs.
- Conduct job site meetings to organize work, familiarize *Contractors* to the hazard of the project site and outline OPG's expectations (i.e., compliance with all legal requirements, JSAs, housekeeping, etc.). Pre-job briefings and expectations, project site hazards and any changes to equipment, people, procedures or the work environment.
- Monitor *Contractors* to confirm they have adequate numbers of competent supervisors and processes for monitoring compliance.
- Inspect the work site and monitor *Contractor* performance with sufficient frequency to ensure compliance. For complex *construction projects*, a full time *Site Contract Administrator* or *Site Monitor* may be required. Record non-compliances and corrective actions to be taken by the *Contractor*.
- Confirm commercial terms and conditions allow for termination of a *Contractor* for non-compliance. Establish clear disciplinary and termination processes. Document all verbal and written warnings.



#### **Note Hiring a General Contractor as the *Constructor***

Designating an Employer other than OPG as the *Constructor* (i.e., hiring a General Contractor who will have full and complete control over the *construction project* and project site) requires a specific *contract* strategy, including the use of non-standard commercial terms and conditions. Prior to proceeding with a *construction project* where a third party will assume the role and duties of the *Constructor*, the *Project/Contract Manager* must consult with Law Division.



#### **Note Multiple *Constructors* and Designation of Projects**

Under Section 4 of the Construction Regulations, an Owner can apply to the Director for designation of two or more *construction projects* or portions of a *construction project*, as separate projects at a single project site, each controlled by a separate *constructor*. Processing of these applications can take several months. Prior to hiring multiple *constructors* to undertake separate parts or phases of a large scale *construction project* or applying for designation of part of a *construction project*, the *Project/Contract Manager* must consult with Law Division.

### ***Extended Employer (Contracting for Services)***

When contacting for services (i.e., work not defined as a *construction project*), OPG is the employer due to the extended definition of Employer under the

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OH&SA. As the *Extended Employer*, OPG must exercise the following due diligence when contracting:

- Appoint *competent persons* as *Project/Contract Managers, Site Contract Administrators* and/or *Site Monitors*. These must be appointed in sufficient numbers to execute OPG's duties as the Employer (see Sections 25, 26 and 27 of the OH&SA and applicable Regulations).
- Identify all legal requirements applicable to the contracted work. While detailed knowledge of these requirements may not be reasonable (i.e., for highly specialized work), some knowledge is required in order to assess the *Contractor's* EH&S management system.
- Pre-qualify all *Contractors* and Sub-Contractors to confirm they have an operational EH&S management system and acceptable EH&S performance. The EH&S policy, programs and procedures must address hazards specific to the contracted work (i.e., elevator maintenance, diving, janitorial services, window cleaning, etc). When hiring *contractors* to performs highly specialized work where OPG has little in-house expertise (i.e., diving, window washing, etc.) preference should be given to large well-established Employers with evidence of an operational OH&S management system.
- Confirm *Contractor* employees have been provided with appropriate instruction, training and orientation. As required, provide specialized training to *Contractor* employees on hazard unique to the project site (i.e., anhydrous ammonia). Document all training delivered with appropriate sign-offs.
- Conduct pr-job briefings to familiarize *Contractors* to the hazards of the project site and outline OPG's expectation (i.e., compliance with all legal requirements. JSAs, housekeeping, etc.). Inform *Contractors* of all foreseeable hazards, no matter how obvious. On an on-going basis remind *Contractors* of hazards, emphasize expectations and detail any changes to equipment, people, procedures or the work environment.
- Coordinate contracted work where:
  - *Contract's* work could endanger OPG employees or
  - OPG's operations could endanger *Contractor's* employees.
- Monitor *Contractors* to ensure they have adequate numbers of competent supervisors and processes for monitoring compliance (i.e., the greater the risks associated with the contracted work, the more supervision required).
- Inspect the work site and monitor *Contractor* performance with sufficient frequency to ensure compliance. Record non-compliances and corrective actions to be taken by the *Contractor*.
- Confirm commercial terms and conditions allow for termination of a *Contractor* for non-compliance. Establish clear disciplinary and termination processes. Document all verbal and written warnings.

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#### Note “Hands-On” or “Hands-Off” Approach

When OPG is the *Extended Employer*, OPG automatically assumes the duties of the Owner (see Section 29-30 of the OH&SA). As the Owner, OPG must exercise the following due diligence when contracting:

- Maintain the physical conditions of the work site.
- Inform *Contractors* of any foreseeable hazards resulting from the nature of OPG operations or facilities.



#### Note Role of the Prudent Owner

For *construction projects* where OPG is the Owner-Only, the General Contractor must maintain full and complete control over the *construction project* site. In additions,

- The project site must be physically separated (via walls or barriers) from the operating plant and intermingling of OPG and *Contractor* employees prohibited
- OPG must limit its involvement to that of a “prudent owner” (i.e., ensuring only quality and contract objectives are met)
- OPG must not supervise or direct the work of *Contractors*. In a situation that is life threatening, OPG may intervene by directing the General Contractor to implement immediate corrective actions. However by intervening, i.e. direct the work, the role of the *Constructor* may revert back to OPG despite best attempts to act as the Owner-Only.

### Accountabilities

An overview of the roles and accountabilities associated with the *contractor* Management process is presented in *Table 2: Accountability Matrix*. For small *contracts*, the triple role of *Project/Contract Manager, Site Contract Administrator and Site Monitor* may be held by one individual.



#### Note Contractor Accountabilities

*Contractors* also have accountabilities under the OH&SA, including the duties listed for Directors and Officers, Employers, Supervisors, Workers, self-employed persons, Suppliers, Architects and Engineers.



#### Note Contractor Hours of Work

Not all contracted work is performed Monday to Friday on day shift. Consideration must be given to how this work will be monitored on night shifts or weekend.

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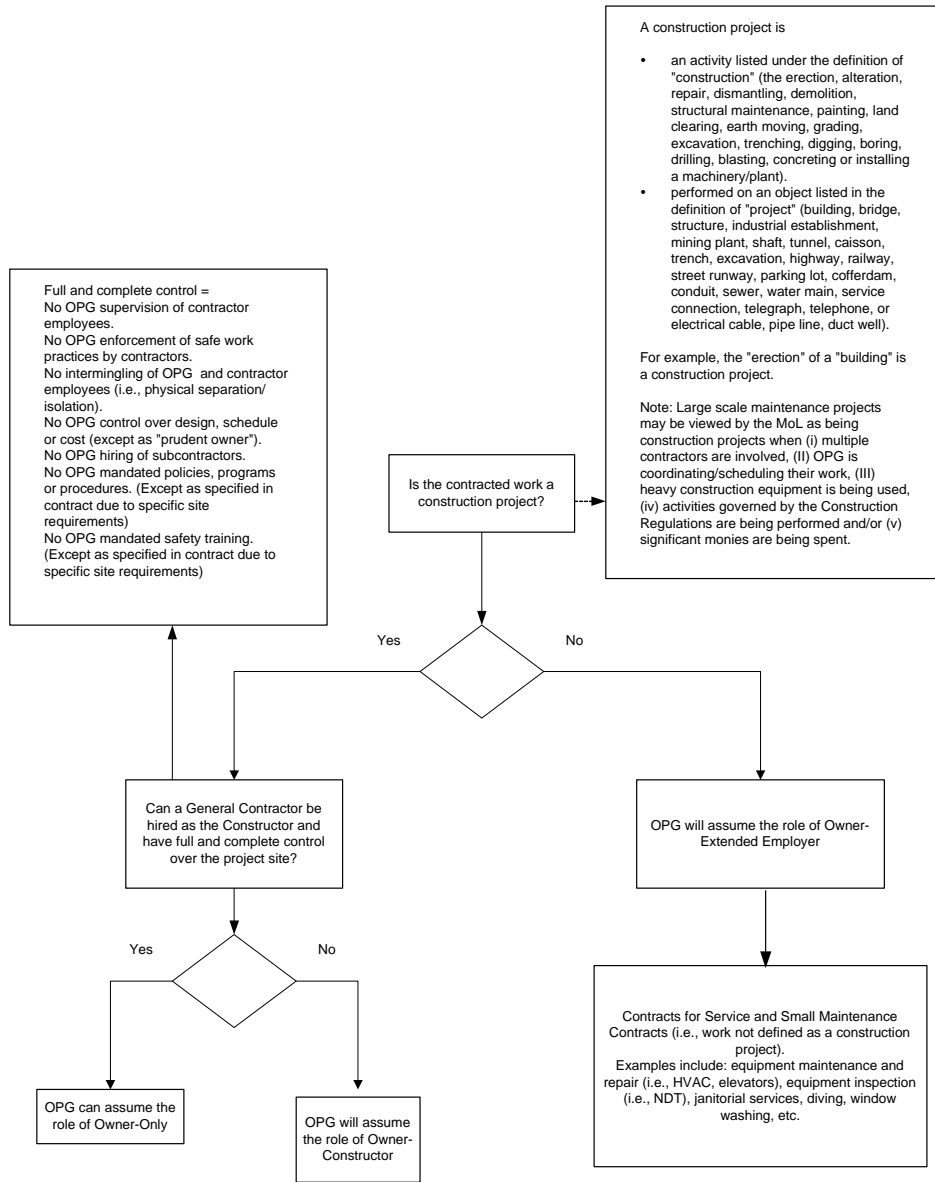
### Training for Staff Who Manage Contractors

The business level authority managers are responsible for ensuring that all *Contract Owners*, *Site Contract Administrator* and *Contract Monitors* have received appropriate training in the *contractor management* process prior to the assignment of the duties outlined in this manual.

Both NTD and the EP Training and Development Centre (EP T&DC) deliver this training.

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## Appendix C

# APPLICATION OF OPG SAFETY REQUIREMENTS TO CONTRACTORS

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**Application of the Corporate Safety Rules to Contractors:**

The Corporate Safety Rules do not apply to contractors where OPG is the "Owner only".

Where OPG is the Constructor or Employer the Corporate Safety Rules apply as follows:

**Common Safety Rules**

The Common Safety Rules must be followed by all contractors.

**Risk-Based Safety Rules and Management Requirement Rules**

OPG Contract Owners are responsible to identify the appropriate Risk Rules and Management Requirement Rules that apply to contractors where the contractor's work involves hazards addressed by these rules. They must also ensure that these requirements are included in contract documents. The applicable rules will be based on the nature of the contract and the risks involved.

OPG's Health and Safety Policy states the following regarding expectations for contractors:

*"OPG and its contractors will meet all applicable health and safety legislative requirements. ... OPG will require that contractors and their subcontractors maintain a level of safety equivalent to that of OPG employees while at OPG workplaces."*

**What does this statement mean?**

In general, the statement regarding "a level of safety equivalent to that of OPG employees.." means that we expect no more or no less from our contractors than we do of ourselves. The Contract Owner or Contract Administrator must use their discretion in determining how to apply this statement in determining safety requirements for the specific contracted work that they are managing. The way in which that "equivalent level of safety" is reached may vary depending on the nature of the work, risks involved and OPG's own standards in controlling the risk. At the end of the day, the contractor's level of safety must be equivalent to OPG employees' level of safety.

**"Equivalent" may mean following the "same" OPG programs or procedures .**

OPG may require that a contractor follow exactly the same procedures as our own employees depending on the nature of the work, the safety risks and OPG's own standards for controlling the risk. This must be identified by OPG in our contracts with contractors in order to hold the contractor accountable to these expectations. For example, for some risk areas that are unique to OPG it may be important to control the hazard using very prescriptive OPG requirements. Examples where we

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typically do this are requiring in the RFP that the contractor follow the OPG Work Protection Code or Radiation Protection Procedures. There may be other cases where OPG's safety requirements may exceed legislative requirements, creating a higher standard of safety than what the contractor may normally meet. In these cases, OPG would need to specify these same requirements in the RFP so that the contractor's level of safety meets OPG's standards. An example of this is that the Corporate Safety Rules (3.4b) require that the Safety Person working with an employee who is working on live electrical equipment be CPR qualified. The Industrial Regs Section 42.1 (3) only require that this person be able to perform artificial respiration. In this case OPG's specific requirement would be the same as for the contractor.

**"Equivalent" may mean following the contractors program or procedures but still achieve an equivalent level of safety.**

Alternatively we can allow the contractor to use their own work procedures as long as their procedures provide a level of safety to their employees equivalent to that of OPG employees. In these cases, OPG may state in the RFP *"what"* standard or requirement we expect them to meet and the contractor can determine *"how"* they will meet that requirement or standard. To highlight a practical example, unless OPG specifies otherwise, a contractor may provide their own fall arrest training to their employees that meets the MOL OH&SA requirements. This training may not be the same as OPG training, but it must be equivalent and meet the MOL's standards. Another example: we may hire contractors to remove asbestos. OPG may decide that a qualified contractor can use their own asbestos removal work procedure, equipment, and can train their employees in asbestos removal as long as the procedure, equipment and training meets the MOL's standards. All of these may be somewhat different from what OPG uses. However, at the end of the day, the level of safety protection provided to their workers must be equivalent to the level of protection our approach would offer to our workers. There may also be instances where the contractor's own safety requirements may exceed OPG's requirements. This may be due to the nature of risks their employees are routinely exposed to, day after day, and the approaches they have chosen to employ to minimize these high risks (for example, additional training, inspections, tailboards, etc.).

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## Appendix D

# GUIDELINE FOR THE PREPARATION OF A CONTRACT REQUIREMENTS DOCUMENTS

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## Preparation of Contract Requirements Document

OPG must create contract documents that will define the work to be done along with any special conditions or requirements.

The Contract Owner will compile all documents necessary for the contract requirements and will be responsible for ensuring that any required technical reviews and approvals are carried out. The contract requirements will then be forwarded to Supply Chain who will distribute them for legal, risk and assurance, and other reviews and approvals as required.

The documents describe the material and/or services to be acquired together with quality information. Standard specifications, drawings, data, reports, etc. should be included as an appendix. This document should be reviewed/approved by the requisitioner's line management prior to being sent to the Buyer. It should not contain any commercial conditions or requirements.

## Environment, Safety and Health Requirements

Standard contract language has been developed to specify Environment, Safety and Health Requirements. The requirements emphasize the following:

- Compliance with work site emergency preparedness and response plans
- Compliance with all applicable environmental and health and safety legislation and standards, including the Occupational Health and Safety Act and Regulations and any OPG environmental and safety standards/requirements
- Compliance with all requirements by the sub-contractors
- Demonstration of management's commitment to Environment, Health and Safety and evidence of an established program acceptable to OPG
- A job-specific safety plan if required.
- A communication protocol between OPG's Contract Administrator and the Company's single point of contact.
- Compliance by the Contractor, employees, and agents of the Contractor and sub-contractors that any tier is fit for duty while performing work on OPG's premises or elsewhere (if involved in performing services for OPG)
- Prompt reporting of all accidents and near misses to the OPG Contract Administrator under OPG's Incident Management Standard or contract specifications (including incidents reportable under the OH&SA) and the requirement that OPG maintain the right to investigate any incident. Corrective actions are to be completed in a timely manner.
- A monthly report (to the Site Contract Administrator) of safety statistics regarding project site work and that of the company's subcontractors as stipulated

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- Equipping of workers with all safeguards and personal protective equipment necessary for the performance of the work stipulated in either OH&SA or OPG procedures (at no additional cost to OPG)
- Competent supervisors and workers as defined by OH&SA.
- Good standing with the Workers' Safety Insurance Board (WSIB) at all times
- Provision of a detailed Job Safety Analysis (JSA) for each sequential job step in the project in accordance with its contract Safety Plan
- Compliance with contract requirements for confining materials and construction equipment to the location designated by OPG's site representative.
- Compliance with relevant federal, provincial legislation and regulations and any site specific procedural requirements pertaining to any product used at an OPG site which is categorized as a hazardous material
- Fire protection equipment in compliance with OH&SA and the requirements of the Ministry of Natural Resources (MNR) work permit
- A Fire Prevention Plan in force prior to mobilization to the site
- Provision of a qualified First-Aid Attendant in accordance with the OH&SA
- Compliance with all relevant statutes, regulations, bylaws and directives of competent authorities in matters related to all environmental aspects of work done on the (project) site.
- Identification of any non-standard equipment, procedures or work that will be used
- Identification of hazards and use of appropriate operational controls to eliminate or reduce safety risks and/or environmental impacts
- Completion and approval of all scheduled prerequisites prior to proceeding to the next step
- Contractor to provide organization chart identifying Contractor's Site Supervisors who will be assigned to this contract and those that hold responsibility for safety support.
- Evidence of training records/qualifications and licences required.

For contracted work with high environmental risks, an ISO 14001 registered Contractor or one that has a comprehensive environmental management system/program is required.

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## Appendix E

### GLOSSARY OF TERMS

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## Abbreviations

CA	Contract Administrator
CMP	Contract Management Plan
EH&S	Environment, Health & Safety
EPC	Engineer, Procure, Construct
EPSCA	Electrical Power Systems Contractors Association
H&S	Health & Safety
HoR	Holder of Record
JH&SC	Joint Health & Safety Committee
JSA	Job Safety Analysis
MA	Maintenance Authority
MoL	Ministry of Labour
MSDS	Material Safety Data Sheets
MRPH	Maximum Reasonable Potential for Harm
O&M	Operations & Maintenance
OH&S	Occupational Health & Safety
OH&SA	Occupational Health & Safety Act
QA	Quality Assurance
PCB	Polychlorinate Biphenyls
PO	Purchase Order
RFP	Request for Proposal
RFQ	Request for Quote
SCR	Station Condition Record
SPOC	Single Point of Contract
T&M	Time and Materials
TSSA	Technical Standards & Safety Authority

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<b>WHMIS</b>	Workplace Hazardous Materials Information System
<b>WPC</b>	Work Protection Code
<b>WSIB</b>	Workplace Safety & Insurance Board

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## Definitions

<b>Adverse Effect</b>	Impairments or potential impairments of the natural environment for any use that can be made of it; damage to property, plant or animal life; physical damage or injury to any person, or interference with the normal conduct of business.
<b>Business Level Authority</b>	Executive Vice President or Senior Vice President of a business responsible to implement this standard.
<b>Construction</b>	Includes erection, alteration, repair, dismantling, demolition, structural maintenance, painting, land clearing, earth moving, grading, excavating, trenching, digging, boring, drilling, blasting or concreting, the installation of any machinery or plant, and any work or undertaking in connection with a project. It does not include any work or undertaking underground in a mine (see Ontario Regulation 213/91, Section 1(1)).
<b>Construction Contract</b>	Is a contract with an external company for the installation, erection or demolition of major systems, components or structures and may include design or engineering functions; (this can include Engineering/Procure/Construct contracts).
<b>Constructor</b>	Means a person who undertakes a project for an Owner and includes an owner who undertakes all or part of a project by himself or by more than one employer.
<b>Contaminant</b>	Any solid, liquid, gas, odour, heat, sound, vibration, radiation or combination thereof, resulting directly or indirectly from human activity.
<b>Contract</b>	Work or the provision of services provided to Ontario Power Generation by an external source for an agreed fee.
<b>Drawdown Contract</b>	An approved contract issued to a pre-qualified Contractor for a work package with pre-determined terms and conditions. Work must be completed within a reasonable period of time following the issue date of the original contract.

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<b>Employer</b>	Means a person who employs one or more workers or contracts for the services of one or more workers and includes a contractor or sub-contractor who performs work or supplies services and a contractor or sub-contractor who undertakes with an owner, constructor, contractor, or sub-contractor to perform work or supply services (see Occupational Health and Safety Act, Section 25, 26).
<b>Environmental Aspect</b>	An element of an activity, product or service that can interact with the environment and potentially cause an adverse effect. (e.g., the emission of a contaminant, the presents of hazardous materials, excavation, drainage).
<b>Firm Performance Index</b>	A calculated index prepared by the WSIB for construction trade firms that incorporates the firm's WSIB related costs and Lost Time Accident Frequency. A Firm Performance Index value of "0" represents the trade group average. A positive value indicates that the firm is above the trade group average in performance while a negative value indicates below average performance.
<b>Maintenance Contract</b>	A contract with an external company for the maintenance of station or site equipment, components or systems (e.g., Turbine, Valve, Electrical equipment maintenance).
<b>Owner</b>	Includes a trustee, receiver, mortgagee in possession, tenant, lessee, or occupier of any lands or premises used or to be used as a workplace, and a person who acts for or on behalf of an owner as an agent or delegate (see Occupational Health and Safety Act, Section 29).
<b>Project</b>	A construction project, public or private, including: <ol style="list-style-type: none"> <li>1. The construction of a building, bridge, structure, industrial establishment, mining plant, shaft, tunnel, caisson, trench, excavation, highway, railway, street, runway, parking lot, cofferdam, conduit, sewer, watermain, service connection, telegraph, telephone or electrical cable, pipe line,</li> </ol>

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	duct or well, or any combination thereof.
	2. The moving of a building or structure.
	3. Any work or undertaking, or any lands or appurtenances used in connection with construction (see Ontario Regulation 213/19), Section 1[1].
<b>Request for Proposal/Quote</b>	An offer to execute work or supply goods.
<b>Risk</b>	A measure of the probability and severity of an adverse effect to health, property or the environment.
<b>Safe Work Planning</b>	Generic term for the process used to identify hazards and eliminating or developing controls and communicating them to employees. See Corporate Safety Rule Risk Rule 1.1. A written safe work plan can be a Job Safety Analysis, a Job Planning folder etc.
<b>Service Contract</b>	A contract with an external company for the maintenance of minor equipment (e.g., Custodial, snow removal).
<b>Special Commercial Conditions</b>	Defines the safety, environment and quality standards, and field inspections required.
<b>Supervisor</b>	A person who has charge of a workplace or authority over a worker (see OH&SA, Section 27).

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