



SUBCONTRACTOR MANAGEMENT

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8 SUBCONTRACTOR MANAGEMENT



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8.1 Subcontractors

Introduction

Terrafirma Resources and its subcontractors need to provide safe workplaces in order to protect the health and safety of their workers and the public, to protect their facilities, product and equipment and to protect the environment.

As such, Terrafirma Resources is very selective when choosing subcontractors.

Benefits of a comprehensive subcontractor safety program include the following:

- Improved quality and productivity occur because a comprehensive subcontractor safety program requires that workers be properly trained for their job tasks and be familiar with their job requirements.
- Fewer incidents result in more controlled project costs.
- The potential for damage to Terrafirma Resources infrastructure and reputation and to subcontractor equipment is minimized.

Improving Subcontractor Safety

Terrafirma Resources will improve subcontractor safety through the following actions:

- Making a deliberate management decision to establish an effective, ongoing program using specific performance criteria.
- Including specific safety language in contracts.
- Including site or task-specific safety requirements in subcontractor bid packages.
- Conducting meetings before bid submissions to clearly specify safety requirements to subcontractors.
- Requesting safety information from each prospective subcontractor and evaluating it.
- Identifying specific training requirements for individual types of subcontractors.
- Participating in pre-job meetings that include safety expectations.
- Requiring that the subcontractor conduct formal safety orientations.
- Reviewing subcontractor safety performance regularly with the expectation of improvement.
- Using safety performance information to evaluate subcontractors (make it clear to the subcontractor that their safety performance will affect their success in future bids).

Communication

Ongoing safety and health discussions between Terrafirma Resources and the subcontractor are necessary if the subcontractor safety program is to be effective. Special safety and health conditions may arise that might not have been discussed or identified during the pre-bid and pre-job safety discussions. These conditions should be anticipated as the work progresses.

Open communication must be maintained between Terrafirma Resources and the subcontractor, as well as the subcontractor's work force. No limitations shall be placed on the identification and discussion of any safety and health issues. The identification and discussion of relevant safety and health issues shall be emphasized throughout the performance of the contract.

Subcontractors will be required to follow Terrafirma Resources safety protocols for communication which include conducting pre-job safety meetings before the beginning of each job and participating in Terrafirma Resources monthly safety meetings.

Terrafirma will ensure that subcontractors are aware of the hiring client's Drug and Alcohol policy. Subcontractors must adhere to the requirements of the Drug and Alcohol policy at all times while at the work site.

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8.2 Subcontractor Selection

The selection of a qualified subcontractor is a major step toward obtaining safe subcontractor performance. Terrafirma Resources will evaluate a subcontractor's safety program, HSE statistics, WCB rating and clearance as well as requesting that an insurance certificate be provided.

The following points may be used in judging a subcontractor's safety performance:

- The subcontractor's commitment to safety, as demonstrated by an on-going safety program that is supported by its top management.
- The completeness of the subcontractor's safety programs and their appropriateness for the type of work and Terrafirma Resources safety standards.
- The subcontractor's response to pre-bid safety request that may include the following:
 - Accident/incident frequency and severity rates.
 - The subcontractor's safety staffing plan. The plan describes the on-site person(s) appointed by the subcontractor and sub-subcontractor who will be responsible for safety. It also describes their expertise and authority.
 - A description of the safety orientation program to be provided by the subcontractor to all subcontractor and sub-subcontractor employees on-site.
 - The subcontractor's enforcement and disciplinary action program regarding safety violations.
 - The subcontractor's policy and programs regarding alcohol, controlled substances and firearms.
 - A list of safety equipment that will be provided by the subcontractor.
 - A narrative, from the subcontractor's viewpoint, that identifies the significant hazards of the job and a listing of the steps that will be taken to eliminate or minimize the potential for accidents.
 - A description of the subcontractor's programs to comply with applicable regulatory requirements.
 - A description of the subcontractor's employee training program.

Where a subcontractor does not have their own complete safety program, they will be trained in and required to follow Terrafirma Resources program.

8.3 General Safety Requirements for Subcontractors

- The subcontractor shall comply with all federal, provincial and local government laws and regulations and the Terrafirma Resources safety program requirements.
- It shall be the subcontractor's responsibility to become fully acquainted with applicable safety and health laws and regulations prior to commencing work.
- The subcontractor must participate in site-specific orientations, orientations will address health, safety, security, and/or environmental concerns.
- Subcontractors will conduct Hazard Assessments daily and if work conditions change on the site.
- Pre-job meetings are to be conducted daily by the subcontractor and all affected workers.
- The subcontractor and any sub-subcontractor or agent shall inform Terrafirma Resources of any notices, warnings or orders issued by any government agencies relative to the contracted work. In addition, the subcontractor shall immediately report governmental inspections, and the results of the inspections, to the owner's representative. Where advance notice is given of an inspection, the subcontractor shall report it to the site representative.
- The subcontractor shall take all necessary precautions to keep the worksite free from recognized hazards that are likely to cause injury, death, illness, or damage to property or equipment.

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- The subcontractor shall adhere to all legally mandated and industry accepted practices of safety and workmanship and to site safety standards or job work rules to avoid injury to workers and others and damage to equipment, materials and property.
- Terrafirma Resources may suspend work at any time or terminate the contract for a pattern of frequent failure to adhere to safety laws and regulations, or the owner's established on-site safety procedures.
- Terrafirma Resources may deny access to the site by the subcontractor and its employees if, in Terrafirma Resources sole judgement, such action is justified on the basis of safety.
- The subcontractor shall allow the owner or its representative to enter the worksite to audit for compliance within the terms of the contract, including all addenda.
- The subcontractor agrees to maintain current records covering safety training for employees working on this project for the duration of this contract and agrees to make these records available to Terrafirma Resources for review, if requested.
- The subcontractor will retain, on site, a competent supervisor or lead hand, all satisfactory to the owner. The supervisor shall represent the subcontractor, and directions given to him shall be as binding as if given to the subcontractor.
- The subcontractor will supply to the owner, and maintain current, a list of all supervisory personnel.
- The subcontractor will ensure that all workers are competent to perform their assigned tasks.
- subcontractors will supply proof of coverage from Workers' Compensation Board and Certificate of Insurance.
- The subcontractor will cause the least possible inconvenience to the public and to private individuals in the vicinity of the work, and will render them all reasonable assistance wherever so required. The subcontractor shall avoid excessive noise, dust, speeding, road damage, pollutants and noxious smells.
- The subcontractor will not permit any materials, stones or rubbish to be deposited or remain upon any private grounds without first obtaining the owner's consent, nor will he permit any unnecessary obstruction anywhere. The subcontractor will provide and maintain all necessary signs, signals, crosswalks and bridges for the safety, convenience and protection of the public.
- The contract will maintain all equipment and provide to Terrafirma Resources, the pre-trip inspections for their trucks in order to verify regular maintenance is being performed.
- The subcontractor agrees to indemnify the owner against all penalties incurred by reason of non-observance of any provisions, regulations or orders.
- Before proceeding with any work on the existing facilities, the subcontractor shall obtain the approval of the designated site representative.
- It shall be the subcontractor's responsibility to ensure that safe working conditions prevail at all times work is in progress.
- Notwithstanding the foregoing, the owner reserves the right to have the owner's appointed representative suspend work at any time, whether it be because of the presence of a hazard or to check the possibility of the presence of a hazard.
- Terrafirma will ensure that subcontractors are aware of incident reporting requirements. Subcontractors must report all incidents to Terrafirma. If a subcontractor is involved in an incident, Terrafirma will report the incident to the hiring client. Terrafirma will ensure the incident is investigated, and will participate in the investigation.
 - Reports of all accidents shall be submitted in writing within twenty-four hours and shall include the following:
 - Name of facility.
 - Location.
 - Date of accident.
 - Name and address of subcontractor.
 - Name and address of person injured.
 - Job description of person injured.

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- Description of accident.
 - Description of device or equipment damaged or involved in accident.
 - Action taken.
 - Name and title (if any) of person submitting report.
 - Remarks.
 - Basic and underlying causes.
- The subcontractor shall provide all labour, equipment, supplies and supervision required for completing the work and all else, including safety equipment, personal protective equipment and first aid services and supplies necessary for, or incidental to, the proper execution of the work unless specifically noted otherwise.
 - The subcontractor is required to cooperate fully with Terrafirma Resources, other subcontractors and sub-subcontractors performing other work in or near the worksite. The subcontractor must coordinate planning the work with the other subcontractors to prevent interference with their operations, to share information and to ensure that conflicting activities do not create hazards.
 - When on-site inspections occur, subcontractors are required to participate in the inspection process.
 - Upon completion of the job, Terrafirma Resources may request a post job safety review.
 - The subcontractor must obey a stop work order immediately and take such remedial action as is considered necessary to eliminate or reduce the hazard to an acceptable level. Neither the giving nor carrying out of such orders shall entitle the subcontractor to extra payment.
 - The subcontractor shall ensure that safe, efficient, careful, qualified, skilled and competent workers using only safe, suitable and approved tools, material; equipment and procedures perform the work.
 - Subcontractors are required to participate in Terrafirma Resources Monthly Safety meetings.
 - All subcontractors must be involved in pre-job meetings and hazard assessments. Pre-job meetings can include information taken from a hazard assessment and any other safety or operational concerns prior to work.
 - ALL SUBCONTRACTORS MUST SIGN A SUBCONTRACTOR AGREEMENT THAT CONFIRMS THEY WILL ABIDE BY ALL OF Terrafirma Resources SUBCONTRACTOR REQUIREMENTS.
 - ALL SUBCONTRACTORS MUST COMPLETE A Terrafirma Resources ORIENTATION PROGRAM PRIOR TO PERFORMING WORK. The details of this orientation program are outlined in the Training section of this manual.

Review

Post job performance reviews are conducted, taking into consideration such things as quality of work, cost effectiveness, housekeeping, participation in the safety program and completion of paperwork required.

The Subcontractor Management Program will be reviewed on a yearly basis.

SAFETY QUESTIONNAIRE

Name of subcontractor:			
Mailing Address:			
Company Contact Person Information:			
Safety Representative Contact Information:			
1. Does your company have a COR or SECOR? Expiry Date:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
2. Has your company ever been issued a stop work order by a government regulatory body?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
3. Has your company ever been cited, charged, or prosecuted in Canada for any OH&S non-compliance or environmental offense? If yes, please provide details.	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
4. Does your company have an environmental management program?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
5. Has your company been involved in any reportable spills or releases in the past 3 years? If yes, please provide details.	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
6. Does your company have a Health & Safety Policy?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
7. Does your company have a Violence and Harassment Policy	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
8. Does your company have a Safety Program or Safety Manual?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
9. Does your company have an Alcohol and Drug Policy	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
10. Does your company's safety manual cover accountabilities and responsibilities for management, supervisors and employees?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
11. Does your program cover Hazard Identification and Control?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
12. Does your program cover near miss, accident, and incident reporting and investigation?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
13. Does your company cover Emergency Preparedness?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
12. Does your company have an Enforcement Policy?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
13. Does your company have a Working Alone Policy?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
14. Does your company conduct pre-job hazard assessments? How are assessment results communicated?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
15. Does your company conduct regular safety meetings? If yes, how often?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
16. Does your company conduct toolbox/ tailgate/ pre-job meetings? If yes, how often?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
17. Does your company conduct documented safety inspections? If yes, how often and who is responsible?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
18. Does your company have a program to provide training for new workers?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	

19. Does your company provide specific training to supervisors and management?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
20. Does your company maintain training records?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
1. Have employee's been trained in the tasks required of them?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
2. Do you have Safe Work Practices specific to the scope of work?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
3. Does your program address the importance of wearing PPE?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
4. Does your program ensure PPE is inspected and maintained?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
5. Does your program cover preventative maintenance?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
6. Does your company conduct regular inspections of equipment in accordance with manufacturers specifications? If yes, how often?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
7. Does your program address safe driving?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
8. Does your company maintain driving records?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
9. Does your company have Automobile Liability Insurance	<input type="checkbox"/> Yes	<input type="checkbox"/> No
10. Does your company have Commercial General Liability Insurance	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Please include copies of the following with your submission:		
• Automobile Liability Insurance Certificate	<input type="checkbox"/>	
• Commercial General Liability Insurance Certificate	<input type="checkbox"/>	
• COR or SECOR	<input type="checkbox"/>	
• WCB Clearance Letter	<input type="checkbox"/>	
• WCB Premium Rate Statements for the past 3 years.	<input type="checkbox"/>	
• PDF copy of the HSE Manual	<input type="checkbox"/>	

SUBCONTRACTOR SAFETY PERFORMANCE

Complete the table for the previous 3 years and current YTD

Incident Information	Year:	Year:	Year:	YTD (Optional)
First Aid (FA)				
Medical Aid (MA)				
Modified or Restricted Work (RW) (Total #)				
Lost Time (LT) (Total # of injuries)				
Man hours (Total hours for company for year specified)				
LT Frequency				
TRI Frequency				
LT Frequency = $\frac{\text{Number of LTs} \times 200,000}{\text{Employee Hours of Exposure}}$	TRI Frequency = $\frac{(\text{MA} + \text{RW} + \text{LT}) \times 200,000}{\text{Employee Hours of Exposure}}$			

Name _____ (PRINT) _____ (SIGN) Date _____
 Title _____ (PRINT)

SUBCONTRACTOR NAME:	
Element	Score
14. Company provides a COR or SECOR- Award 5 points	
15. If company has ever been issued a stop work order by a government regulatory body- Subtract 5 points	
16. If company has ever been cited, charged, or prosecuted in Canada for any OH&S non-compliance or environmental offense- Subtract 5 points	
17. If company have an environmental management program- Award 5 points	
18. If company has been involved in any reportable spills or releases in the past 3 years- Subtract 5 points.	
19. If company has a Health & Safety Policy- Award 5 Points	
20. If company has a Violence and Harassment Policy- Award 5 Points	
21. If company has a Safety Program or Safety Manual- Award 5 Points	
22. If company has an Alcohol and Drug Policy- Award 5 Points	
23. If company's safety manual covers accountabilities and responsibilities for management, supervisors and employees- Award 5 Points	
24. If company's program covers Hazard Identification and Control- Award 5 Points	
25. If company's program covers near miss, accident, and incident reporting and investigation- Award 5 Points	
26. If company's program covers Emergency Preparedness- Award 5 Points	
21. If company has an Enforcement Policy- Award 5 Points	
22. If company has a Working Alone Policy- Award 5 Points	
23. If company conducts pre-job hazard assessments- Award 5 Points	
24. If company conducts regular safety meetings- Award 5 points	
25. If company conducts toolbox/ tailgate meetings- Award 5 Points	
26. If company conduct documented safety inspections- Award 5 Points	
27. If company has a program for training for new workers- Award 5 Points	
28. If company provides specific training to supervisors and management- Award 5 Points	
29. If company maintains training records- Award 5 Points	
30. If employee's are trained in the tasks required of them- Award 5 Points	
31. If company has Safe Work Practices specific to the scope of work- Award 5 Points	
32. If company's program addresses the importance of wearing PPE- Award 5 Points	
33. If the program ensures that PPE is inspected and maintained- Award 5 Points	
34. If the program covers preventative maintenance- Award 5 Points	
35. If company conducts regular inspections of equipment- Award 5 Points	
36. If the program addresses safe driving- Award 5 Points	
37. If company maintains driving records- Award 5 Points	
TOTAL	

Statistics Rating		
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Safety Program Evaluation Matrix

Points	Risk Ranking	Actions
95-135	Green	Low Risk
50-95	Yellow	Medium Risk
0-50	Red	High Risk

Statistics Evaluation Matrix

Statistics	Risk Ranking	Actions
TRIF Below 2	Green	Low Risk
TRIF 2-3	Yellow	Medium Risk, Senior Management Sign Off
LTI, TRIF 3+	Red	High Risk, Senior Management Sign Off, Risk Mitigation Plan

Note: Statistics evaluation overrides ranking of safety program.