



Attachment No 3

Contractor SHE Management System Criteria

A	B	C	D
Section 1: Leadership and Commitment			
Commitment to SHE through leadership: Item 1 (1)			
No commitment from senior management	SHE disciplines delegated to line managers – no direct involvement by senior management	Evidence of active senior management involvement in SHE aspects	Evidence of a positive SHE culture in senior management and at all levels
Section 2: Policy and Strategic Objectives			
SHE policy documents and availability: Items 2(1) and 2(2)			
A Policy statement exists but responsibility for SHE is unclear.	A policy statement exists with clear responsibility for SHE but not in a widely distributed document	SHE policy establishes responsibility for SHE in languages easily understood, but not widely distributed	Policy with clearly established responsibility and accountability; is distributed to all employees; and is visible on notice boards
Section 3: Organization, Responsibilities, Resources, Standards and Documentation			
SHE communication and meeting programmed: Item 3(1)			
No management involvement or commitment toward SHE activity	Management involvement and commitment toward SHE in special occasion only, likewise for periodic SHE meetings.	Regular management involvement and commitment toward SHE. SHE meetings performed on a regular basis at management and supervisor level	Regular management involvement and commitment toward SHE. Regular SHE meetings performed and employees are assigned topics to discuss on a rotational basis
Staff SHE training Item 3(2)			
No SHE training established	SHE training established but not implemented.	SHE training established and implemented but only to a limited staff only.	SHE training established and fully implemented to all staff related to the work.



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Section 3: Organization, Responsibilities, Resources, Standards and Documentation (cont'd)			
Employee competency and SHE training: Item 3(3)(a) - (d)			
No formal programmed	Formal program established to update employee knowledge on SHE. Verbal instructions on company procedures only for new employee. Orientation booklet provided for new employees but no on-the-job orientation by supervisor	Formal program established and implemented for employee and new employee on SHE. Update employee knowledge on SHE. Employee handbook provided and supervisor outlines, explains and demonstrates new employee's job	Formal program established and implemented for employee and new employee on SHE. Update employee knowledge on SHE. Employee handbook provided and supervisor outlines, explains and demonstrates new employee's job. With: follow-up observation of the new employee's work is also included. Supervisor has explained to him safe practices and emergency duties
Specialized training: Items 3(4) (a) and (b) and 3(5)			
No specialized SHE training established	Specialized SHE training established but not implemented.	Specialized SHE training established and implemented.	Specialized SHE training established and implemented on a regular basis. Retraining periods are established. Qualified SHE professional are employed.
Subcontractors: Item 3(6) (a) - (c)			
No assessment program for subcontractor established.	Assessment program and standards for subcontractor are established, covering limited area only but not implemented yet,	Assessment program and standards for subcontractor are established and implemented.	Assessment program and standards for subcontractor are established and fully implemented. Quality assurance for compliance in place.
SHE Performance Standards: Items 3(7) (a) - (c)			
No SHE performance standards available	SHE performance standards established for limited purposes only or partial and in compliance with local industry regulatory standards only.	SHE performance standards established and in compliance with local industry regulatory standards.	SHE performance standards established and in compliance with local and global industry regulatory standards.



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Section 4: Hazards and Effects Management			
Hazards and Effects Assessment: Item 4(1)			
Company's SHE system does not include hazards and effects assessment	Company's SHE system makes reference to the need to assess hazards and effects but has no comprehensive structure to carry this out	Company's SHE system includes methods for the assessment of major hazards and effects	Company's SHE system has a comprehensive set of methods for the assessment of all SHE hazards and effects and applies them to all of its contracts with documentation
Exposure of the workforce: Item 4(2)			
Company does not actively advise the workforce nor monitor exposure	Company advises the workforce of the major hazards that they are likely to be exposed to but only monitors exposure randomly	Company has formal methods for monitoring exposure to the major hazards	Company has a set of formal methods for monitoring exposure to all foreseeable hazards (linked to its hazards and effects assessment method) and applies them to all contracts
Potential Hazards (chemical, physical and biological hazards such as noise, radiation, vapors, fumes, temperature extremes etc.): Item 4(3)			
Company makes no special provision for advising the workforce about properties of potential hazards	Company provides information to workforce in the workplace on properties of potential hazards but has no active follow-up	Company distributes information to individuals in the workforce at start of their involvement on-site	Company maintains a database of the properties of all potential hazards encountered in its contracts and has formal methods of information distribution to all personnel and trains its workforce in handling, etc.



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Section 4: Hazards and Effects Management (cont'd)			
Personal protective equipment: Item 4(4)			
Basic PPE provided to personnel but no corporate procedure for assessing individual needs	PPE requirements formally assessed but little effort made to ensure correct usage	PPE requirements formally assessed with spot checks on usage	Procedures in place to assess all PPE requirements monitor and enforce usage and replacement needs. Stock inventories monitored, kept above demand levels. Training in use provided where needed
Waste management: Item 4(5)			
Company has no formal methods for the control of waste	Company has general procedures for waste disposal	Company has procedures for the disposal of each of the main categories of site wastes but makes no provision for minimizing environmental impact	Company has a formal system for waste management (including identification, minimization and classification), which actively seeks to minimize environmental impact
Industrial Hygiene Items 4 (6)			
No Industrial Hygiene policy exists.	Basic policy exists but is not enforced.	A policy exists and recognizes hazards but is not followed up.	A policy exists which manages operations to minimize human health impacts providing a workplace free of recognized health
Alcohol and Drugs Items 4 (7)			
No alcohol and drugs policy written	An alcohol and drugs policy statement exists but not in a widely distributed document	An alcohol and drugs policy includes establishing responsibility and accountability, and widely distributed	Drugs policy with clearly established responsibility, accountability, and disciplinary clause is distributed to all employees; and is visible on notice boards



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Section 5: Planning and Procedures			
SHE or operations manuals: Item 5(1) (a) and (b)			
No SHE procedures / manual is available	Basic SHE procedures/manual exist	Contractor has written SHE procedures/manual to cover all hazardous operations	Contractor has procedures to cover all SHE precautions/manual, typical contractor SHE Plan requirements with a system of updating and dissemination to employees
Equipment control and maintenance: Item 5(2)			
No defined programmed to ensure control and maintenance of plant and / or equipment	Program relies on outside sources, i.e. company inspections. Supervisory inspection of equipment confined to worksite personnel only	A written programmed outlining supervisory guidelines, responsibilities, frequency and follow-up is in effect	In addition to C, periodic inspections conducted by top management or by teams of specialists
Transport Safety Management: Item 5(3)			
No special attention paid to transport safety as an area of hazardous activities	Importance of transport safety acknowledged but left to core business managers/supervisors to enact individually	Company has a general management strategy with some procedures for its component issues	Company has a complete strategy and set of plans and procedures covering vehicles, drivers and operations management
Section 6: Implementation and Performance Monitoring			
Management and performance monitoring of work activities: Items 6(1)			
No system for formally monitoring SHE performance at all	Informal/incidental monitoring SHE performance only	Company has a system for monitoring SHE performance in key areas	Company has a comprehensive system for monitoring performance in all areas with feedback to employers for improvement and has received awards for achievement



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Section 6: Implementation and Performance Monitoring (cont'd)			
Statutory notifiable incidents, dangerous occurrences, improvement requirements and prohibition notices: Items 6(2)			
More than one occurrence of major incident in last five years	One occurrence of a major incident in the last five years	Occurrences relate to minor incident(s) only	No occurrences in the last five years
SHE Performance records (Latest year injury rate comparison to contractor's three preceding years average): Item 6(3) (a) - (d)			
Contractor supplied insufficient information to establish rate or rate increases	Rate is not improving	Shows only minor rate improvement	Rate steadily improving by more than 20 per cent per year
Incident Investigation and reporting: Item 6(4) (a) - (d)			
Procedure are available but Findings not generally communicated	Procedure are available and Findings communicated to key personnel only via limited company internal memo or similar media	Procedure are available and Findings communicated to all employees via specific company notice	As in C but with the addition of details of implication for improving SHE performance



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Section 7: Auditing and Review			
Auditing: Item 7(1) (a) - (d)			
Audit process is cursory only - SHE documents are not explicit about auditing	Company SHE documents include reference to auditing but there are no specific details about scheduling and coverage	Company SHE documents include details of how auditing is to be implemented with schedules/coverage for the key areas	As in C but additionally specifies management's role in audit and follow-up on action items
Section 8: Emergency Response Procedure			
Emergency Response Procedure			
No written Emergency Response.	Basic procedures only.	Emergency procedures written for major scenarios, e.g. fires/explosions, H ₂ S, evacuation, release of toxic or flammable materials and medical emergencies. No requirements established for drill frequencies.	Emergency procedures written for major scenarios, e.g. fires/explosions, H ₂ S, evacuation, release of toxic or flammable materials and medical emergencies. Procedures documented in an Emergency Procedures Manual, which is widely distributed. Frequency of conducting drills established.
Section 9: SHE Management - Additional Features			
Membership of Associations: Items 9(1) and 9(2)			
No memberships	Company has Membership of at least one association but with no prominence given to SHE	Company is a member of at least one SHE association	Company is an active participant in at least one SHE association



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Contractor SHE Management System Evaluation

Contractor : _____

Address : _____

Date : _____

Contractor Safety Contract : _____

Phone : _____

Circle the number, which best represents this evaluation based on the criteria for rating purposes attached.

	A	B	C	D	Subtotal	Factor	Total
SECTION 1 – LEADERSHIP AND COMMITMENT	0	4	8	12			
SUBTOTAL						X1	
SECTION 2 – POLICY AND STRATEGIC OBJECTIVES	0	4	8	12			
Subtotal						X1	
SECTION 3 – ORGANIZATION, RESPONSIBILITY, RESOURCES, STANDARDS AND DOCUMENTATION							
SECTION 3 – ITEM 3 (1)	0	4	8	12			
SECTION 3 – ITEM 3 (2)	0	4	8	12			
SECTION 3 – ITEM 3 (3) (A) – (D)	0	4	8	12			
SECTION 3 – ITEM 3 (4) (A) AND (B) AND 3 (5)	0	4	8	12			
SECTION 3 – ITEM 3 (6) (A) – (C)	0	4	8	12			
SECTION 3 – ITEM 3 (7) (A) – (C)	0	4	8	12			
Subtotal						X1/6	
SECTION 4 – HAZARDS AND EFFECT MANAGEMENT							
SECTION 4 – ITEM 4 (1)	0	4	8	12			
SECTION 4 – ITEM 4 (2)	0	4	8	12			
SECTION 4 – ITEM 4 (3)	0	4	8	12			
SECTION 4 – ITEM 4 (4)	0	4	8	12			
SECTION 4 – ITEM 4 (5)	0	4	8	12			
SECTION 4 – ITEM 4 (6)	0	4	8	12			
SECTION 4 – ITEM 4 (7)	0	4	8	12			
SUBTOTAL						X1/7	
TOTAL (SECT 1-SECT 4)							



**Contractor Safety, Health and Environment Program
Management System (CSMS) Guidelines
Form CSMS/PJA/05**

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SUBTOTAL (SECT 1 – SECT 4)							
	A	B	C	D	Subtotal	Factor	Total
SECTION 5 – PLANNING AND PROCEDURE							
SECTION 5 – ITEM 5 (1) (A) AND (B)	0	4	8	12			
SECTION 5 – ITEM 5 (2)	0	4	8	12			
SECTION 5 – ITEM 5 (3)	0	4	8	12			
SUBTOTAL						X1/3	
SECTION 6 – IMPLEMENTATION AND PERFORMANCE MONITORING							
SECTION 6 – ITEM 6 (1)	0	4	8	12			
SECTION 6 – ITEM 6 (2)	0	4	8	12			
SECTION 6 – ITEM 6 (3)	0	4	8	12			
SECTION 6 – ITEM 6 (4)	0	4	8	12			
SUBTOTAL						X1/4	
SECTION 7 – AUDIT AND REVIEW	0	3	7	10			
SUBTOTAL						X1	
SECTION 8 – EMERGENCY RESPONSE PROCEDURE	0	3	7	10			
SUBTOTAL						X1	
SECTION 9 – SHE MANAGEMENT – ADDITIONAL FEATURES	0	2	5	8			
SUBTOTAL						X1	
TOTAL RATING (SECT 1 – SECT 9)							



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SUMMARY

The numerical values below are the weighted ratings calculated above. The total represents the overall score for the Contractor.

TOTAL RATING _____*)

EVALUATED BY:

_____	_____
NAME	NAME
TITLE	TITLE
DATE	DATE

*) FOR A BIDDER TO QUALIFY AS ACCEPTABLE, THE TOTAL RATING MUST BE EQUAL OR MORE THAN 64.0 IF INSUFFICIENT NUMBERS OF BIDDERS ARE QUALIFIED, SELECTION SHALL BE MADE FROM THE FIVE BIDDERS HAVING THE HIGHEST TOTAL RATING, PROVIDED THAT THE PRIMARY FACTORS THEREOF MUST BE THE HIGHEST RELATIVE TO THE OTHER BIDDERS' PRIMARY FACTORS.