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Document Title:
Onsite Management of Subcontractors

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None

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Prepared by:	S. Raza Signature & Date	7/31/2014
	Engineering Services Manager Position Title	
Approved by: (Document Owner)	K. Backus Signature & Date	7/31/2014
	ES-MSA Manager, Operations Position Title	

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1 Process Description

1.1 Purpose

The purpose of the document is to describe the process for managing subcontractors working on nuclear facility sites.

1.2 Process Boundaries

The process begins after award of contract and ends with the completion and closeout of the contract. The process is triggered by the need to use a subcontractor.

1.3 General

Effective management of subcontractors working on nuclear sites requires the following:

a) Contracts are only let to subcontractors who are qualified on the approved suppliers list with good performance

b) All Subcontractor workers are oriented and trained in accordance with B&M and Nuclear Customer requirements

c) Effective channels of communication, accountability, responsibility and reporting requirements between B&M and Subcontractors are clearly understood

d) B&M monitors and controls Subcontractor and their Subcontractors activity to ensure that the work is carried out in compliance with the Contract.

Contracts shall be established in accordance with BM-PROC-028, Approved Suppliers List and BM-PROC-029, Purchasing of items and Services. This includes:

a) Establishing clear scope of work, deliverables and requirements, including establishing safety and quality performance requirements in the nuclear environment and specifying the requirements for the Subcontractor to pass down to their Subcontractors

b) Evaluating the bids in accordance with pre-defined acceptance criteria

c) Controlling the awarding of the contract and contract management

1.4 Pre-Execution Meeting

Following the turnover of the contract from the Purchasing Manager to the Site Manager or delegate (hereafter referred to as Site Manager) the Site Manager shall conduct a

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meeting with the Subcontractor supervision. The discussion at this meeting shall include but not be limited to:

a) Health, safety, environment and human performance expectations
b) Hazards associated with the contract work
c) The unique aspects of conduct of work at a Nuclear Facility
d) Scope of work, schedule, design concept for the work and the outline for commissioning and turnover
e) Responsibilities and accountabilities
f) Communication requirements
g) Work documents to be used by the subcontractor have been accepted by B&M or their authorized representative
h) Documents and records requirements
i) Site logistics, access and delivery processes
j) Close-out requirements.

BM-230, Pre-Execution Checklist shall be completed and signed off by both the Site Manager and the Subcontractor representative.

1.5 Prerequisites to Commencement of Work at a Nuclear Facility

The Site Manager shall ensure the following prerequisites are met prior to Subcontractors being allowed to start work at the nuclear facility site, including but not limited to:

a) Security clearance and radiological dose management requirements have been approved if required
b) The required training has been successfully completed that is needed to perform the specific work at the nuclear facility, for example radiation protection, fall protection, hot work, work protection, etc.
c) The required orientation, including safety and human performance, has been completed.
d) The Subcontractor or B&M have completed the required forms needed to perform work and obtained the required approvals, including any chemicals that are to be used on site

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e) When it is required, the Subcontractor Management Plan has been prepared and approved

Subcontractors who will be on-site for short durations (not to exceed 5 days) may be exempted from all or part of the above based on risk and Nuclear Customer requirements.

1.6 Control of Subcontractor Work at Nuclear Facilities

Subcontract work at the nuclear facility shall be controlled including but not limited to the following:

a) The Site Manager shall perform a roll out of safety and human performance requirements and expectations, recording attendance using BM-84, Staff Training Attendance Sheet.

b) The Supervisor in charge of the work (Subcontractor or B&M) shall perform pre-job and post-job briefings daily. The Site Manager shall perform observation and coaching of the briefings in accordance with BM-PROC-038, Self-Assessment.

c) The Subcontractor workers, when required, shall be escorted at the nuclear facility site by a qualified worker and follow all applicable access requirements.

d) The Site Managers shall ensure that qualified workers are available to escort Subcontractor workers when required.

e) Work permits and work authorizations shall be held by a B&M worker qualified by the Nuclear Customer.

f) Radiological exposure permits shall be held by a qualified worker.

g) Subcontractor tooling and equipment shall be approved as follows:

1) Electrical power tools and equipment shall be inspected by B&M site licenced electricians to assure fitness for use using the nuclear customer's safety certification for subcontractor equipment documents.

2) Rigging equipment/hardware shall be inspected by a qualified B&M worker who shall review required engineering documents for the rigging equipment to assure fitness for use using the nuclear customer's safety certification for subcontractor equipment documents

3) Heavy equipment and cranes shall be free of any oil/fuel leaks and shown to be in good working condition through the provision of an

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inspection/maintenance log/engineering documents from the Subcontractor and recorded using the nuclear customer's safety certification for subcontractor equipment documents.

1.7 Subcontract Performance Monitoring:

Subcontractor shall be monitored as follows:

a) The Site Manager shall perform observation and coaching based on risk in conjunction with the site safety advisors and the QA representative in accordance with BM-PROC-038, Self-Assessment

b) The Purchasing Manager, with input from the Project Manager and Site Manager, shall prepare a score card monthly for all Subcontracts greater than $3M using BM-229, Subcontractor Score Card

c) Focused self-assessments are performed in accordance with BM-PROC-038, Self-Assessment. For subcontracts of greater than $10M self-assessments shall be performed on an annual basis

d) The Quality Assurance Manager and the Health & Safety Manager shall independently assess, as appropriate, subcontractors in accordance with the BM-PROC-034, Audit and BM-PROC-036, Surveillance

e) Trend analysis shall be performed in accordance with BM-PROC-039, Problem Identification and Resolution

f) The Quality Assurance Manager shall confirm that the required inspections and tests are being performed by the Subcontractor and that the B&M required witness and hold points are being respected

The Project Manager may reference WANO GP-TYO-1-001, Tool to Evaluate and Grade the Performance of Contractors in developing the subcontract management plan.

1.8 Subcontract Closeout

Upon completion of the subcontract, the Purchasing Manager shall ensure that all obligations relating to the contract have been met according to BM-PROC-029, Purchasing of Items and Services.

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2 Definitions and Acronyms

2.1 Definitions

Subcontractor is a supplier performing work on the nuclear site.

2.2 Acronyms

None

3 Records

Record	Retention	Record Repository
Completed Pre-Execution Checklist (BM-230)	T1 after contract close out	SharePoint under project
Approved Safety Certification for Subcontractor Equipment, (customer form)	T1 after contract close out	SharePoint under project
Approved Subcontractor Scorecard (BM-229)	T1 after contract close out	SharePoint under project
Completed Staff Training Attendance Sheet (BM 84)	T1 after contract close out	SharePoint under project

4 References

4.1 Performance References

- BM-230, Pre-Execution Checklist
- BM-229 Subcontractor Score Card
- BM-84 Staff Training Attendance sheet

4.2 Developmental References

- N286-05 Management System Requirements for Nuclear Power Plants
- N286-12 Management Systems Requirements for Nuclear Facilities
- Z299.1-85 Quality Assurance Program – Category 1
- OHSAS 18001 Occupational Health and Safety Management Systems – Requirements

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- WANO GP TYO-1-001 – Tool to Evaluate and Grade the Performance of Contractors
- BM-OPG-WI-16 Subcontractor Guideline

5 Revision Summary

Rev 00 - Initial issue 2014-Jul-29

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