



CONTRACTOR MANAGEMENT TOOLKIT

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Place holder for road map

1.0 INTRODUCTION

BHP Billiton's Western Australian Iron Ore (WAIO) business is involved in engaging a vast array of contractors. These include companies involved in long-term service contracts and major construction projects, right through to small contracts for minor maintenance, consultancy and repair work.

Contractor Management is a key risk area for WAIO. This document provides a protocol for standardising the way we manage contractors to improve safety performance and increase compliance with commercial processes.



2.0 CONTRACTOR MANAGEMENT PROCESS

The Contractor Management process applies to all contracted work. This ranges from simple labour hire or consulting work, through to shut-downs and asset development.

For each contracted piece of work, there are four main focus streams:

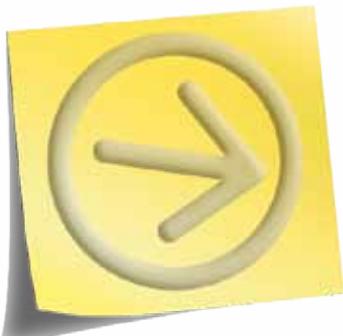
1. **Work Management** – scoping, managing and monitoring the work performed so that it is done safely, efficiently and to specification.
2. **Supply** – ensuring that the work is scoped and the sourcing and engagement of Contractors, as well as ongoing commercial management is in accordance with Supply policies.
3. **HSEC** – ensuring that the work and supply streams include the required HSEC components, and that the HSEC requirements are met.
4. **HR** – ensuring that the work and supply streams include the required HR components, and that the employee and industrial relations requirements are met.



2.1 ROLES & RESPONSIBILITIES

The key roles in the Contractor Management process are defined below:

ROLE	GENERAL DESCRIPTION	KEY
ANYONE	Anyone	(A)
MANAGER	Department Manager	(DM)
SUPPLY ASSISTANT	Supply Assistant	(SA)
CONTRACT USER	The person who is responsible for direct supervision and day-to-day engagement of the contractor.	(CU)
CONTRACT OWNER'S REPRESENTATIVE	The person who is responsible for management and monitoring of a contract, usually a Superintendent, Senior, Principal or Supervisor, depending on the complexity of the contract.	(OR)
CONTRACT OWNER	The person with overall accountability for the successful execution of the contract. This must be a General Manager or Manager.	(CO)
SUPPLY REPRESENTATIVE	The person from the Supply Department who is responsible for the procurement and commercial aspects of the contract.	(SR)
HSE SPECIALIST	The person from the HSE Department who is responsible for the health, safety and environment aspects of the contract.	(HSE)
HR SPECIALIST	The person from the HR Department who is responsible for the employee and industrial relations aspects of the contract.	(HR)
CONTRACTOR/ SUPPLIER	The person who performs the work as defined in the contract. Responsible for completing the work, reporting on status and performance, and for adhering to the agreed systems, plans, policies and standards.	(CS)



Depending on the size of the work, the responsibilities of the Contract User and Contract Owner's Representative may be undertaken by a single person.

3.0 PHASE 1 – PLAN & SCOPE

The intent of this phase is to define the scope of the required work; to determine if there is a business case for the work to be performed; to determine if the work should be outsourced to a Contractor or performed in-house; to develop a sourcing strategy; and to identify and assess the risks. This includes assignment of accountabilities for the management of the risks.

At the completion of this phase, the following should have been achieved:

- The work will be fully scoped, justified, risk assessed and mitigation activities identified and responsibility allocated;
- The desired timeframes will be determined;
- The sourcing strategy will be defined, including:
 - The type and style of contract will be defined
 - includes many considerations, such as variation to an existing contract, sole source, tender, etc
 - alignment with policies and strategies such as local content, Indigenous employment and contracting strategies.
 - consider relevant KPIs
- The approval to “engage the market” will be obtained.

Tasks: The tasks for this step are the following:

No.	TASKS	WHO	KEY	SUPPORT DOCUMENTS	PROCEDURE DOCUMENTS
1.	Determine that contracting is an option worth investigating	Anyone	(A)		
2.	Seek approval from relevant manager to investigate contracting option	Anyone	(A)	Business Case Proforma	
3.	Confirm that contracting aligns with the business strategy, budget and risk profile	Department Manager	(DM)		
4.	Nominate Contract Owner and Contract Owner's Representative	Department Manager	(DM)	See section 2.1 for further information	
5.	Conduct risk assessment to determine overall level of HSE risk.	Contract Owner's Representative	(OR)	Risk Assessment Matrix	

For electronic copies of all reference material please go to BHP Billiton Portal ▶ Iron Ore ▶ Business Critical Documents (BCD) ▶ Contracts & Purchasing.

No.	TASKS	WHO	KEY	SUPPORT DOCUMENTS	PROCEDURE DOCUMENTS
6.	Raise Request for Contract (RFC)	Contract Owner's Representative	OR		PRO CON 3.1 RFC & Sourcing Projects*
7.	Allocate RFC to Supply Representative	Supply Assistant	SA		
8.	Agree response time with Contract Owner's Representative	Supply Representative	SR		
9.	Draft Scope of Work document and submit to Supply Representative	Contract Owner's Representative	OR	Scope of Work Proforma KPI Guidelines Supply 10 Commandments	
10.	Develop Sourcing Strategy and Assessment Criteria with Contract Owner's Representative	Supply Representative	SR	Sourcing Plan Proforma*	QRG: Selecting a Contract Template*

*Supply Department use

For electronic copies of all reference material please go to BHP Billiton Portal ▶ Iron Ore ▶ Business Critical Documents (BCD) ▶ Contracts & Purchasing.



APPENDICES TO PHASE 1

BUSINESS CASE PROFORMA

BUSINESS CASE PROFORMA	
General	
Service to be performed:	
Reason for using contractor:	
Objectives of contracting service:	
Financial Overview	
Expected total cost:	
Budgeted or Unbudgeted:	
Expected savings:	<ul style="list-style-type: none"> • Year-on-year • Mitigated
Industry Comparison: (Benchmarks, Indices, etc)	
HSE Overview	
Leadership & Resources: (Identify key contacts)	
How will awareness, competence & behaviour be managed?	
How will change be managed?	
Preliminary Risk Assessment: (Identify key risk areas)	
Human Resources Overview	
Expected number of contract employees:	
How will labour sourcing issues be managed?	
How will housing & accommodation be managed?	
How will industrial relations issues be managed?	

SCOPE OF WORK PROFORMA

SCOPE OF WORK		PAGE	1 of			
NUMBER	JOB No.					
DESCRIPTION						
OFFICE OF ORIGIN	WRITTEN BY	DATE:	G.A.			
REVIEWED BY		DATE:	B.O.M.			
TITLE OF REVIEWER	SCOPE					
CONTRACT						
STATUS APPROVAL BY BHPBIO RESPONSIBLE MANAGER/ENGINEER						
ACCEPTED (Alpha or Numeric)	SIGNED	DATE	REV.			
ACCEPTED EXCEPT AS NOTED (Alpha)						
REVISE AND RESUBMIT (Alpha or Numeric)						
APPROVAL BY BHPBIO RESPONSIBLE MANAGER (Numeric)						
DATE:						
Rev.	Date	Description	By	Checked	Reviewed	BHPBIO

FRM-SUP-000-309
Issue 2

RISK ASSESSMENT MATRIX

RISK ASSESSMENT				
CONSEQUENCE TABLE				
CONSEQUENCE	HEALTH & SAFETY	ENVIRONMENT & HERITAGE	COMMUNITY/MEDIA/ GOVERNMENT	LOSS/DAMAGE
LOW	First aid treatment	Limited damage to one of low significance	Public concern, restricted to local area	\$0-\$15K
MINOR	Medical treatment	Minor short-term damage to environment / 7 days	Minor, adverse local public or media attention	\$15K-\$150K
Moderate	Classified injury (LT) or restricted	Moderate effects on environment	Attention from media or heightened community concern	\$150K-\$1.5M
MAJOR	Fatality or severe permanent impairment	Significant adverse environmental / heritage impact	National media/public concern	\$1.5M-\$15M
Critical	Multiple fatalities / serious health effects to environment / heritage with long-term effects	Severe damage to environment / heritage with long-term effects	serious public or media outcry	\$15M-\$150M
LIKELIHOOD TABLE				
LIKELIHOOD	DESCRIPTION	FREQUENCY AT LOCATION		
Almost Certain	Expected to happen	Occurs once a week		
Likely	May easily happen	Occurs once a month		
Possible	May happen	Occurs once every year		
Unlikely	May happen sometimes	Occurs once every 10 years		
Rare	May happen in extreme circumstances	Occurs once every 100 years		
RISK ASSESSMENT MATRIX				
CONSEQUENCE				
Likelihood	Low	Minor	Moderate	Major
Almost Certain	High (11)	High (16)	Extreme (20)	Extreme (25)
Likely	Moderate (7)	High (12)	High (17)	Extreme (21)
Possible	Low (4)	Moderate (8)	High (13)	Extreme (18)
Unlikely	Low (2)	Low (5)	Moderate (9)	Extreme (16)
Rare	Low (1)	Low (3)	Moderate (6)	High (10)

Supply 10 Commandments

THE SUPPLY 10 COMMANDMENTS	
1	Thou shalt always issue a vendor with a purchase order prior to performing the work
2	Thou shalt not contract the Company to subcontract
3	Thou shalt not accept the Company to subcontract
4	Thou shalt not indicate acceptance of a quote even if it looks like the best deal in the history of the world
5	Thou shalt not accept a vendor's Service Entry Sheets, nor negotiate new ones without Supply's input
6	Thou shalt use existing contracts and outline agreements where they exist
7	Thou shalt use SAP catalogued items or E-Catalogues where they are available
8	Where an existing contract does not exist, thou shalt establish contracts for work in excess of \$50,000 (using RFP Online)
9	Thou shalt not permit work to bypass or lower required approvals and thou shalt not approve Service Entry Sheets in a timely manner
10	Thou shalt do all to provide realistic required by dates and cost estimates

Proverb: he who writeth a vague scope should expect outlandish quotes

IRON ORE bhpbilliton

KPI Guidelines

Instructions for KPI Workbook	
Definitions & Contract Search Keybar	To begin, select the type of contract from the dropdown box below
Contract Categories	Now go to the Full KPI Level Sheet, click on the relevant column for the selected contract category, which will run a macro to update the KPIs and the measurement to be used.
Level 1 KPIs	These are the KPIs which are applicable to the selected contract category. Level 1 KPIs are essential to the selected contract category but need to be reviewed prior to selection.
Level 2 KPIs	Level 2 KPIs are recommended for the selected contract category. Level 3 KPIs may be applicable to the selected contract category but need to be reviewed prior to selection.
Level 3 KPIs	These are the KPIs which are applicable to the selected contract category but need to be reviewed prior to selection.
Filter Column	Use the Filter button on the Column E to select KPIs with "New" to obtain the list of KPIs and their details specific to the Contract.
Change KPI Level	Change KPI Level to either the relevant categories in the KPI Level Sheet.
Additions & Changes	When finished making changes, while holding down the shift key, press F, which will run a macro to update the KPI Levels.
Instructions for KPI Workbook	In the KPI Level Sheet, if the last row contains following data, enter the information for the last row.
Contract Categories	+ KPI Category Name (Column A)
Level 1 KPIs	+ KPI (Column B)
Level 2 KPIs	+ Description of the categories (see above)
Level 3 KPIs	+ Description of the categories (see above)
Note:	For the macros, there can be no duplicate KPI names. Remove any variations on the same KPI difference (eg Add a number after the KPI name)
Adding KPIs	While holding down the shift key, press F, which will run a macro to include your new KPI
Adding KPIs	While holding down the shift key, press F, which will run a macro to add the new KPI to the last available row on the Full KPI Sheet and fill in the remaining information required in that row
Adding KPIs	In the KPI Level Sheet, select the next available column and enter the new category in row 1
Adding KPIs	Fill in the KPI Level numbers for each of the KPIs in the new category columns
Adding KPIs	While holding down the shift key, press F, which will run a macro to include your new category
Adding KPIs	In order to produce an updated version of the Contractor Management KPI document, while holding down the shift key, press F and save under a new name

4.0 PHASE 2 – TENDER & SELECT

The intent of this phase is to select the most appropriate contractor to perform the work and to ensure compliance to procurement policies and standards.

At the completion of this phase, the following should have been achieved:

- Suitable contractors will have been identified and evaluated;
- Preferred contractor/s will have been appointed;
- Accountabilities, processes and systems will have been agreed;
- The contract will have been developed and awarded.

Tasks: The tasks for this step are as follows:

No.	TASKS	WHO		SUPPORT DOCUMENTS	PROCEDURE DOCUMENTS
11.	Draft tender documents and assessment model, and complete peer review	Supply Representative	(SR)	HSE Management Plan HR Management Standard	WAIO Tender Pack*
12.	Seek Supply Manager approval of tender documents and assessment model	Supply Representative	(SR)		PRO. CON 3.2 Tendering*
13.	Review previous close-out report and nominate potential tenderers	Supply Representative	(SR)		
14.	Release tender documents	Supply Representative	(SR)		
15.	Conduct tenderer site visits (if appropriate)	Contract Owner's Representative	(OR)		
16.	Collate tender responses	Supply Representative	(SR)		
17.	Prepare shortlist of tenderers	Supply Representative	(SR)		
18.	Review shortlist of tenderers	HSE Representative	(HSE)		
19.	Finalise shortlist of tenderers	Supply Representative	(SR)		
20.	Convene Tender Review Panel including, contract owners representative and technical specialists	Supply Representative	(SR)		

*Supply Department use

For electronic copies of all reference material please go to BHP Billiton Portal ▶ Iron Ore ▶ Business Critical Documents (BCD) ▶ Contracts & Purchasing.

No.	TASKS	WHO	KEY	SUPPORT DOCUMENTS	PROCEDURE DOCUMENTS
21.	Review HSE Self Assessments	HSE Representative	(HSE)	HSE Management Plan Self-Assessment Tool *	
22.	Review Employee Relations Self Assessments	HR Representative	(HR)	HR Management Standard Self-Assessment Tool*	
23.	Review commercial and operational responses	Supply Representative	(SR)		PRO CON 3.3 Evaluation & Negotiation*
24.	Finalise and collate tender assessments	Supply Representative	(SR)		
25.	Provide short-listed tenderers with feedback and seek improvements (where required)	Supply Representative	(SR)		
26.	Review tenderer responses (where required)	Supply Representative	(SR)		
27.	Select preferred tenderer	Supply Representative	(SR)		
28.	Complete final detailed review of HSE Management Plan	HSE Representative	(HSE)		
29.	Complete final detailed review of HR Management Standards	HR Representative	(HR)		
30.	Negotiate contract Terms & Conditions (if required)	Supply Representative	(SR)		PRO. CON 3.3 Evaluation & Negotiation*
31.	Raise Contract Approval Request and seek approval	Supply Representative	(SR)	CAR Proforma*	PRO. CON 3.4 Contract Approvals & Award*
32.	Release contract for signature by contractor, then WAIO delegates	Supply Representative	(SR)		

*Supply/HSE/HR Department use

For electronic copies of all reference material please go to BHP Billiton Portal ▶ Iron Ore ▶ Business Critical Documents (BCD) ▶ Contracts & Purchasing.

APPENDICES TO PHASE 2

CONTRACTOR HUMAN RESOURCES MANAGEMENT STANDARD

CONTRACTOR HUMAN RESOURCES MANAGEMENT STANDARD

CONTRACTOR HEALTH, SAFETY AND ENVIRONMENT MANAGEMENT PLAN

Contractor Health, Safety and Environment Management Plans		
Document No SPR-IHS-SAF-094	Document Owner Principal Safety Advisor	Dan Meredith
Issue No 1.0	Approver Rob Watson	Rob Watson Manager Health, Safety & Environment
PURPOSE		
This procedure describes the process for managing Contractor Health, Safety and Environment Management Plans on BHPB WAIO sites. The document sets out mandatory minimum requirements over and above relevant legislative standards.		
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5.0 PHASE 3 – MOBILISE

The intent of this phase is to finalise outstanding documentation and to mobilise both the contractor and WAIO ready for the execution of the work.

At the completion of this phase, the following should have been achieved:

The HSE Management Plan will be finalised and approved;

The HR Management Standard will be finalised and approved;

- The contractor's systems and processes will be aligned with WAIO's e.g. safety processes, reporting processes, IT systems, etc;
- The contractor's employees, vehicles and equipment will be inspected;
- The site preparations will be complete, e.g. site offices, lay down areas, etc;
- The contractor's staff will be inducted and authorised to access the work site;
- The contractor and WAIO will be ready to commence the work;
- The contractor will have provided securities and evidence of required insurances.

Tasks: The tasks for this step are as follows:

No.	TASKS	WHO	KEY	SUPPORT DOCUMENTS	PROCEDURE DOCUMENTS
33.	Receive and file signed copies of contract.	Supply Representative	(SR)	Copies of contracts	
34.	Issue signed copies of contract to contractor	Supply Representative	(SR)		
35.	Issue Mobilisation Checklist to contractor	Supply Representative	(SR)		
36.	Commence Mobilisation Checklist activities	Contractor	(CS)	Mobilisation Checklist - Contractor	
37.	Commence Mobilisation Checklist activities, including competency verification and span of control assessment	Contract Owner's Representative	(OR)	Mobilisation Checklist - WAIO Site Access Procedure New Service Contractor FPe Registration Form	
38.	Ensure contractor has Site Rules and provide access to WAIO Standards & Procedures, ie: Fatal Risk Control Standards.	Contract Owner's Representative	(OR)	Fatal Risk Control Standards	

For electronic copies of all reference material please go to BHP Billiton Portal ▶ Iron Ore ▶ Business Critical Documents (BCD) ▶ Contracts & Purchasing.

No.	TASKS	WHO	KEY	SUPPORT DOCUMENTS	PROCEDURE DOCUMENTS
39.	Establish Outline Agreement	Supply Representative	(SR)		PRO. CON 3.4 Contract Approvals & Award*
40.	Convene Mobilisation Meeting	Contract Owner	(CO)		
41.	Conduct Mobilisation Meeting	Contract Owner	(CO)	Agenda Proforma	
42.	Issue Outline Agreement Bulletin to Contract Users	Supply Representative	(SR)	Outline Agreement Bulletin Proforma*	
43.	Raise a Work Order (Maintenance only)	Contract User	(CU)		
44.	Raise a Purchase Requisition	Contract Owner's Representative	(CU)		PRO. PUR 2.1 Requirements Planning*
45.	Convert Requisition to Purchase Order	Supply Representative	(SR)		PRO. PUR 2.2 Purchase Order Creation*

*Supply Department use

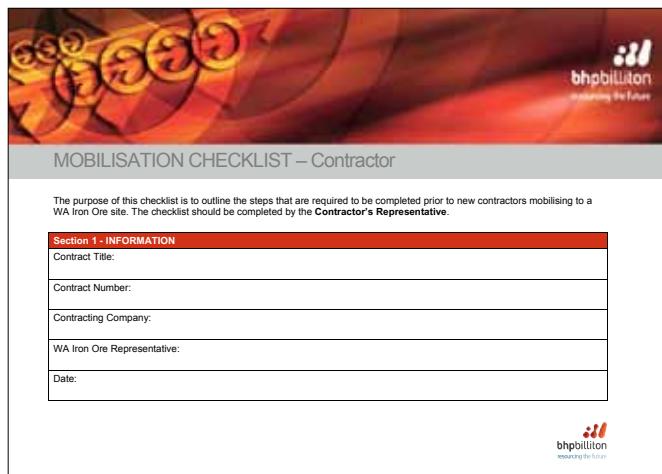
For electronic copies of all reference material please go to BHP Billiton Portal ▷ Iron Ore ▷ Business Critical Documents (BCD) ▷ Contracts & Purchasing.

APPENDICES TO PHASE 3

MOBILISATION CHECKLIST - WA Iron Ore

 MOBILISATION CHECKLIST - WA Iron Ore	
<p>The purpose of this checklist is to outline the steps that are required to be completed prior to new contractors mobilising to a WA Iron Ore site. The checklist should be completed by the Contract Owner or Contract Owner's Representative.</p>	
Section 1 - INFORMATION	
Contract Title:	
Contract Number:	
Contract Company:	
Supply Representative:	
Date:	

MOBILISATION CHECKLIST - Contractor



Mobilisation Checklist – Contractor

The purpose of this checklist is to outline the steps that are required to be completed prior to new contractors mobilising to a WA Iron Ore site. The checklist should be completed by the **Contractor's Representative**.

Section 1 - INFORMATION
Contract Title:
Contract Number:
Contracting Company:
WA Iron Ore Representative:
Date:



SITE ACCESS PROCEDURE


bhpbilliton
BRANDS

SPR-IHS-SAF-007

BHP Billiton Iron Ore
WAIO Health & Safety

SITE ACCESS PROCEDURE

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ISSUE NO: 10.0

ISSUE DATE: 14/12/2009

Site Access Procedure

SPR-IHS-SAF-007

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WAIO CONTRACT MOBILISATION MEETING AGENDA PROFORMA

WAIO Contract Mobilisation Meeting Agenda				
DATE:	16th April 2010			
CONTRACTOR:	None			
CONTRACT RISK RATING:	Between 1 and 4			
PURPOSE:	To align all contractor systems to BHPB WAIO prior to mobilisation to site and verify systems to be used.			
LOCATION:	*Location of meeting			
DATE:	16th April 2010			
ATTENDEES:	Position title	Name	Initials	
	Contract Owner	"name"		
	Contractor's Representative	"name"		
	Role:	"name"		
	BSPR	"name"		
	WBPR	"name"		
	Contractor	"name"		
APOLOGIES:	*position title	"name"		
	*position title	"name"		
	*position title	"name"		
Item	Action	Person responsible	Date due	Complete?
1. Introduction				
Welcome and agenda for the day given by contract owner				
Description of each person's role				
Contract contact details for all key personnel				
Online reporting communication structure				
Contract contact personnel require a map of the site to understand site layout				
Contractor facilities or other work areas, including crib room and locations where relevant				
Contractor arrangements for resolution of telecommunications issues on site				
Item	Action	Person responsible	Date due	Complete?
2. Commercial/Buyout				
Provide summary reference to terms and conditions of contract, highlighting any special conditions				
Outline WAIO's expectations from the execution of the contract Scope of Work				

APPENDICES TO PHASE 3

NEW SERVICE CONTRACTOR FPe REGISTRATION FORM

 FRM-IHS-SAF-161 BHP Billiton Iron Ore WAIO Health & Safety	
New Service Contractor FPe Registration Form <small>Refer to SPK-IHS-SAF-059 Contractor In-Field Assessment and Inspection Procedure</small>	
Details Contract Owner/Contract Owners Representative (the person responsible for ensuring audits and inspections are carried out)	
Contract Company Name: Outline agreement number: Contract expiry date:	
Contract activities service is carried out: <ul style="list-style-type: none"> • Port • Rail • Area C • Areas A/B • Yards/Varre • REG • Multi-Site Reliability • Multi-site contract 	
Contract risk rating: <ul style="list-style-type: none"> • Low • Medium • High • Extreme 	
Work site field audit inspection frequency: <ul style="list-style-type: none"> • Monthly • Two Monthly • Six Monthly • Four Monthly 	
Full FPe assessment frequency: <ul style="list-style-type: none"> • Within the first 30 days of mobilisation and then annually • Within the first 30 days mobilisation and then every 24 months • Within the first 30 days of mobilisation and then every 36 months • Only upon request. 	
Sign off: Name: Title: Signature: Date:	
<small>Please forward completed form to the FPe Administrator for the site where the service is carried out.</small>	
<small>Form No: FRM-IHS-SAF-161 Form Issue No: 1.0 Issue Date: 22/12/2009</small>	
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FATAL RISK CONTROLS

<p>GLD.010 FATAL RISK CONTROLS</p> <p>Role description: Performance requirements to be incorporated in the identification, assessment and mitigation of the fatal risks associated with the activities specified in this document.</p> <p>Key contact: David Jenkins, Vice President Health and Safety</p>
 <p>bhpbilliton resourcing the future</p>
<small>Version 2.1 (18 March 2010) Revalidation date: 28 February 2011 BHP Billiton Group Level Document (printed copies are uncontrolled)</small>

6.0 PHASE 4 – EXECUTE & MANAGE

The intent of this phase is to ensure that the contracted scope of work is delivered efficiently, to specification and in a safe manner. It is also to ensure that the agreed performance standards are met and that any improvement opportunities are captured for future implementation.

At the completion of this phase, the following should have been achieved:

- The work will be completed safely, to specification and on schedule;
- Performance monitored and improvement opportunities captured;
- Two-way communication processes will have been established between the Company and the contractor;
- The contractor's progress payments will have been approved and made, as appropriate;
- A strategy will be in place for contract renewal, in-sourcing or re-tendering.

6.1 MEETING/HSE ASSESSMENT FREQUENCY

RISK			
Extreme	1	1	1
High	2	2	1
Moderate	3	3	2
Low	4	4	3
	\$0 - \$5M	\$5M - \$20M	> \$20M
Annual Contract Value			

- 1 = **Monthly** meetings with Contract Owner, Contract Owner's Representative, Contract User and Supply. (HSE and HR attendance optional.) In-field assessments every 12 months & in-field inspections every month.
- 2 = **Quarterly** meetings with Contract Owner, Contract Owner's Representative and Contract User. (Supply, HSE and HR attendance optional.) In-field assessments every 24 months & in-field inspections every two months.
- 3 = **Half-Yearly** meetings with Contract Owner, Contract Owner's Representative and Contract User. (Supply, HSE and HR attendance optional.) In-field assessments every 36 months & in-field inspections every six months.
- 4 = **Annual** meeting with Contract Owner, Contract Owner's Representative and Contract User; if regular site presence, in-field inspections every 6 months and in-field assessments by request.

Schedule of meetings, inspections and assessments may be increased at the contract owners request.

Tasks: The tasks for this step are as follows:

6.2 STEP 1: PREPARE CONTRACT EMPLOYEES FOR WORK

No.	TASKS	WHO	KEY	SUPPORT DOCUMENTS	PROCEDURE DOCUMENTS
46.	Approve the Authority to Work and any required permits, ie: Excavation Permit, Isolation Permit, Track Occupancy Authority.	Contract User	CU		
47.	Approve site access and escort contract employees to place of work (for first time on site)	Contract User	CU	Site Responsible Person Roles and Responsibilities	

6.3 STEP 2: SUPERVISE CONTRACTORS

No.	TASKS	WHO	KEY	SUPPORT DOCUMENTS	PROCEDURE DOCUMENTS
48.	Raise Work Orders (as required)	Contract User	CU		
49.	Supervise work performance	Contract User	CU		
50.	Supervise HSE compliance	Contract User	CU	Contractor In-Field Assessment & Inspection Procedure	
51.	Review and process timesheets	Contract User	CU		
52.	Review and process service entry sheets, budget holder approves in GSAP	Contract User	CU		
53.	Attend contract review meetings	Contract User	CU	Agenda Proforma	
54.	Raise non-conformance for commercial incidents	Contract User	CU	Online Supply Event Form	
55.	Raise technical non-conformances with specialist areas (eg HR, HSE)	Contract User	CU		

For electronic copies of all reference material please go to BHP Billiton Portal ▶ Iron Ore ▶ Business Critical Documents (BCD) ▶ Contracts & Purchasing.

6.4 STEP 3: MANAGE CONTRACT IMPLEMENTATION

No.	TASKS	WHO	KEY	SUPPORT DOCUMENTS	PROCEDURE DOCUMENTS
56.	Conduct in-field inspection to assess HSE compliance	Contract Owner's Representative	OR	Contractor In-Field Assessment & Inspection Procedure	
57.	Compile feedback from Contract Users on work performance	Contract Owner's Representative	OR		
58.	Review contractors monthly report	Contract Owner's Representative	OR	Standard Monthly Report Guidelines	
59.	Provide feedback to Contractor on work performance	Contract Owner's Representative	OR		
60.	Manage expenditure on contract	Contract Owner's Representative	OR		
61.	Manage non-conformances and corrective actions (non-systemic & low risk)	Contract Owner's Representative	OR	Online Supply Event Form	
62.	Escalate non-conformances and corrective actions (systemic and medium/high risk)	Contract Owner's Representative	OR		
63.	Manage implementation of contract variations (with Supply representative)	Contract Owner's Representative	OR		PRO. CON 3.6 Contract Variations*
64.	Attend contract review meetings	Contract Owner's Representative	OR	Agenda Proforma	
65.	Respond to audits of contractor management	Contract Owner's Representative	OR		

*Supply Department use

For electronic copies of all reference material please go to BHP Billiton Portal ▷ Iron Ore ▷ Business Critical Documents (BCD) ▷ Contracts & Purchasing.

6.5 STEP 4: MANAGE CONTRACT

No.	TASKS	WHO	KEY	SUPPORT DOCUMENTS	PROCEDURE DOCUMENTS
66.	Ensure compliance systems are in place	Contract Owner	CO		
67.	Review contractor performance	Contract Owner	CO		
68.	Review utilisation of contract	Contract Owner	CO		
69.	Receive and manage claims (with Supply representative) if escalated	Contract Owner	CO		
70.	Manage non-conformances and corrective actions that are systemic and/or medium/high risk	Contract Owner	CO	Online Supply Event Form	
71.	Endorse contract variations	Contract Owner	CO		PRO. CON 3.6 Contract Variations*
72.	Chair contract review meetings	Contract Owner	CO	Agenda Proforma	
73.	Manage responses to audits of contractor management	Contract Owner	CO		

*Supply Department use

6.6 STEP 5: OVERSEE CONTRACTOR HSE

No.	TASKS	WHO		SUPPORT DOCUMENTS	PROCEDURE DOCUMENTS
74.	Conduct in-field assessments to assess contractor HSE performance	HSE Representative	HSE	Contractor In-Field Assessment & Inspection Procedure Contractor HSE Management Plan	
75.	Provide assessment feedback to Contract Owner	HSE Representative	HSE		

For electronic copies of all reference material please go to BHP Billiton Portal ▶ Iron Ore ▶ Business Critical Documents (BCD) ▶ Contracts & Purchasing.

6.7 STEP 6: OVERSEE CONTRACTOR HR

No.	TASKS	WHO	KEY	SUPPORT DOCUMENTS	PROCEDURE DOCUMENTS
76.	Conduct compliance audits to HR Management Standard	HR Representative	(HR)	HR Management Standard	
77.	Provide audit feedback to Contract Owner	HR Representative	(HR)		
78.	Manage ERMS and gate access processes	HR Representative	(HR)	Site Access Procedure	

6.8 STEP 7: OVERSEE CONTRACT COMMERCIALS

No.	TASKS	WHO		SUPPORT DOCUMENTS	PROCEDURE DOCUMENTS
79.	Conduct compliance audits against Contract Management Framework	Supply Representative	(SR)		
80.	Assist Contract Owner with claims	Supply Representative	(SR)		
81	Manage commercial non-conformances with contract owners representative	Supply Representative	(SR)		
82.	Complete and execute approved contract variations	Supply Representative	(SR)	ATV Proforma*	PRO. CON 3.6 Contract Variations*
83.	Attend contract review meetings	Supply Representative	(SR)	Agenda Proforma	PRO. CON 3.5* Contract Administration
84.	Draft & issue formal contract notices	Supply Representative	(SR)		

*Supply Department use

For electronic copies of all reference material please go to BHP Billiton Portal ▶ Iron Ore ▶ Business Critical Documents (BCD) ▶ Contracts & Purchasing.

APPENDICES TO PHASE 4

CONTRACTOR IN-FIELD ASSESSMENT AND INSPECTION PROCEDURE

Contractor In-field Assessment and Inspection Procedure		
Document No	Dan Meredith	
SPR-IHS-SAF-009	Principal Safety and Health Advisor	
Issue No	Revised	
1.0	Manager WAIO Health & Safety	
PURPOSE		
The purpose of this document is to describe the process for BHPB WAIO Contract Owners to ensure in-field contractor inspections and assessments are carried out.		
TABLE OF CONTENTS		PAGE
1.0 SCOPE	2	
2.0 PROCESS	2	
2.1 INSPECTION/ASSESSMENT SCHEDULE	2	
2.1.1 Notify FPA Administrator	2	
2.1.2 Create schedule	2	
2.1.3 Notification Inspection or Assessment	2	
2.2 INSPECTION PROCESS	3	
2.2.1 Review previous actions	3	
2.2.2 Notify Contractor of inspection	3	
2.2.3 Carry out inspection	3	
2.2.4 Agree actions with Contractor	3	
2.3 ASSESSMENT PROCESS	3	
2.3.1 Request assessment from HEE	3	
2.3.2 Review previous information	3	
2.3.3 Notify Contractor of assessment	4	
2.3.4 Complete assessment	4	
2.3.5 Negotiate actions	4	
2.4 CLOSE OUT	4	
3.0 FLOWCHART	5	
4.0 RESPONSIBILITIES	6	
5.0 DEFINITIONS AND ABBREVIATIONS	6	
6.0 REFERENCES	6	
7.0 DOCUMENT REVISION CONTROL	7	
8.0 APPENDICES	7	

ONLINE SUPPLY EVENT PROFORMA

<p>Supply: Event Input</p> <p>Your Details</p> <p>Your Area</p> <p><input type="button" value="Select Below"/></p> <p>Your Department</p> <hr/> <p>Event Details</p> <p>Event Type</p> <p><input type="button" value="Select Below"/></p> <p>Event Date</p> <hr/> <p>Event Short Description (Max length of 200 characters)</p> <hr/> <p>Event Long Description</p> <hr/> <p>What is the criticality impact?</p> <p><input type="button" value="Select Below"/></p> <p>What is your urgency and required time for Supply to respond?</p> <p><input type="button" value="Select Below"/></p> <p>* Please log this form, then call a supply manager immediately</p> <p>Supply person you have been dealing with (or N/A)</p> <hr/> <p>Add Attachments</p> <p><input type="button" value=""/></p> <p>Note: All fields on this form are compulsory.</p> <p>Reported by (Type/Email/Phone): <input type="text" value=""/></p> <p><input type="button" value="Submit"/></p> <p>© VersaTech Pty Ltd 2007 eForm version 1.0 Content Help Terms and Conditions of Use</p> <p>Iron Ore</p> <p>Supply: Event Input</p> <p>Thank you for submitting this input form.</p>	
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WAIO SITE RESPONSIBLE PERSON (SRP) ROLE AND RESPONSIBILITIES

	PDN-IHS-000-002	BHP Billiton Iron Ore WAIO Health & Safety
WAIO Site Responsible Person (SRP)		
Role and Responsibilities		
TABLE OF CONTENTS		
<ol style="list-style-type: none"> 1. BASIC FUNCTION 2 2. ROLE OF THE SITE RESPONSIBLE PERSON 2 3. MAJOR RESPONSIBILITIES 2 4. DECISION MAKING AUTHORITIES 4 5. DUTIES 4 6. CORE SKILLS AND KNOWLEDGE 4 7. SKILLS KNOWLEDGE AND ENHANCEMENT 4 8. RELIEF DURING ABSENCE 5 		
AUTHORISATION		
<p>AUTHORISING OFFICER'S SIGNATURE <i>Electronic Authorisation</i></p> <p>Position: Authorized by HSE Manager</p> <p>Author's Name: <i>Dewlin Rohrbach</i></p> <p>POSITION/S Emergency Services Coordinator</p>		
AMENDMENTS		
Issue	Page	Date
1.0	All	9/9/05 New Document
2.0	All	9/9/05 Amended: authorisation box
3.0	All	18/10/05 Issued in error
4.0	All	11/10/05 Include provision for SRP to provide conditional approval subject to Permit to Work
5.0	All	
6.0	All	10/01/06 Minor changes throughout
7.0	2	12/11/08 Reference to Site Responsible Person Form

STANDARD MONTHLY REVIEW GUIDELINES

STANDARD MONTHLY CONTRACTOR REPORTING

CONTRACT REVIEW MEETING AGENDA PROFORMA

7.0 PHASE 5 – CLOSE-OUT

The intent of this phase is to close out the work, and to demobilise and pay the contractor. Where a contract is being transitioned to a new contractor, it is to ensure an orderly handover.

At the completion of this phase, the following should have been achieved:

- The contractor's performance against the contract will be assessed;
- Any improvement opportunities will be identified;
- The contractor will be demobilised and access will be revoked;
- The contractor's payments will be finalised;
- Any ongoing obligations will be managed;
- For contracts that are in transition, the transition will be managed.

Tasks: The tasks for this step are as follows:

No.	TASKS	WHO	KEY	SUPPORT DOCUMENTS	PROCEDURE DOCUMENTS
85.	Identify that the contract is ending (6 months in advance for high spend contracts & 3 months in advance for others)	Supply Representative	(SR)	Contract Health Report*	PRO. CON 3.5 Contract Administration*
86.	Seek advice from Contract Owner on future of contract	Supply Representative	(SR)		PRO. CON 3.7 Contract Renewals* PRO. CON 3.8 Contract Close-Out*
87.	Conduct audit of site-based materials to determine ownership & value	Contract Owner's Representative	(OR)		

* Supply Department use

For electronic copies of all reference material please go to BHP Billiton Portal ▷ Iron Ore ▷ Business Critical Documents (BCD) ▷ Contracts & Purchasing.

No.	TASKS	WHO	KEY	SUPPORT DOCUMENTS	PROCEDURE DOCUMENTS
88.	Report findings of audit of site-based materials to Supply Representative	Contract Owner's Representative	OR		
89.	Prepare and issue letter to contractor notifying cessation of contract and need for return of equipment	Supply Representative	SR	Contract Expiry Letter Proforma*	
90.	Convene Demobilisation Meeting	Contract Owner	CO		
91.	Conduct Demobilisation Meeting	Contract Owner	CO	Demobilisation Meeting Agenda Proforma	
92.	Verify return of equipment and report to Supply Representative	Contract Owner's Representative	OR		
93.	Advise contractor of intentions regarding outstanding work, outstanding payments and cessation of work	Supply Representative	SR		
94.	Issue Site OA Bulletin notifying cessation of contract	Supply Representative	SR	Outline Agreement Bulletin Proforma*	
95.	Demobilise from site/s	Contractor	CS		
96.	Ensure return and deactivation of site access cards	Contract Owner's Representative	OR		
97.	Finalise timesheets and service entry sheets	Contractor	CS		
98.	Approve final timesheets and invoices	Contract User	CU		
99.	Compile and acknowledge claims	Supply Representative	SR		
100.	Investigate and advise recommendation on closure claims to Contract owner	Supply Representative	SR		
101.	Close claims and Outline Agreements	Supply Representative	SR		
102.	File commercial documents in contract close-out file in supply BVDs	Supply Representative	SR		
103.	File technical documents in department filing system	Contract User	CU		

For electronic copies of all reference material please go to BHP Billiton Portal ▶ Iron Ore ▶ Business Critical Documents (BCD) ▶ Contracts & Purchasing.

APPENDICES TO PHASE 5

DEMobilisation MEETING AGENDA PROFORMA

DEMobilisation MEETING AGENDA																																																																		
<p>Owner Contractor Name:</p> <p>Part A: MEETING DETAILS</p> <p>Meeting No.: 02 Date: _____</p> <p>Location/Place: _____</p> <p>Prepared by: _____</p> <p>Part B: ATTENDANCE RECORD AND DISTRIBUTION</p> <table border="1"> <thead> <tr> <th>Name</th> <th>Position</th> <th>Representative Organisation</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td></tr> </tbody> </table> <p>Part C: MEETING AGENDA</p> <p>Start time: 09:00 End time: 10:00</p> <table border="1"> <thead> <tr> <th>Item</th> <th>Notes</th> <th>Action by whom</th> <th>Time</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>SPACER: Safety, Positive Agenda, Client (or Contractor), Expectations, Roles</td> <td>Chair</td> <td>5 mins</td> </tr> <tr> <td>1</td> <td>Review of outstanding items from previous meeting</td> <td>All</td> <td>5 mins</td> </tr> <tr> <td>3</td> <td>Other: Safety Moment</td> <td>All</td> <td>5 mins</td> </tr> <tr> <td>4</td> <td>Contractor's Commercial Report</td> <td>All</td> <td>20 mins</td> </tr> <tr> <td>4</td> <td>Contractor's Commercial Issues, including: Outstanding payments Outstanding claims Other (please describe in detail and comment if required)</td> <td>All</td> <td>20 mins</td> </tr> <tr> <td>5</td> <td>Contractor's Health and Safety measures completed Audit findings referred to in Supply Contractor's Health and Safety measures completed All personnel leave cards returned</td> <td>All</td> <td>20 mins</td> </tr> <tr> <td>6</td> <td>Other: Transition plan implemented (if required) Final site audit completed and reviewed Final Acceptance Bulletin print and issued</td> <td>All</td> <td>15 mins</td> </tr> <tr> <td>7</td> <td>General Housekeeping</td> <td> </td> <td>20 mins</td> </tr> </tbody> </table>				Name	Position	Representative Organisation																									Item	Notes	Action by whom	Time	1	SPACER: Safety, Positive Agenda, Client (or Contractor), Expectations, Roles	Chair	5 mins	1	Review of outstanding items from previous meeting	All	5 mins	3	Other: Safety Moment	All	5 mins	4	Contractor's Commercial Report	All	20 mins	4	Contractor's Commercial Issues, including: Outstanding payments Outstanding claims Other (please describe in detail and comment if required)	All	20 mins	5	Contractor's Health and Safety measures completed Audit findings referred to in Supply Contractor's Health and Safety measures completed All personnel leave cards returned	All	20 mins	6	Other: Transition plan implemented (if required) Final site audit completed and reviewed Final Acceptance Bulletin print and issued	All	15 mins	7	General Housekeeping		20 mins
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7	General Housekeeping		20 mins																																																															

8.0 CONTRACTOR MANAGEMENT DO'S & DON'TS

The following is a list of Do's and Don'ts that should be helpful in the management of contractors on WAIQ sites.

Do's

- Ensure you understand your role in the Contractor Management process
- Ensure you understand the specifics of the contract that are relevant to your role
- Ensure you have the required level of competencies for your role in the Contractor Management process
- Seek feedback on the performance of the contractor during the life of the contract - If a contract is used in more than your area set up more formal mechanisms to seek feedback and action issues
- Take ownership of issues and their resolution - delegate, track and verify that issues are closed out satisfactorily
- Make sure you engage your Supply representative
- Use contracted vendors as a first resort
- Use non-contracted vendors as a last resort
- Ensure that non-compliance by contractors is escalated, managed, and documented
- Ensure you update a contract, including the HSE and HR requirements if the scope changes

Don'ts

- Engage a company for work worth more than \$500,000 unless a contract is in place
- Commence work with a contractor unless a valid purchase order is in place
- Commit WAIQ to procurement expenditure without Supply involvement
(i.e. a contract or a purchase order must be in place)
- Accept a contractor's terms & conditions, or negotiate new ones, without input from Supply
- Allow a contractor on site until they have provided documented evidence of the required qualifications and competencies
- Assume that all is well with a contract or contractor's performance



9.0 NON-CONTRACTED VENDOR MANAGEMENT

The intent of this section is to provide information on how to engage and manage a non-contracted vendor using a Purchase Order.

It is not always practical to enter into a formal contract with a vendor. For example, low risk or low value work may be more appropriately managed via a Purchase Order.

The following section clearly identifies responsibilities and details the various steps required to engage and manage a vendor under a Purchase Order on a WAIO site.

Please Note: a contract must be put in place for any work that has a total spend in excess of \$500,000 or is deemed to be High or Extreme risk. A contract must also be used if the purchase involves intellectual property, confidentiality or a warranty.

For further information on the use of Purchase Orders, contact your local WAIO Supply Department representative or check on the Portal ▶ Iron Ore ▶ BCD ▶ Contracts and Purchasing ▶ Supply – How Do I.

ROLE	GENERAL DESCRIPTION	KEY
JOB OWNER	The person responsible for ensuring the work being done by the vendor is compliant with WAIO standards and meets operational needs	JO
LINE MANAGER	The person accountable for ensuring the work being conducted is approved and aligned to the department's business plan	LM
SUPPLY REPRESENTATIVE	The person responsible for ensuring WAIO business and commercial processes are followed	SR
VENDOR	The external organisation that performs the work in accordance with the agreed terms and conditions, standards and scope of work	VR

9.1 PLAN & SCOPE

STEP	TASK DESCRIPTION	REFERENCES	WHO
1	Undertake a risk assessment of the work being considered for the purchase order. If the risk ranking is HIGH or EXTREME use the Request For Contract form (online) and refer to the Contractor Management Framework	Risk Assessment FRM-IHS-000-007 RFC Online	JO
2	Seek approval from line management to engage a vendor for the work		JO
3	Approve the proposed vendor engagement if the work aligns with business strategy, budget and risk profile		LM
4	Prepare a Scope of Work/Services		JO
5	Develop the Sourcing Strategy and assessment criteria with Supply Representative	BCD Supply – How Do I	JO

9.2 QUOTE & SELECT

STEP	TASK DESCRIPTION	REFERENCES	WHO
6	Release the Request For Quote to selected vendors with WAIO Purchase Order Terms & Conditions	Australian Standard Contract – Purchase Order Terms and Conditions	JO
7	Conduct site visit and/or job walk through (if appropriate)		JO
8	Collate quotations from vendors	BCD Supply – How Do I	JO
9	Assess quotations against selection criteria and select preferred vendor		JO
10	Approve vendor and quotation value for proposed work		LM

9.3 MOBILISE

STEP	TASK DESCRIPTION	REFERENCES	WHO
11	Advise successful and un-successful vendors of award status		SR
12	Issue a mobilisation checklist to the vendor (exclude Section 1. Contract items)		JO
13	Undertake items on check list		VR
14	Check items off mobilisation check list with vendor		JO
15	Raise a Purchase Requisition		JO
16	Convert Purchase Requisition into Purchase Order		SR
17	Complete Request for Site Access	Site Access Procedure SPR-IHS-SAF-007	VR

9.4 EXECUTE & MANAGE

STEP	TASK DESCRIPTION	REFERENCES	WHO
18	Complete Authority To Work and any required permits		JO
19	Ensure vendor is aware of site rules and the WAIO Standards relevant to their work		JO
20	Arrange approval for site access and escort vendor to place of work		JO
21	Supervise work performance, quality and HSE compliance		JO
22	Review and process timesheets and approve milestone points		JO
23	Review and process service entry sheets		JO
24	Attend periodic scheduled meetings with vendor to discuss performance and provide feedback		JO
25	Manage job expenditure, progress and quality		JO
26	Escalate operational issues and non-conformances with line management		JO
27	Approve any budget variations		LM
28	Escalate commercial issues with Supply Department representative		JO
29	Assist Job Owner to resolve commercial issues with Vendor		SR

9.5 CLOSE-OUT

STEP	TASK DESCRIPTION	REFERENCES	WHO
30	Confirm with vendor that work is complete		JO
31	Ensure the vendor has returned any equipment borrowed from WAIO		JO
32	Provide all technical documentation to the Job Owner		VR
33	Demobilise vendor from site		JO
34	Ensure return and deactivation of site access cards		JO
35	Finalise timesheets and service entry sheets		JO
36	Approve final timesheets and invoices		LM
37	File commercial and technical documents in department filing system		JO

APPENDICES TO SECTION 9

SUPPLY - HOW DO I

Supply - How Do I

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Brief description
This document provides answers to commonly asked 'how do I' questions for supply related matters.

Audience
All WAO personnel.

Key contact
Supply Manager, Systems and Processes (ext 44163)

Related Documents

- GLD STA.016 Master Data
- GLD STA.021 Source to Contract
- GLD STA.022 Plan to Pay
- WAO Contract and Vendor List
- WAO Vendor Request Form
- Global Material Request Form
- Supply - Who do I contact – This document can be located in the Purchasing and Contracts BCD tab on the Iron Ore Portal.

Related Applications

- Request For Contract (RFC) Online
- Supply Event System

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Version: 1.0 10 November 2009
Revision date: 30 June 2010
BHP Billiton Iron Ore - Business Critical Document

AUSTRALIAN STANDARD CONTRACT - PURCHASE ORDER TERMS AND CONDITION

bhpbilliton
resourcing the future

STA.008.02 Australian Standard Contract - Purchase Order Terms and Conditions

<p>Version: 1.0</p> <p>Replaces: N/A</p> <p>Creation Date: 10 September 2008</p> <p>Valid Until: 30 October 2009</p> <p>Reviewed Date (GLD): 24 October 2008</p> <p>Reviewed Date (GAS): 10 October 2008</p> <p>Approved Date (GMC Owner): 24 October 2008</p> <p>GMC Owner: Marius Kloppe, Chief Executive Officer</p> <p>Document Owner: Mike Ferraro, Chief Legal Counsel</p> <p>Related Documents: STA.018 Contracts and Commitments Standard</p> <p>Key Contacts: Peter de Zwart, Vice President Group Legal</p> <p>Change Requests: Peter de Zwart, Vice President Group Legal</p> <p>Brief Description: Standard purchase order terms and conditions designed for use in Australia only.</p>
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BHP Billiton Group Level Document – Internal Use Only
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Place holder for Appendix tab

BUSINESS CASE PROFORMA

General	
Service to be performed:	
Reason for using contractor:	
Objectives of contracting service:	

Financial Overview	
Expected total cost:	
Budgeted or Unbudgeted:	
Expected savings: • Year-on-year • Mitigated	
Industry Comparison: (Benchmarks, Indices, etc)	

HSE Overview	
Leadership & Resources: (Including Span of Control)	
How will hazards & risks be managed?	
How will awareness, competence & behaviour be managed?	
How will change be managed?	
Preliminary Risk Assessment: (Use HSE Risk Assessment Matrix)	

Human Resources Overview	
Expected number of contract employees:	
How will labour sourcing issues be managed?	
How will housing & accommodation be managed?	
How will industrial relations issues be managed?	

Endorsement & Approvals

Requestor

Name: _____ Position: _____

Signature: _____ Or Refer Attached E-mails Date: _____

Department Manager Approval

Name: _____ Position: _____

Signature: _____ Or Refer Attached E-mails Date: _____

Place holder for Card

Place holder for Card

RISK ASSESSMENT

CONSEQUENCE TABLE

CONSEQUENCE	HEALTH & SAFETY	ENVIRONMENT & HERITAGE	COMMUNITY/MEDIA/ GOVERNMENT	LOSS/ DAMAGE
LOW	First aid treatment	Limited damage to area of low significance	Public concern restricted to local complaints	\$0-\$15K
MINOR	Medical treatment	Minor short-term damage to environmental / heritage area	Minor, adverse local public or media attention and complaints	\$15K-\$150K
MODERATE	Classified injury (LTI or restricted workcase)	Moderate effects on environment / heritage	Attention from media and/ or heightened concern from community	\$150K-\$1.5M
MAJOR	Fatality or severe permanent disability	Significant environmental / heritage damage	Significant adverse national media/public attention	\$1.5M-\$15M
CRITICAL	Multiple fatalities / health effects to >50 persons	Severe damage to environment / heritage with long-term effects	Serious public or media outcry	\$15M-\$150M

LIKELIHOOD TABLE

LIKELIHOOD	DESCRIPTION	FREQUENCY AT LOCATION
Almost Certain	Expected to happen	Occurs once a week
Likely	May easily happen	Occurs once a month
Possible	May happen	Occurs once every year
Unlikely	May happen sometime	Occurs once every 10 years
Rare	May happen in extreme circumstances	Occurs once every 100 years

RISK ASSESSMENT MATRIX

LIKELIHOOD		CONSEQUENCE				
		Low	Minor	Moderate	Major	Critical
Almost Certain	High (11)	High (16)	Extreme (20)	Extreme (23)	Extreme (25)	
Likely	Moderate (7)	High (12)	High (17)	Extreme (21)	Extreme (24)	
Possible	Low (4)	Moderate (8)	High (13)	Extreme (18)	Extreme (22)	
Unlikely	Low (2)	Low (5)	Moderate (9)	High (14)	Extreme (19)	
Rare	Low (1)	Low (3)	Moderate (6)	High (10)	High (15)	

FRM-IHS-000-007 ISSUE 3.0

Place holder for Card

Place holder for Card



SCOPE OF WORK		PAGE	1 of																												
NUMBER		JOB No.																													
DESCRIPTION																															
OFFICE OF ORIGIN		G.A.																													
WRITTEN BY	DATE:	B.O.M																													
REVIEWED BY	DATE:	SCOPE																													
TITLE OF REVIEWER		CONTRACT																													
<table border="1"> <tr> <td colspan="4">STATUS APPROVAL BY BHPBIO RESPONSIBLE MANAGER/ENGINEER</td> </tr> <tr> <td colspan="2"></td> <td>SIGNED</td> <td>DATE</td> </tr> <tr> <td colspan="2">ACCEPTED (Alpha or Numeric)</td> <td>.....</td> <td>.....</td> </tr> <tr> <td colspan="2">ACCEPTED EXCEPT AS NOTED (Alpha)</td> <td>.....</td> <td>.....</td> </tr> <tr> <td colspan="2">REVISE AND RESUBMIT (Alpha or Numeric)</td> <td>.....</td> <td>.....</td> </tr> <tr> <td colspan="4">APPROVAL BY BHPBIO RESPONSIBLE MANAGER (Numeric)</td> </tr> <tr> <td colspan="4">DATE: _____</td> </tr> </table>				STATUS APPROVAL BY BHPBIO RESPONSIBLE MANAGER/ENGINEER						SIGNED	DATE	ACCEPTED (Alpha or Numeric)		ACCEPTED EXCEPT AS NOTED (Alpha)		REVISE AND RESUBMIT (Alpha or Numeric)		APPROVAL BY BHPBIO RESPONSIBLE MANAGER (Numeric)				DATE: _____			
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Rev.	Date	Description	By	Checked	Reviewed	BHPBIO																									

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1.0 INTRODUCTION

It is a mandatory requirement at BHP Billiton (BHPB) that all projects must develop a project Scope of Work (SoW). A SoW is defined by BHP Billiton (BHPB) as a “*complete, clear and unambiguous statement of project deliverable in measurable terms and a detailed description of the work required to be performed to achieve the deliverables.*” The project Scope of Work is one of the key deliverables of the Pre-feasibility and Feasibility Phases that progressively increases in clarity prior to Execution.

The project SoW is set out in the project Feasibility Study Report and is further developed during the detailed engineering phase of the project.

A contract SoW is a subset of the project SoW. The contract SoW, although based on the intent of the project SoW, is based on and defined by the contracting strategy that is preferred for the contract.

Hereafter, this document provides guidelines only on the contract SoW.

The contract SoW refers the reader to a separate Document List where the most recent revisions of drawings, specification, standards, etc are listed. This maintains the SoW as a higher order document in the precedence in the Formal Instrument of Agreement (the Contract).

The SoW in conjunction with the Document List defines the actual work content of the work to be done and completed to the owner's requirements.

The guidelines presented in this document are based on producing a contract SoW for a major contract. The originator of a Scope of Work may choose to consolidate, delete or expand the sections as the specific need arises.

2.0 PURPOSE

In relation to preparation of a SoW document, the purpose of these guidelines is:

- to provide a clear understanding of a SoW to Contractors and Suppliers;
- to avoid unanticipated costs thus improving budget control;
- to foster uniform presentation by all originators of the document thereby improving its effectiveness; and
- to reduce preparation time of bid documents.

3.0 FORMAT

The SoW should be divided into seven major headings each started on a new page:

- 1.0 TITLE**
- 2.0 LOCATION AND CONTRACT NUMBER**
- 3.0 SCOPE**
- 4.0 TECHNICAL REQUIREMENTS**
- 5.0 CONTRACT DOCUMENTS**
- 6.0 MATERIAL SUPPLY**
- 7.0 REFERENCE DOCUMENTS**

No sub-paragraphs should normally be used for 1.0 and 2.0 above.

Required sub-divisions under heading 3.0 are to be as follows:

- 3.1 General**
- 3.2 Work Area Breakdown**
- 3.3 Work Included**
- 3.4 Safety**
- 3.5 Work Excluded**
- 3.6 Terminal Points**
- 3.7 Testing and Commissioning**
- 3.8 Statutory approvals [if needed]**

Additional paragraphing of sub-divisions 3.1 will be at the discretion of the originator.

Sub-paragraphs 3.3 and 3.4 shall be further divided into groups of work items according to discipline and indented, i.e.

- 3.3.1 General**
- 3.3.2 Site Establishment and Access**
- 3.3.2 Civil**
- 3.3.4 Structural**
- 3.3.5 Mechanical**
- 3.3.6 Electrical**
- 3.3.7 Piping and Services**
- 3.3.8 Area Detailed Description**

It is recommended that a brief introductory paragraph (a preamble) be inserted after each discipline heading.

4.0 CONSTRUCTION OF TEXT

Refer to Appendix A (Construction of the Text) which discusses the style of text for the standard SoW document. This style should be adhered to unless exceptional circumstances arise.



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5.0 REFERENCE TO THE CONDITIONS OF CONTRACT

Clauses or paragraphs of a contractual nature should not be included in the SoW document if they are already stated in the Conditions of Contract.

If the Originator of the Scope of Work considers that the 'General Conditions' as published are inadequate in any specific situation, the Originator should draw the Company's attention to this fact when transmitting the SoW for approval.

6.0 CHANGES TO SCOPE OF WORK

The SoW which is issued at award must fully reflect the extent of the Work under the Contract as stated at the Bid stage, together with any other amendments agreed between the successful Tenderer and the Company prior to the award of the Contract.

In the event of the SoW being changed substantially after the award of the contract then such changes are effected by updating and issuing the SoW as the next revision. Minor changes may be effected by contract variations through letter, fax or Site Instruction. [note e-mails are not to be used except to transmit a duly signed letter.]



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APPENDIX A – CONSTRUCTION OF THE TEXT

SAMPLE

FRM-SUP-000-309
Issue 2

1.0 TITLE (USE "HEADING 1" STYLE)

The title is to be identical to the description given on the face sheet.

The title should preferably be contained in three lines.

2.0 LOCATION AND CONTRACT NUMBER (USE "HEADING 1" STYLE)

The locality description is to include:

- major sub-divisions of Company area, i.e. Mine, Railroad or Port.
- township or plant facility, eg. industrial or ore handling plant
- the Contract number or engineering job number
- further identification if required, eg. Finucane Island or Nelson Point

3.0 SCOPE (USE "HEADING 1" STYLE)

3.1 General

This section gives a general descriptive outline of the total SoW to be carried out and should nominate the Document List as the source of all relevant selected general arrangement drawings, engineering drawings, specification, procedures, standards etc. for the Contract.

The text should clearly emphasise the nature of the work e.g. installation or erection only, or whether it will include other activities such as design and supply or provide a complete 'turnkey' handover of a specific facility.

3.2 Work Area Breakdown

This section should generally be used for larger contracts or where there is work to be done at a variety of facilities across the site. It can be used to more clearly define the overall SoW under the Contract.

3.3 Work Included

The work included is to be described as a series of work items. In essence a work item is one which, although forming an integral part of the whole SoW, should be capable of isolation and costing in its own right.

The description of a work item should be brief yet specific thus leaving no misunderstanding, i.e. it will describe:

- what has to be done and refer the reader to the Document List for information such as area or discipline drawings;

- the standard to which the work will be done by referring the reader to the Document List for a list of standard specifications and procedures that may be pertinent and supplemented by additional information on the drawings;

If no separate specification exists, and it is impractical to develop project specification, the parameters governing the work item may be described in Section 4.0 (Technical Requirements).

The imperative type of sentence construction is preferred: e.g. 'Install three (3) feeders'

The qualification 'Supply and install....' is to be avoided if possible since the contractor's supply items are covered in Section 6.0 (Material Supply).

To be avoided in the wording are:

*Adjectives

*Emphasis such as it is essential.

*Vague statements such as good quality, best practice ...or

Work items are to follow one another, where possible, in a logical sequence of construction.

3.3.1 General

This section is to detail work items that are common to the overall SoW under the Contract. This may include testing requirements, the establishment and maintenance of survey control, documentation requirements, provision of project management, planning, compliance with the Company safety program, etc.

3.3.2 Site Establishment and Access

This section describes what a Contractor must provide to support their work activities and what facilities and services are available for their use. A description of any access limitations and requirements for reinstatement of facilities used by the Contractor should also be included in this section.

3.3.3 Civil

This section describes what civil works need to be completed as part of the Work under the Contract.

3.3.4 Structural

This section describes what structural works need to be completed as part of the Work under the Contract.

3.3.5 Mechanical

This section describes what mechanical works need to be completed as part of the Work under the Contract.

3.3.6 Electrical

This section describes what electrical works need to be completed as part of the Work under the Contract.

3.3.7 Piping and Services

This section describes what piping and services works need to be completed as part of the Work under the Contract.

3.3.8 Area Detailed Description

This is an optional section generally used for major contracts. If it is used, the preceding sections relating to the work completed for each discipline should be limited to the general requirements required for that discipline. The Area Detailed Description section will then describe what specifically is to be done in each area.

3.4 Safety

The safety requirements for the Works under the Contract are to be specified. Generally there will be a reference to complying with the established Company standards. There may also be a need to advise the Contractor of any specific issue relating to the Work under the Contract.

3.5 Work Excluded

This paragraph should be used sparingly and then only in cases which might otherwise be ambiguous.

The opening sentence should read "The Contractor shall provide all materials, labour and equipment and carry out all work necessary except as follows."

If the paragraph is not required then write:

"The Contractor shall be responsible for all of the Work under the Contract."

3.6 Terminal Points

Terminal points must be clearly identified on the Drawings that may be found in the Document List. This section describes where interface points with existing equipment or facilities are located.

3.7 Testing and Commissioning

All work items which require the Contractor to assist or complete pre-operational testing after installation; and also commissioning; should be defined and called up in this section. It may be sub-paragraphed as required for various classes of equipment. If a specific 'Commissioning Procedure' exists, it should be so identified in this section and the reader referred to the Document List for the latest revision.

4.0 TECHNICAL REQUIREMENTS

A SoW is intended for use as a technical document. This section should simply state the following:

"The technical requirements for the Work under the Contract are detailed in the specifications, standards, drawings and other documents listed in the Document List which is maintained separately from this Scope of Work."

Where there is a different, one-off, technical requirement needed for the Work under the Contract, the exception may be listed in this section of the SoW.

5.0 CONTRACT DOCUMENTS

This section should only discuss those documents required for the execution of individual work items as described in Section 3.0 (Scope). The reader should be directed to the Document List for the latest versions of the following:

- **Statutory Requirements that govern the work site;**
- **Australian and International Standards that are applicable to the Work under the Contract;**

Note: The following statement should be included in the SoW:

"The Standards applicable to the Work under the Contract are listed in the Specifications. In each case, the latest version of the Standard, together with all applicable Amendments shall apply. Refer to the Document List."

Where there is an additional Standard required for the Work under the Contract (eg Demolition), the document should be noted in this section due to its uniqueness and the reader referred to the Document List.

"In addition to the usual Standards in Document List, the reader is referred to the special standard(s) that shall apply to the Work under the Contract, viz. NAME OF STANDARD"

- **Specifications, Standard Engineering Practice and Procedures;**

Note: If it is deemed necessary to refer to a particular specification or procedure in the SoW, the title in the text should be an exact copy of that on the specification face sheet. The revision number of the document should not be included in the SoW. Instead the reader should be referred to the Document List for the most recent revision. Since the Document List is an individual document apart from the SoW, this avoids the need to revise the SoW each time a document is updated.

Insert here or as an appendix to the SOW a list of technical and project management documents to be submitted by the Contractor, including when they are to be submitted.

- **Drawings.**

Note: If it is deemed necessary to refer to a particular drawing or series of drawings, these should be identified in a sequence regarding discipline, numerical order and exact sub-title. The drawing title should be an exact copy of that shown in the drawing title box. The revision number of the drawing should not be included in the SoW. Instead the reader should be referred to the Document List for the most recent revision. Since the Document List is an individual document apart from the SoW, this avoids the need to revise the SoW each time a document is updated.

The Originator is responsible for ensuring that the correct, and not necessarily the latest, revision number is shown against each drawing listed. It will be essential, therefore, to determine whether the latest revision:

- has been effected in connection with completely unrelated work;
- only shows an 'As-Built' situation, or;
- is unrelated to the proposed works.

In this case, the latest revision may, however, contain information which, although not of a contractual nature, would be of benefit to the contractor. In this event the drawings should be noted as reference drawings.

6.0 MATERIAL SUPPLY

6.1 Company Supply

This section states specifically what type of commodities, site facilities, services and material the Company will supply. The collection point for the materials must also be stated.



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Where all materials are to be supplied by the Contractor, the following statement should be made:

"The supply of all materials shall be the responsibility of the Contractor. No materials will be supplied by the Company."

6.2 Contractor Supply

The following statement should be made where there are some materials supplied by the Company:

"The Contractor shall supply all items, not listed as Company Supply, which are required to complete the Work under the Contract. All supplied materials shall meet the requirements of all referenced Specifications."

7.0 REFERENCE DOCUMENTS

Reference Documents are documents and drawings related to the work described under Section 3.0 (Scope). Such reference documents eg. General Arrangement drawings, do not define work item, either directly or by inference, but may clarify locations of other services or facilities in the work area. Reference documents by their very nature cannot, therefore, be costed.

The reader should be directed to the Document List for a list of these

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Place holder for Appendix tab

THE SUPPLY 10 COMMANDMENTS

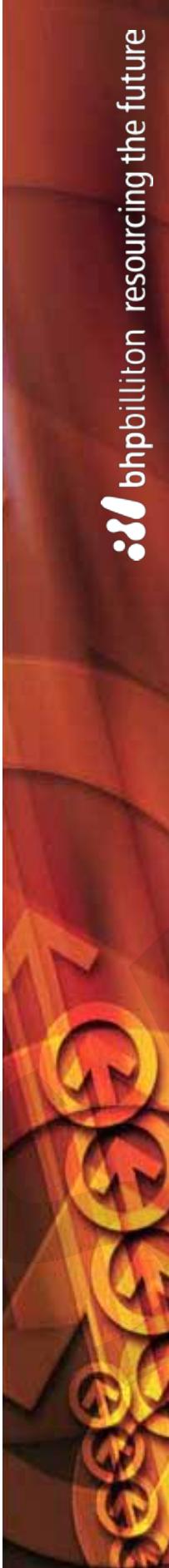
- 1 Thou shalt always issue a vendor with a purchase order prior to performing the work
- 2 Thou shalt not commit the Company to procurement related expenditure without following the WAIO Approvals Framework and seeking Supply's input via the creation of a contract or purchase order
- 3 Thou shalt not indicate acceptance of a quote even if it looks like the best deal in the history of the world
- 4 Thou shalt not accept a vendor's terms and conditions, nor negotiate new ones without Supply's input
- 5 Thou shalt use existing contracts and outline agreements where they exist
- 6 Thou shalt use SAP catalogued items or E-Catalogues where they are available
- 7 Where an existing contract does not exist, thou shalt establish contracts for work in excess of \$500,000 (using RFC Online)
- 8 Thou shalt not parcel work to bypass or lower required approvals
- 9 Thou shalt create and approve Service Entry Sheets in a timely manner
- 10 Thou shalt plan so as to provide realistic required by dates and cost estimates

*Proverb: he who writeth a vague scope
should expect outlandish quotes*

IRON ORE



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Instructions for KPI Workbook

Developing a Contract Specific KPI list

- To begin, select the type of contract from categories in the dropdown box below

consultants

- Now go to the Full KPI Sheet (next tab) which displays all of the available KPIs including a description of each KPI and the measurement to be used.
- In this sheet please refer to the column titled "KPI Level" (Column D). Level 1 KPIs are essential to all contracts. Level 2 KPIs are recommended for the selected contract category. Level 3 KPIs may be applicable to the selected contract category but need to be reviewed prior to selection.
- Review the KPIs for applicability to the Contract and select "Yes" or "No" in the relevant cells in Column E - "Include in this Contract?"
- Use the Filter button on this Column E to select all KPI's with 'Yes' to obtain the list of KPI's and their details specific to the Contract
- These KPIs shall be used in the formation of contract KPIs, quarterly/annual KPI reviews or to build a worksheet for measurement of supplier performance KPIs

Changing the KPI Levels

- Change KPI levels for KPIs for their relevant categories in the KPI Level Sheet
- When finished making changes, while holding down the **ctrl** key, press **t**, which will run a macro to update the KPI Levels

Adding a KPI

- In the KPI Level Sheet in the first blank row following the data, enter the information for
 - > The Key Results Area (Column A)
 - > The KPI (Column B)
 - > The KPI Level for each of the categories (see above)
- **Note:** *For the macros, there can not be duplicate KPI names. Rename any variations on the same KPI differently (eg. Add a number after the KPI name)*
- While holding down the **ctrl** key, press **t**, which will run a macro to include your new KPI
- Copy the first two cells of the row you have added and paste them at the beginning of the next available row on the Full KPI Sheet and fill in the remaining information required in that row

Adding a Category

- In the KPI Level Sheet, select the next available column and enter the new category in row 1
- Fill in the KPI Level numbers for each of the KPIs in the new category column
- While holding down the **ctrl** key, press **t**, which will run a macro to include your new category

Exporting for Contract Management

- In order to produce an updated version of the Contract Management KPI document, while holding down the **ctrl** key, press **e** and **save under a new name**

Key Results Area	KPI	Calculation	KPI Level	Include in this contract?	Level 0 (Below Threshold)	Level 1 (Threshold)	Level 2 (To Target)	Level 3 (Stretch)
HSEC	Total Recordable Injury Frequency Rate Improvement (1)	Actual 12-month Total Recordable Injury Frequency Rate (TRIFR) for Contractor personnel engaged in Contract activities compared to the TRIFR target (baseline) at the start of each reporting period.	1	Yes	>15%	15%	12.5%	10%
HSEC	Total Recordable Injury Frequency Rate Improvement (2)	Reduction of TRIFR, of contracting organisation by 5% per annum	2	No	>10%	10%	7.5%	5%
HSEC	Off or On Site Workshop / Work Area Inspections	Favourable result from BHPBIO audit / inspection of on or off site contractor work area(s)	2	No	Major remedial works required	Predominantly favourable but some works required	100% favourable - no changes required	7.5%
HSEC	Lost time injury / frequency rate	Reduction in LTI/FR per annum. LTIFR measured as: Number of recordable lost time injuries, divided by the amount of exposure hours, divided by 1,000,000	2	No	>10%	10%	7.5%	5%
HSEC	Lost time injuries	Number of Lost Time Injuries over the life of the contract (cumulative measure YoY)	2	No	>4	3-4	1-2	0
HSEC	Classified Injuries Frequency Rate	Reduction in CIFR per annum. CIFR measured as: Number of recordable Classified Injuries, divided by the amount of exposure hours, divided by 1,000,000	2	No	>10%	7.6 - 10%	5 - 7.5%	< 5%
HSEC	Classified Injuries	Number of Lost Time Injuries over the life of the contract (cumulative measure YoY)	2	No	>3	2-3	1	0
HSEC	Incident Reporting	Amount of Incidents not reported to BHPBIO (either safety, environment or otherwise related)	1	Yes			0	
HSEC	Significant Incident Report Close Out	Significant Incident Report corrective action items assigned to Contractor personnel that are closed in full by the due date / Total number of significant Incident Reports during the reporting period	2	No	<85%	85-95%	95-99%	100%
HSEC	Behaviour Based Safety Observations (Safe Act Observers / SAO's)	Number of SAOs / Target number of SAOs: Could be targeted at specific trade / employee categories if required (i.e. more for supervisors, than trades, than IAs)	2	No	<85%	85-95%	95-99%	100%
HSEC	Safety Meeting Participation	Attendance of Contractor key personnel as requested by our representative at scheduled safety meetings / Number due to attend	2	No	<75%	>75%	>85%	>95%
HSEC	Significant Environmental Incidents	Number of Significant Environmental Incidents (those classified as Moderate (Level 3), Major (Level 4) or Critical (Level 5) on the BHPBIO HSEC Consequence Severity Table) in the last three months	2	No	>1 for quarter	1 for quarter	0 for quarter	0 for two or more consecutive quarters
HSEC	Recycling	Meets agreed, contractor-specific recycling plan as established at the beginning of or during the contract	3	No	No		Yes	
HSEC	Indigenous Employment	% of workforce Indigenous	2	No	<5%	5-9%	10-14%	>14%
HSEC	Completion of Scheduled Area/Plant Inspections	Compliance with planned inspections	3	No	<90%	90-94%	95 - 99%	100%
Service Delivery	Service Disruption	(Number of instances that BHPBIO have had to reschedule planned works/services due to Contractor IR Issues / calendar day of year) X 100	2	No	>0.14	≥ 0.14 bbd < 0.28	≥ 0 and < 0.14	0
Service Delivery	Ad Hoc Service Turnaround (1)	Number of ad hoc jobs performed within estimated time given	2	No	<90%	90-95%	95-99%	100%
Service Delivery	Ad Hoc Service Turnaround (2)	Responses to work requests outside of normal work quantum(s)	2	No	<95%	95 - 99%	98 - 99%	100%
Service Delivery	Performance Against Schedule	Compliance to timelines and response rate targets given in contract	2	No	>1.5 hrs	≤ 1.5 hrs but > 1hr	≤ 1 hr but > 0.5 hr	< 0.5 hr
Service Delivery	Work-in-Progress Status Reporting	Accurate verbal status reports provided as requested (measured by hours taken to provide considering reasonable notice provided by us)	3	No	0	1	2	3
Service Delivery	Continuous Improvement Suggestions Logged	Number of innovative workable solutions suggested and logged during each quarter	3	No	<33%	33%	66%	100%
Service Delivery	Continuous Improvement Logged Suggestions Implemented	Number of logged continuous improvement suggestions implemented / continuous improvement suggestions logged	3	No	<90%	90%	100%	110%
Service Delivery	Volume against forecast/contracted (1)	Volume of work meets forecast/contracted commitment (only against contracts with guaranteed quantum)	3	No	<90%	90%	100%	110%
Service Delivery	Volume against forecast/contracted (2)	Amount of extra work completed for the amount of work above guaranteed quantum (where it exists).	3	No	<90%	96-97%	98-99%	100%
Service Delivery	Repair Lead Time	Compliance with agreed lead times for repairing the product or restoring service (SLA "fixed or resolution" times missed/ total no repairs carried out) X 100	3	No	>15%	11-15%	6-10%	<5%
Service Delivery	Planned Downtime	Compliance with agreed notice period for all planned downtime	3	No	>5% worse	1-4% worse	0-10% better	>10% better
Service Delivery	Planned Services / Works	Percentage of equipment downtime when compared with availability (Number of planned works completed within planned delivery dates / Number of planned jobs) X 100	2	No	>6%	5 - 6%	3 - 4%	<2%
Service Delivery	Response to alarms	Responses within agreed Slal time / Number of alarm activations	3	No	<95%	96-99%	98-99%	100%
Service Delivery	Response to incidents	Responses within agreed Slal time / Number of reported incidents	3	No	<95%	96-99%	100%	100%
Service Delivery	Area Checks Conducted	Number of area checks conducted / Number of scheduled area checks	3	No	<95%	96-99%	100%	100%
Service Delivery	Lock / Unlock Failure	Number of disruptions or inconveniences presented as a result of lock or unlock failure (measure to be decided)	3	No			100%	0
Service Delivery	Area Checks Conducted	Delivers within agreed SLA time / Number of scheduled area checks	3	No	<95%	96-99%	100%	0
Service Delivery	Waste Container Delivery	For Example: • New orders: within 5 days • Emergency priority: supplier to be on site within the relevant response time • Medium priority: supplier to be on site within 8 hours • Low priority: supplier to be on site within 24 hours	3	No	<95%	96-99%	100%	0
Service Delivery	Inspection Compliance	All inspections meet minimum inspection requirements	2	No	No	<75%	75-80%	>85%
Service Delivery	Call Response	Number of calls answered within 30 seconds / Total number of calls	2	No	No	No	Yes	
Service Delivery	Relevant Skills	Hiring manager satisfied with all temp labour within reporting period	3	No	No	No	Yes	
Service Delivery	Checks Carried Out	Number of roles fulfilled / Total requests	3	No	<75%	75-80%	81-85%	>85%
Service Delivery	Roles Fulfilled	Demonstrated ability to reduce the time taken to complete standard and measurable tasks, when measured against a time determined average, over a standard period	2	No	Case by Case Basis	Case by Case Basis	Case by Case Basis	Case by Case Basis

Key Results Area	KPI	consultants	housing maintenance	minor maintenance	sweeping services	waste management	security	labour hire	nursing	plumbing
HSEC	Total Recordable Injury Frequency Rate Improvement (1)	1	1	1	1	1	1	1	1	1
HSEC	Total Recordable Injury Frequency Rate Improvement (2)	2	2	2	2	2	2	2	2	2
HSEC	Off or On Site Workshop / Work Area Inspections	2	2	2	2	2	2	2	2	2
HSEC	Lost time injury frequency rate	2	2	2	2	2	2	2	2	2
HSEC	Lost time injuries	2	2	2	2	2	2	2	2	2
HSEC	Classified Injuries frequency Rate	2	2	2	2	2	2	2	2	2
HSEC	Classified Injuries	2	2	2	2	2	2	2	2	2
HSEC	Incident Reporting	1	1	1	1	1	1	1	1	1
HSEC	Significant Incident Report Close Out	2	2	2	2	2	2	2	2	2
HSEC	Behaviour Based Safety Observations (Safe Act Observations / SAO's)	2	2	2	2	2	2	2	2	2
HSEC	Safety Meeting Participation	2	2	2	2	2	2	2	2	2
HSEC	Significant Environmental Incidents	2	2	2	2	2	2	2	2	2
HSEC	Recycling	3	2	2	2	2	2	3	2	2
HSEC	Indigenous Employment	2	2	2	2	2	2	2	2	2
Service Delivery	Completion of Scheduled Area/Plant Inspections	3	2	2	2	2	2	3	3	2
Service Delivery	Service Disruption	2	2	2	2	2	2	2	2	2
Service Delivery	Ad Hoc Service Turnaround (1)	2	2	2	2	2	2	2	2	2
Service Delivery	Ad Hoc Service Turnaround (2)	2	2	2	2	2	2	2	2	2
Service Delivery	Responsiveness	2	2	2	2	2	2	2	2	2
Service Delivery	Performance Against Schedule	2	2	2	2	2	2	2	2	2
Service Delivery	Work-in-Progress Status Reporting	2	2	2	2	2	2	2	2	2
Service Delivery	Continuous Improvement Suggestions Logged	3	3	3	3	3	3	3	3	3
Service Delivery	Continuous Improvement Logged Suggestions Implemented	3	3	3	3	3	3	3	3	3
Service Delivery	Volume against forecast/contracted (1)	3	3	3	3	3	3	3	3	3
Service Delivery	Volume against forecast/contracted (2)	3	3	3	3	3	3	3	3	3
Service Delivery	Repair Lead Time	3	2	2	2	2	3	3	3	2
Service Delivery	Planned Downtime	3	2	2	2	2	3	3	3	2
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Quality	Warranty / Rework	2	2	1	2	2	2	2	2	1
Quality	Warranty / Rework	2	2	1	2	2	2	2	2	1
Quality	Customer Complaints	2	2	2	2	2	2	2	2	2
Quality	Responsiveness	2	2	2	2	2	2	2	2	2
Quality	Customer Satisfaction	2	2	2	2	2	2	2	2	2
Quality	Proactivity	2	2	2	2	2	2	2	2	2
Quality	Technical Support	2	2	2	3	3	2	3	3	2
Quality	Responsiveness	2	2	2	2	2	2	2	2	2
Quality	Responsive to Change/ Flexibility	2	2	2	2	2	2	2	2	2
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Operational Effectiveness	Audit Compliance	2	2	2	2	2	2	2	2	2
Operational Effectiveness	Invoice supporting documentation and detail	2	2	2	2	2	2	2	2	2
Operational Effectiveness	Invoice Accuracy	2	2	2	2	2	2	2	2	2
Operational Effectiveness	Invoice Timeliness	2	2	2	2	2	2	2	2	2
Operational Effectiveness	Invoicing efficiency (1)	2	2	2	2	2	2	2	2	2
Operational Effectiveness	Invoicing efficiency (2)	2	2	2	2	2	2	2	2	2
Operational Effectiveness	Provision of Estimates / Quote	2	1	1	2	2	2	1	2	1
Operational Effectiveness	Training days	2	2	2	2	2	2	2	2	2
Operational Effectiveness	BHPBIO specific training	2	3	2	2	2	2	2	2	2
Operational Effectiveness	Time sheets	2	2	2	2	2	2	2	2	2
Operational Effectiveness	Time Confirmations GSAP	2	2	2	2	3	2	2	2	2
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Place holder for Appendix 2 tb

Place holder for Appendix 2 tb

Contractor Health, Safety and Environment Management Plans



Document No SPR-IHS-SAF-094	Document Owner Dan Meredith Principal Safety Advisor
Issue No 4.0	Approver Rob Watson Manager Health, Safety & Environment

PURPOSE

This procedure describes the process for managing Contractor Health, Safety and Environment Management Plans on BHPB WAIO sites. The document sets out mandatory minimum requirements over and above relevant legislative standards.

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SAMPLE

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1.0 SCOPE

This document sets out the procedure for managing service Contractor Health, Safety and Environment Management Plans from the tender process through to mobilisation.

This document includes all BHP Billiton WAIO sites and offices excluding contract mines.

This HSE Contractor Management Plan Procedure shall only address specific (as indicated) steps of the overall BHP WAIO Contractor Management Process owned by the Supply Department.

2.0 PROCESS

The Contractor Health, Safety and Environment Management Plan shall be subject to review as determined in accordance with this procedure, based on criteria established under section 3.0 of this document as well as those minimum expectations set out in relevant legislation, codes of practice, Australian Standards and guidelines. This process is represented diagrammatically in section 4.0.

2.1 SOURCING STRATEGY (STEP 5)

The Contract Owners Representative shall carry out a HSE risk assessment to determine the overall level of risk inherent in the work required for the Contract. The assessment shall determine if a requirement exists for Contractors to include a HSE Management Plan and associated documentation as a component of their Tender submission. Low risk contracts do not require CHSEMPs.

2.2 TENDER PACK (STEP 11)

Where required, BHPB WAIO Supply shall provide Contractors with a copy of this procedure, as well as an electronic copy of the CHSEMP Self Assessment Tool as a part of the tender package.

2.3 REVIEW HSE MANAGEMENT PLANS (STEP 21)

The following conditions shall apply for the review of all Contractor Health Safety and Environment Management Plans;

- a) All CHSEMP's covering contracts across multiple BHPB WAIO sites shall be reviewed by a Perth HSE Specialist.
- b) All CHSEMP's covering contracts across single BHPB WAIO sites shall be reviewed by a site HSE Specialist.
- c) Personnel appointed to complete CHSEMP assessments shall be appropriately trained.
- d) Self assessments shall be completed using the CHSEMP Self Assessment Tool which shall be included in the Tender pack.
- e) All CHSEMP reviews shall consist of an assessment of the CHSEMP including the risk register and the self assessment completed by the Contractor.
- f) Each non-compliant finding from the assessment shall include a recommendation and priority rating.
- g) Completed assessments shall be returned to Supply.

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2.4 PROVIDE SHORTLISTED TENDERERS WITH FEEDBACK (STEP 25)

A BHPB WAIO Supply representative shall provide each short listed tenderer with findings and recommendations from the HSE review and negotiate commitment to the necessary improvements and/or changes prior to award of the Contract.

2.5 REVIEW TENDERER RESPONSES (STEP 26)

The HSE Specialist shall be available to provide clarification or confirmation of assessment findings, to Contract Owners and/or Supply as well as subsequent CHSEMP re-assessment if required.

2.6 CONDUCT MOBILISATION MEETING (STEP 40)

Prior to mobilising to site, the Contract Owner shall coordinate a mobilisation meeting. The Contract Owner shall ensure appropriate HSE representation is at this meeting.

The HSE Specialist shall discuss the CHSEMP and any recommendations made during the review phases.

2.7 MANAGE CONTRACT IMPLEMENTATION (STEPS 56 AND 65)

The Contract Owner's Representative shall:

- a) be trained to conduct in-field inspections
- b) carry out the inspection in accordance with the Contractor infield inspection and assessment procedure (SPR-IHS-SAF-099)
- c) record assessment results and actions in FPe
- d) complete an in-field inspection of the Contractors' HSE compliance as per the following table, and
- e) attend Contract review meetings

Risk	1	1	1
Extreme	1	1	1
High	2	2	1
Moderate	3	3	2
Low	4	4	3
\$0 - \$5M		\$5M - \$20M	> \$20M
Annual Contract Value			

- 1 Monthly meetings with Contract Owner, Contract Owner's Representative, Contract User and Supply. (HSE and HR attendance optional.) In-field assessments every 12 months & in-field inspections every month.
- 2 Quarterly meetings with Contract Owner, Contract Owner's Representative and Contract User. (Supply, HSE and HR attendance optional.) In-field assessments every 24 months & in-field inspections every two months.
- 3 Half yearly meetings with Contract Owner, Contract Owner's Representative and Contract User. (Supply, HSE and HR attendance optional.) In-field assessments every 36 months & in-field inspections every six months.
- 4 Annual meetings with Contract Owner, Contract Owner's Representative and Contract User; if regular site presence, in-field inspections every 6 months and in-field assessments by request.

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2.8 OVERSEE CONTRACTOR HSE (STEP 74)

- The HSE Specialist shall:
- | | | | |
|---|---|---|---|
| | 1 | 1 | 1 |
| | 2 | 2 | 1 |
| a) be trained to conduct in-field assessments | 3 | 2 | |
| b) complete an in-field assessment of the CHSEM ⁴ within 30 days ³ of mobilisation to site | | | |
| c) carry out assessments in accordance with the Contractor infield inspection and assessment procedure (SPR-IHS-SAF-099) upon request from the Contract Owner | | | |
| d) provide assessment results to the Contract Owner | | | |
| e) record assessment results and negotiated actions in FPe | | | |
| f) complete in-field assessments of the CHSEMP as per the following table: | | | |

Risk	1	1	1
Extreme	1	1	1
High	2	1	1
Moderate	2	2	1
Low	4	3	3
	\$0 - \$5M	\$5M - \$20M	> \$20M
	Annual Contract Value		

1 = In-field assessment every 12 months.

2 = In-field assessment every 24 months.

3 = In-field assessment every 36 months.

4 = Assessment on request from Contract Owner only.

	1	1	1
	2	2	1
	3	3	2
	4	4	3

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3.0 CONTRACTOR HSE MANAGEMENT PLAN CONTENT

BHPB WAIO expects that the following content, or equivalent materials are included in the Contractors HSE Management Plan. Where a requirement is not applicable the Contractor shall document justification to reflect this. The Contractor acknowledges that these requirements are supplemental to, and do not limit or deviate from the Standard Terms and Conditions of the Contract.

Upon request, the Contractor shall provide BHPB WAIO with documented evidence to support compliance to all minimum requirements.

3.1 OVERVIEW

BHPB WAIO requires that the Contractor operates with regard for the HSE considerations of all persons and property on or about any Company sites. All Contractors must have HSE management systems which are consistent with the company's zero harm philosophy, Policies and Standards including:

- a) BHP Billiton Sustainable Development Policy
- b) Health, Safety, Environment and Community (HSE) Management Standard
- c) Environment Standard
- d) Fatal Risk Control Standard
- e) Health and Hygiene Standard
- f) BHP Billiton Guide to Business Conduct
- g) Catastrophic Risk Management
- h) Asset Protection Standard
- i) Community Standard

Copies of these documents are available from the Contract Owner.

It is the Contractor's responsibility to ensure that all personnel whilst on site adhere to all BHP Billiton WAIO HSE policies, standards and procedures. This includes Sub-Contractors and Suppliers.

Failure by any of the Contractor's personnel to comply with any HSE requirement or directive from the Company's representative may result in removal from site at the Contractor's expense.

3.2 LEADERSHIP AND ACCOUNTABILITY

- a) The Contract Owner shall review and approve Contractor key personnel prior to their mobilisation to site. The Contract Owner shall take into account relevant HSE skills and experience when determining each key individual's suitability for the role.
- b) The Contractor shall specify the minimum amount of time line management shall spend in the field monitoring, supervising and influencing work activities. Frontline supervision must demonstrate minimum 50% 'time-in-field'.
- c) The Contractor shall have a documented reward and recognition program that encourages employee participation in improving HSE performance.
- d) The Contractor shall have a "Just Culture" approach to consequence management. This procedure is to be aligned with the BHPB WAIO Just Culture Decision Tree (ref: WIN-IHS-GEN-004).
- e) A documented risk-based assessment shall determine supervisory requirements for small crews in remote locations or staff required to work outside ordinary working hours (see also fatigue management SPR-IHS-SAFOH-004).
- f) The Contractor shall document and communicate HSE responsibilities and accountabilities for all employees.

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3.3 LEGAL AND OTHER REQUIREMENTS

A HSE Compliance and Commitments Register detailing legal and other requirements shall be maintained, communicated, accessible and complied with.

3.4 FRCS'S AND PERFORMANCE STANDARDS

- a) The BHP Billiton Fatal Risk Control Standards (FRCS) are BHPB global level documents that define the mandatory performance requirements in 10 key fatal risk areas to prevent fatalities and significant incidents.

The Standards outline mandatory requirements to be followed by all Contractors for the following risk areas:

1. Road going vehicles	6. Molten materials
2. Surface mobile equipment	7. Equipment safe guarding
3. Explosives and blasting	8. Isolation and permit to work
4. Ground control	9. Working at heights
5. Hazardous materials	10. Lifting operations

The Fatal Risk Control Standards can be found at <http://bhpbilliton.com/bb/bhpBillitonSuppliers.jsp>

- b) In addition to the global FRCS's, WAIO has additional Performance Standards for all WAIO sites. Where the Contractor's work includes any of the following hazards the Contractor shall adopt the relevant BHPB WAIO Performance Standards:

Working at heights	Equipment safe guarding
Traffic management	Isolation
Electrical systems	Rail interaction
Lifting	Ships lines

3.5 HAZARDS AND RISK

- a) All activities shall be carried out in accordance with the relevant BHPB WAIO procedure (or equivalent). For repetitive and frequently occurring tasks a Work Instruction shall be provided to the Contract Owner for approval.
- b) All routine tasks shall be carried out under a Work Instruction. The Work Instruction shall detail how the task will be completed assessing planning of the task, the people involved in the task, the equipment to be used for the task and the management of change during completion of the task.
- c) Activities not covered under a Procedure shall be managed using a three-tiered risk management process consisting of Take 5's, Job Hazard Analysis and Formal Risk Assessments or equivalent as agreed by the Contract Owner.
- d) Site-based contracting personnel shall be made familiar with the risk management processes relevant to their position.
- e) The Contractor shall have an up to date Risk Register recording identified risks and relevant controls. The Risk Register which reflects the scope of work is to accompany the Tender submission and remain up to date throughout the life of the Contract.

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3.6 PLANNING, GOALS AND TARGETS

- a) HSE KPI's (both lead and lag indicators) are to be established in conjunction with the Contract Owner and communicated to all levels of the Contractor's organisation.
- b) A system to record and report progress toward KPI's shall be maintained.

3.7 AWARENESS, COMPETENCE AND BEHAVIOUR

- a) In addition to company staff training and inductions, all Contractors shall attend the following:
 - WAIO general induction
 - Site specific induction
 - Departmental/area inductions
 - Fatigue management training
- b) Minimum competency requirements for Contractor personnel occupying positions equivalent to supervisor or above shall hold the following nationally recognised competencies;

Course code	Course title
RIIRIS301A	Apply risk management processes
RIICOM301A	Communicate information
RIIBEF402A	Supervise on-site operations
BSBMGT401A	Show leadership in the workplace

Leadership personnel will be required to provide details showing successful completion of the above qualifications at a minimum Certificate III level, issued by a Registered Training Organisation (RTO) under the Australian Qualifications Training Framework (AQTF).

- c) Prior to mobilisation the Contractor shall provide the Contract Owner with documented evidence of all core competencies for all site based staff. Certifications shall include but are not limited to;
 - Trade competencies/certifications
 - Licences and Verification of Competencies (VOC's) to operate designated plant and equipment
 - Licences to perform regulated activities. Examples include forklift, scaffolding, dogging, rigging etc
- d) Recognition of current competencies and prior learning shall be granted provided that the training has been delivered by a BHPB WAIO approved training provider.

Note: BHPB WAIO shall track training expiry dates and access to sites shall be withdrawn if these dates are exceeded.

- e) The Contractor shall comply with or align to the BHPB WAIO behavioural based safety program . As a minimum, this program shall contain in-field safe act observations or equivalent as agreed by the Contract owner.
- f) The Contractor shall have a process for mentoring new/inexperienced employees and this shall be described in the CHSEMP.

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3.8 COMMUNICATION AND CONSULTATION

- a) The Contract Owner, in conjunction with the Contractor, shall determine the stakeholder communication requirements for the contract.
- b) As a minimum, the Contractor shall conduct the following:
 - i. Daily pre-start meetings
 - ii. Weekly toolbox talks
 - iii. Monthly HSE meetings and minutes circulated to all employees
 - iv. A shift handover communication process
- c) In addition to the above, the Contractor shall have processes to effectively communicate:
 - i. HSE performance on a regular basis
 - ii. Shared learnings from both internal and external incidents
 - iii. Procedure changes
- g) The Contractor shall have a process for the tracking and resolution of health and safety issues. The process shall be separate to the management of industrial relations concerns as dealt with by the Human Resources Issue Resolution process and shall be specific to HSE issues.

3.9 DESIGN, CONSTRUCTION AND COMMISSIONING

- a) Where applicable, the Contractor shall have a design manual with supporting procedures and specifications to ensure designs comply with Australian and industry accepted standards for safe equipment and structure.
- b) The Contractor shall comply with BHPB WAIO minimum standards for constructability, operability, maintainability and sustainability ref SPR-IHS-SAF-076.
- c) A risk-based Commissioning Plan shall be completed by the Contractor and approved by the Contract Owner prior to commissioning activities are carried out.

3.10 OPERATIONS, AND MAINTENANCE

- a) The Contractor shall ensure safe work activities are verified in the field as per scheduled inspection rosters.
- b) The Contractor shall ensure that the process by which employees access work procedures is described and communicated to employees.
- c) The Contractor shall ensure that registers for plant, tools, rigging, hazardous substances and electrical items are available.
- d) The Contractor shall ensure an inspection schedule and results of those inspections for all plant, tools, rigging, hazardous substances and electrical items are available.
- e) The Contractor shall ensure maintenance, testing, calibration and certification of plant and equipment is carried out to manufacturer recommendations and records of such are maintained.

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- f) The Contractor shall ensure that no prohibited tools are on site. A list of prohibited tools is available from the Contract Owner or Owner's Representative upon request (ref: REG-IHS-SAF-026).
- g) The Contractor shall comply with the relevant BHPB WAIO permit systems.

The permits when issued may impose other obligations on personnel (e.g. provision of an observer for confined space entries) with which personnel must comply.

The Contractor must identify and obtain the applicable permit from the Company prior to the commencement of Services. Activities that require Permits to Work include, but are not limited to, the following:

Item	Item
Authority to work SPR-IHS-SAF-059	Journey Management & Off-site driving SPR-IHS-000-001
Confined space entry SPR-IHS-SAF-070	Land disturbance (PEAHR) WIN-ENV-PEAHR-001
Isolation, Lockout & Tagging SPR-IHS-SAF-024	Working at heights SPR-IHS-SAF-019
Hot work SPR-IHS-SAF-034	Excavation & Penetration SPR-IHS-SAF-001
Asbestos removal permit SPR-IHS-SAFHY-005	Others

- h) Where shutdown activities are involved, the Contractor shall follow the BHPB WAIO shutdown planning procedure (WIN-MTP-GEN-008) or equivalent as agreed with the Contract Owner.
- i) The Contractor shall provide a documented demobilisation process.

3.11 INCIDENTS AND EMERGENCIES

- a) A documented process is required that mandates all work is to be discontinue following any significant incident as soon as it is safe to do so. Work shall not resume until all temporary actions have been implemented and approval provided by the Contract Owner.
- b) BHPB WAIO reserves the right to conduct investigations for any incident. The Contractor shall commit to assist in this regard as required in a timely fashion.
- c) Temporary or permanent corrective actions once implemented shall be verified as effective.
- d) Ongoing 'close out' actions shall be monitored in FPe or other approved tracking system.
- e) The Contract Owner shall determine the extent of the emergency system requirements of the Contractor prior to mobilisation. As a minimum, the Contractor shall have:
 - i. Emergency rescue plans for high risk activities.
 - ii. Where required to provide an emergency team or team member, the team shall be trained in handling emergencies consistent with the Contract. Training shall be conducted by a certified organisation and coordinated with the WAIO Site Emergency Services Officer (ESO).
 - iii. Evidence is required of periodic emergency scenarios practiced as part of emergency exercise training.
- f) The Contractor shall have a process for investigating incidents and staff appropriately trained in that process.

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3.12 MANAGEMENT OF CHANGE

- a) The Contractor shall ensure that a system is in place to stop and re-assess HSE and other risks when planned or unplanned changes occur, whether permanent or temporary.
- b) The Contractor shall ensure personnel are trained to a competent level to identify what constitutes a change and how to initiate the agreed change management process.
- c) Emergency changes shall have prior approval from the Contract Owner.
- d) Actions as a result of the change shall be tracked in FPe or other approved system.

3.13 MONITORING, AUDITING AND REVIEW

- a) Minimum monthly systems audits and weekly comprehensive field inspections shall be carried out by the Contractor.
- b) The Contract Owner shall approve tools used for audit and inspection prior to mobilisation to site.
- c) The Contractor shall ensure that HSE performance information captured identifies trends, measures progress, assesses compliance and drives continuous improvement.
- d) The Contractor shall regularly report on the status of close out actions resulting from audits, inspections and incidents to the Contract Owner.
- e) Reports detailing audits, safe act observations, field inspections, etc, shall be submitted to the Contract Owner monthly.

3.14 HEALTH AND HYGIENE

- a) The Contractor shall implement pre-employment medical assessments that meet BHPB WAIO Standards. Refer to the Human Resources Management Standard in Schedule 2 of the Service Contract for more information.
- b) Fitness for work programs that include drug and alcohol testing shall be implemented across all sites.
- c) The Contractor should support BHPB WAIO in our health programs and encourage its work force to participate (eg: quit smoking campaigns, nutrition, physical activity, heat stress, etc)
- d) The Contractor shall comply with the BHPB WAIO Fatigue Management Procedure (Ref **Error! Hyperlink reference not valid.**)
- e) The Contractor shall ensure all personnel are supplied with, and trained in, the correct use of the following minimum clothing and personal protective equipment:
 - i. Hard hats;
 - ii. 100% cotton trousers and 100% cotton long sleeve shirts;
 - iii. High visibility clothing with reflective strips;
 - iv. Hard toe, lace-up safety footwear;
 - v. Eye protection with side shields (minimum medium impact);
 - vi. Hand protection (gloves); and
 - vii. Other PPE as required.

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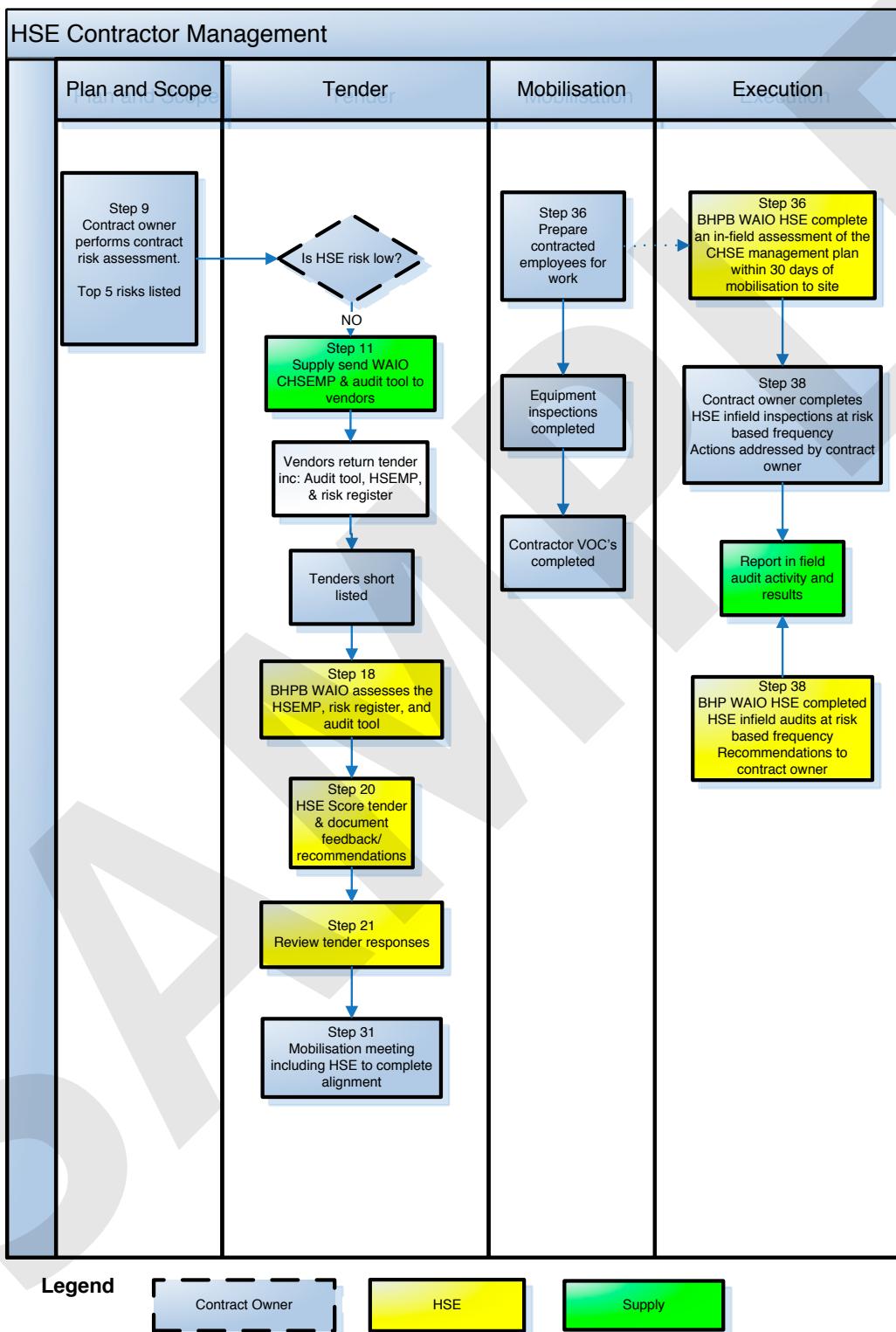
3.15 ENVIRONMENT

- a) The Contractor shall have a hydrocarbon spill response and reporting procedures.
- b) The Contractor shall adopt or align with BHPB WAIO's waste management procedure (SPR-IEN-WASTE-001).
- c) The Contractor shall obtain approval from the site Hazardous Materials Coordinator prior to bringing hazardous materials to site.
- d) The Contractor shall nominate and train a responsible person to manage hazardous substances within the Contractor site-based organisation e.g. dangerous goods training.
- e) The Contractor shall ensure BHBP WAIO written authorisation is obtained prior to any land clearance or disturbance.
- f) The Contractor shall ensure there is a dust mitigation procedure.
- g) The Contractor shall ensure no material is discharged into or removed from waterways without prior written approval from BHPB WAIO.
- h) The Contractor shall ensure all mobile equipment is washed down for weed control before arriving at site and upon leaving site at the completion of contracted work.
- i) The Contractor shall ensure an energy minimisation program is in place.

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4.0 FLOWCHART



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5.0 DEFINITIONS AND ABBREVIATIONS

TERM	DESCRIPTION
BBS	Behavioral Based Safety (program)
BHPB	BHP Billiton
Blue Basics/ Blue Leadership	BHP Billiton WAIO leadership training
CHSEMP	Contractor Health Safety & Environment Management Plan
Contract Owner	BHP Billiton WAIO representative responsible for delivering the contract
Contract Owners Representative	BHP Billiton WAIO representative who reports to the Contract Owner (delegate of the Contract Owner)
D & A	Drug and Alcohol
FPe	First Priority Enterprise (BHP Billiton HSE database)
FRCS	BHPB Fatal Risk Control Standard. This standard defines the mandatory BHP Billiton performance requirements in ten key fatal risk areas to prevent fatalities and significant incidents.
HSE	Health Safety & Environment
HSE Specialist	A BHPB WAIO employee specifically trained in the application of this procedure. This role may be performed by HSE or other personnel nominated by HSE.
ICAM	Incident Cause Analysis Method (root cause accident/ incident investigation tool).
JHA	Job Hazard Analysis is a team process used to systematically identify and record hazards and preventative controls associated with a task or activity. The JHA process is a formal hazard analysis process and is a component of the overall on the job Risk Management Process.
Just Culture	A "just" culture provides a fair and productive alternative to the two extremes of punitive or blame-free cultures. A "just" culture balances the need to have a non-punitive learning environment with the need to hold persons accountable for their actions. A "just" culture contrasts with the disciplinary standards represented by both extremes of a punitive or blame-free culture.
Kick off meeting	A (pre) mobilisation meeting designed to ensure full alignment between Contractor and BHPB WAIO systems. The forum is used to set performance and other criteria for the contract.
KPI	Key Performance Indicator
Operating Discipline	Adhering to business processes and expectations characterised by the way in which we operate our business.
PEAHR	Project Environmental Aboriginal Heritage Review. The Environmental, Aboriginal Heritage, Land Tenure legal requirements that are required, prior to any land disturbance or change in land use activity being approved.
Risk Register	A list of hazards, associated risks (pre and post control) and controls, sorted in order of the highest to lowest risk.
SAO	Safe Act Observation is a process used to identify both safe and at risk work behaviors, ensure safe work procedures are being followed and to facilitate supervision and employees to proactively discuss Health, Safety and Environment issues while on the job.

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TERM	DESCRIPTION
Shall	The word "shall" is to be understood as mandatory
Sub-Contractor	Shall be read as Contractor
Supply	BHP Billiton Western Australia Iron Ore supply department
Take 5	The Take 5 process is a simple form of individual hazard identification and control assessment, where the individual must review the workplace, system of work and work environment immediately prior to starting a task, ensuring controls are in place to prevent exposure to themselves or work colleagues.
VOC's	Verification of Competency
WAIO	Western Australia Iron Ore
WIN's	Work Instructions

6.0 REFERENCES

REFERENCE	AUTHOR	TITLE
POL.004	Ian Wood	BHP Billiton Sustainable Development Policy
STA.009	Ian Wood	Health, Safety, Environment and Community (HSE) Management Standard
GLD.009	Andre van der Bergh	Asset Protection Standard
GLD.009	Dan McLaughlin	Environment Standard
GLD.010	David Jenkins	Fatal Risk Control Standard
GLD.011	Tim White	Health and Hygiene Standard
POL.005.17	Holly Lindsay	BHP Billiton Guide to Business Conduct
WIN-IHS-GEN-004	Anton Fouché	WAIO Just Culture Decision Tree
Error! Hyperlink reference not valid.	Fiona Rosenberg	WAIO Fatigue Management
SPR-IHS-SAF-076	Richard Keys	Designing for HSEC, Constructability, Operability, Maintainability & Sustainability
REG-IHS-SAF-026	Greg Taylor-Adams	Prohibited and Restricted Tools Register
SPR-IEN-WASTE-001	Kylie Reynolds	Waste management procedure
SPR-IHS-SAF-059	Paul Slocombe	WAIO Authority to Work
SPR-IHS-SAF-070	Dion Paunich	WAIO Confined Space Management
SPR-IHS-SAF-024	Paul Slocombe	Isolation, Lockout and Tagging Procedure
SPR-IHS-SAF-034	Megan MacLean	Hot Work Permit Procedure
SPR-IHS-SAFHY-005	Amie Haynes	Management of Asbestos
SPR-IHS-000-001	Martin Large	Journey Management and Off Site Driving
WIN-ENV-PEAHR-001	Michelle Vardy	Project Environmental Aboriginal Heritage Review Procedure
SPR-IHS-SAF-019	Gerhard Veldsman	Working at Heights Permit
SPR-IHS-SAF-001	Barry Bishop	WAIO Health & Safety Excavation & Penetration
SPR-IHS-SAF-099	Dan Meredith	Contractor infield assessment and inspection
FRM-IHS-SAF-162	Dan Meredith	Contractor Health, Safety and Environment Management Audit Tool

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7.0 DOCUMENT REVISION CONTROL

Electronic Approval Record		
Reviewer Role	Name	Date
Principal Safety Advisor: Dan Meredith	Dan Meredith	06/01/2010
Manager HSE Rail	Dave Drummond	
Manager HSE [NJV]	Tim Dahlheimer	
Manager HS Yandi/Yarrie	Dion Paunich	
Manager HSE Technical Services	Sherelle Howitt	
Principal Health & Hygiene Advisor	Bobbie Walker	
HSE Manager AreaC	Scott Yarrow	
Manager HSE - Port	Chris Fox - acting	
Approved By	Manager WAIO HS: Rob Watson	07/01/2010
	VP HSE: Mark Filtness	

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CONTRACTOR HUMAN RESOURCES MANAGEMENT STANDARD



Brief description

The purpose of this document is to outline the standard by which contractors will manage their people on all BHP Billiton Iron Ore sites. This document sets out the minimum mandatory requirements, over and above relevant legislative requirements that the contractor must demonstrate compliance.

Audience

WAIO Employee Relations and Supply personnel involved in tendering and reviewing requests for contract where the proposed contractor will be expected to have personnel present on WAIO sites.

Key contact

Michael Hoare, Employee Relations Manager

Related Documents

[Fatigue Management Procedure](#)

[BHPBIO Drug and Alcohol Awareness](#)

[BHPB Billiton Code of Business Conduct](#)

Related Applications

Contractor Self Assessment Tool <Link to i: drive>



CONTRACTOR HUMAN RESOURCES MANAGEMENT STANDARD



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2. SCOPE

This document sets out the procedure for management of contractor human resource practices from Tender Phase through to mobilisation and execution of contract. The standard which contractors are required to demonstrate compliance are outlined in section 4.0 of this document.

The overall BHPB WAIO Contractor Management Process is owned by the Supply Department, whilst the subject matter is reviewed by the Human Resources (HR) Department.

3. PROCESS

Contractor human resource practices shall be subject to review in accordance with this Contractor Human Resources Management Standard document (the “CHRMS”) as well as the minimum expectations set out in relevant legislation and Codes of Practice. This review process is outlined diagrammatically in section 4.0 of this document.

3.1. TENDER PACK

BHPB WAIO Supply shall provide Contractors with a copy of section 4.0 of this Management Standard in the form of a contract schedule, as well as an electronic copy of the HR Self Assessment Tool as part of the Tender package.

3.2. CONTRACTOR SELF ASSESSMENT

Based on the Contractor HR Management Standard, Contractors will complete the HR Self Assessment Tool as part of their Tender submission.

3.3. REVIEW OF CONTRACTOR HR MANAGEMENT PRACTICES

The following shall apply for the review of all Contractor Human Resource Management Self Assessment submissions:

- a. The Contractors HR Self Assessment Tool shall be reviewed by a Perth HR representative for contractors tendering for work across multiple BHPB WAIO sites.
- b. The Contractors HR Self Assessment Tool shall be reviewed by a site HR representative for Contractors tendering for work on only one BHPB WAIO site.
- c. The HR Self Assessment shall be completed by the contractor, using the assessment tool provided by Supply. Supporting evidence for the criteria must be provided to demonstrate compliance.
- d. BHPB WAIO HR personnel responsible for completing the review of Contractor Self Assessments shall be appropriately trained in the content and methodology of the Contractor HR Management Standards and the Self Assessment Tool.
- e. All reviews shall include an evaluation of the Tenderer’s Self Assessment, along with verification of evidence.
- f. Each non-compliant finding from the assessment shall include a recommendation.
- g. Completed reviews shall be returned to Supply for feedback to the Tenderer.

CONTRACTOR HUMAN RESOURCES MANAGEMENT STANDARD



3.4. PROVIDE SHORTLISTED TENDERERS WITH FEEDBACK

Supply shall provide each short-listed Tenderer with findings and recommendations from the CHRMS review and negotiate a timeframe for further review of the non-compliant sections.

HR shall be available to clarify questions from Supply and/or Contract Owners.

3.5. REVIEW TENDERER RESPONSES

Prior to contract award the HR representative will review the section of non-compliance to ensure the Tenderer has implemented the necessary changes or alternatively ensure the Contractor has a compliance action plan in place to facilitate the improvement.

3.6. CONTRACT AWARD

To meet BHPBIO's site access requirements, the responsible HR Representative will assist the Contractor in setting up access to ERMS and the Safety Test, which will be conducted through external providers.

3.7. CONDUCT MOBILISATION MEETING

Prior to mobilising to site, the Contract Owner shall coordinate a mobilisation meeting. The Contract Owner shall ensure appropriate HR representation at this meeting. The HR representative shall discuss any outstanding items from the review phase and also provide the appropriate forms and procedures for setting the contractor up in ERMS.

3.8. CONTRACTOR HR MANAGEMENT AUDIT FREQUENCY

The Contractor must, at all times, be able to demonstrate compliance with the HR Management Standards. BHPB WAIO will monitor compliance through regular meetings with the Contractor and a formal audit process. Frequency of audit will be determined at time of Tender Review, based on labour numbers and Industrial Relations risk.

4. HUMAN RESOURCES MANAGEMENT STANDARD

4.1. RECRUITMENT

The HR Management Standards have been developed to ensure Contractor human resources management practices address all key areas of employee relations risk. The standard applies to all WAIO sites and offices and all contractors are required to demonstrate they are compliant with these standards.

These requirements are supplemental to, and specific to the scope of work, and do not limit or derogate from the Standard Terms and Conditions of the Contract and the obligations contained in the Fair Work Act 2009.

CONTRACTOR HUMAN RESOURCES MANAGEMENT STANDARD



4.1.1. Recruitment Capability

Specific to the works to be performed, the contractor must outline the structure and resources of the recruitment and selection function. At a minimum the contractor must provide evidence of:

- Experienced recruitment personnel, specific to the mining industry
- Details of the location of the Recruitment office, Recruitment team names and contact details.

4.1.2. Labour Sourcing Strategy

Recruiting appropriately skilled and competent people is a key area of focus for BHPB WAIO.

Contractors must demonstrate that any constraints in sourcing labour have been identified and addressed. This should include a description of their intended strategy for delivering and retaining a skilled and competent workforce for the works to be performed on site. Specifically addressing at a minimum:

- Methods of sourcing qualified labour
- Interstate and overseas sourcing
- Legislative obligations
- Indigenous engagement
- Apprentice or traineeship employment

4.1.3. Recruitment Procedure

The Contractor must describe their recruitment procedure, ensuring that the mandatory BHPB WAIO requirements for site access are incorporated.

At a minimum the Contractor must provide evidence of:

- Interview
- Situation Safety testing
- Verification of
 - Licences
 - Professional qualifications
 - Trade certificates
 - Competency
- Reference checking (minimum of three)
- Completion of a medical assessment and drug and alcohol screening
- (If successful) Comprehensive contract of employment detailing applicable policies
- Site access and accommodation requirements
- Induction requirements

4.2. INDIGENOUS ENGAGEMENT

The Contractor must provide demonstrated evidence of commitment to indigenous employment. In particular:

- Documentation of the organisation's target indigenous participation rate.
- Training initiatives to promote and encourage employment opportunities for Indigenous people
- Inviting Indigenous contracting entities with demonstrated capacity to submit tenders for work in respect to the contract.
- Ensuring Sub Contractors are aware of the commitment to Indigenous engagement and where possible and practicable will offer employment to Indigenous persons from the local district or adjoining districts

BHPBIO reserves the right to set specific targets for indigenous employment participation rates within the terms of the contract.

4.3. LEADERSHIP AND SUPERVISION

4.3.1. Supervisor competence and development

Supervisors play a key role in the safe and successful completion of work. Supervisors employed or to be employed on BHPB WAIO sites are required to:

- Have demonstrated site experience in managing operations and people.
- Have demonstrated site experience in managing a Safe System of Work
- Commitment to spending 50% of their time in the field with their direct reports monitoring, supervising and influencing work activities. (The equivalent in field time commitment for superintendents is 30% and managers 10%).

Supervisors will be expected to have the following competencies prior to mobilisation to site:

- RIIRIS301A – Apply risk management processes
- RIICOM301A – Communicate information
- RIIBEF402A – Supervise on-site operations
- BSBMGT401A – Show leadership in the workplace

Where a Contract employee is promoted to a Supervisory level through in-field appointment, they are required to first have gained the above competencies. The Contract employee will also be required to resubmit a 'Request for Verification' through ERMS.

4.3.2. Span of Control

Contractors must ensure they comply at all times with the following BHPB WAIO Span of Control Standards:

- Each workgroup will have an appointed Supervisor with the ratio no greater than 1:13. In the case of shutdowns and Sustaining Capital projects, the ratio shall be 1:10
- Where there are less than 25 contract employees doing maintenance work there will be a minimum of 1 BHPB WAIO appointed supervisor
- For production work there will be a ratio of 1:15 supervisor to production employees

CONTRACTOR HUMAN RESOURCES MANAGEMENT STANDARD



The use of Leading Hands is an acceptable way to manage temporary supervision requirements if the following conditions are met:

- The Leading Hand has completed the relevant supervisor training requirements above.
- The Leading Hand is no longer performing their substantive role and is acting purely as a Supervisor.

The Contractor must identify the proposed manning requirements for the scope of works, to include:

Job Classification	Direct Hire employees	Sub contractor employees	Apprentice/Trainee	Proposed date to mobilise

4.4. TRAINING AND DEVELOPMENT

The Contractor must ensure that all of its employees are trained, competent and experienced to perform the classification of work for which they are employed.

The Contractor must maintain up to date records of all employees' qualifications and competencies including licences, certificates and VOCs. The supervisor of work on site must be able to demonstrate access to, and understanding of, the qualifications and competency of the employees for which they are responsible for supervising.

Training and assessment must align to national competency standards where they exist.

All employees must receive training in the Safe System of Work for the applicable site.

4.5. MOBILISATION

4.5.1. ERMS

Contractor access to BHPB WAIO sites is controlled through the Enable ERMS system. This system details the mandatory requirements for gaining site access. The Contractor must ensure this process is included for both new and existing employees mobilising to site.

Upon award of contract, the responsible HR Representative will email the Contractor with the necessary forms to set up an account in ERMS. The Contractor must complete these forms and email back to the HR Representative who in turn will approve and submit to Enable Support.

A copy of the Guide to ERMS is located at www.enablecentral.com.au

4.5.2. Situational Safety Awareness Testing

Prior to mobilisation to any BHPB WAIO site, the contractor must ensure that each employee has completed sufficient safety competence training through obtaining proficiency in a safety test that complies with the requirements set out in appendix 1. This is a condition of each of the Contractor's employees' admission and access to any BHPB WAIO site.

BHPB WAIO does not dictate to contractors the precise safety test which must be used, so long as it complies with the requirements set out in appendix 1. However, the test administered by Psyfactors Pty Ltd complies with those requirements. That test is available on: <http://www.psyfactors.com> and BHPB WAIO has negotiated a preferential rate per test for its contractors. The "proficiency" mark for the Psyfactors test is 57 or greater.

Contractors should note, however, that neither BHP Billiton Iron Ore Pty Ltd nor any of its officers, employees or related entities makes any representation or warranty as to the availability or quality of any testing sourced from Psyfactors Pty Ltd or from any other person.

4.6. FITNESS FOR WORK

Contractors are responsible for ensuring all employees are 'fit for work' whilst on site through a process of assessment, education and assistance.

A successful Fitness For Work Procedure should ensure employees are physically and mentally capable of performing the required work safely and are not under the influence of (or impaired by) drugs, alcohol or fatigue.

Contractors must be able to provide BHPB WAIO with documented evidence of an effective process for managing fitness for work on site by describing:

- Fitness for work management
- Medical and physical assessments
- Fatigue management
- Alcohol and other drugs testing/management
- Employee Assistance Program
- Healthy Lifestyle Programs

Practices should, at a minimum, be equivalent to the BHPBIO Drug and Alcohol Awareness Program and BHPBIO WAIO Fatigue Management Procedure.

The Contractor must provide details of the process for managing employees who are non compliant with the Fitness for Work Procedure.

4.7. RIGHT OF ENTRY

The Contractor must describe the procedure for managing Right of Entry on BHPB WAIO sites. They must be able to demonstrate:

- Compliance with the statutory Right of Entry requirements
- Management of Request for Entry Notices
- Key personnel responsible for Right of Entry on site
- Designated areas on site for union discussions
- Union coverage of employees and Sub Contractors is understood
- Consequences of union official non compliance with Right of Entry laws

CONTRACTOR HUMAN RESOURCES MANAGEMENT STANDARD



- A process for recording site visits by union officials

The Contractor is required to immediately inform the BHPB Contract Owner when a Request for Entry notice is received and advise the purpose of the visit.

4.8. COMMUNICATION AND REPORTING

4.8.1. Communication

The Contractor must have a demonstrated communication process for keeping contract stakeholders, employees and sub-contractors informed of work related matters

The BHPB WAIO Contract Owner should be immediately advised in the event of any of the following occurrences:

- Issues or disputes raised through a formal process and its progress
- Involuntary termination of employment
- Any incident for which disciplinary action is appropriate
- Any unauthorized restrictions, stoppages of work or industrial action
- Any proposed right of entry requests
- Any changes to employment terms conditions or obligations prior to their implementation
- Change of supervisors or other key personnel associated with the contact

The Contractor must seek approval from the Contract Owner before implementing any changes that may have a material employee relations impact.

All requirements of the Contractor apply equally to Sub-Contractors

4.8.2. Reporting

The Contractor will provide reports as required by the Contract Owner, which may include but are not limited to the following:

- Labour force reports
- Grievances and disputes
- Working time lost
- Personnel turnover
- Disciplinary Reports
- Absenteeism reports
- Expatriate personnel
- Proof of payment of wages
- Fitness for Work Report
- Employee Relations Report
- Employee Relations Incident Report

CONTRACTOR HUMAN RESOURCES MANAGEMENT STANDARD



- Company contact details
- Right of Entry

4.9. EMPLOYEE RELATIONS

4.9.1. Employee Relations Strategy

The Contractor will describe its Employee Relations Strategy specific to the works to be performed under the contract, identifying any potential employee or industrial relations issues/risks and how they propose to address these issues/risks.

The Contractor will provide details of all applicable Awards, Agreements or other industrial instruments that apply to their workforce (including Sub-Contractors). The Contractor must demonstrate how they will monitor the terms and conditions and expiry of industrial instruments.

4.9.2. Employee Relations Structure

The Contractor must provide details of the person/s with employee relations responsibility throughout the contract, including names and contact details.

The Contractor will also detail any independent support they intend to engage in managing employment obligations.

4.9.3. Employee Issue Resolution Management

The Contractor will provide details of a fair and transparent Dispute Resolution Process.

The proposed Dispute Resolution Process should not interfere with the continued operation of the contract where possible. Any Dispute Resolution clause in an agreement, contract or policy should require that work is to continue normally during the Dispute Resolution Process, subject to any reasonable concerns about health and safety.

The Contractor must also ensure that all employees are aware of the applicable dispute resolution process and any potential issues must be reported immediately to the Contract Owner.

4.10. TERMINATION OF EMPLOYMENT

Contractors must commit to immediately notifying the Contract Owner of any employee who is involuntarily terminated from site. They will need to provide the name of the person, position and the reason for termination.

It is the Contractor's responsibility to ensure all employees terminating from site for voluntary or involuntary reasons are deactivated in ERMS and have their site entry passes returned within 24 hours of ceasing employment.

The Contractor must provide evidence that this process is in place to ensure the ERMS database accurately reflects workforce data.

4.11. COMMUNITY IMPACT AND FLY-IN FLY-OUT

The Contractor must be able to demonstrate and manage fly-in fly-out employee behaviour whilst in the camp or community and minimise any adverse impact of its workforce.

CONTRACTOR HUMAN RESOURCES MANAGEMENT STANDARD



Contractors must make their fly-in fly-out employees aware of, and ensure they comply with, any town, camp or accommodation rules. Contractors are expected to strictly enforce the rules and manage non compliance in a timely manner in consultation with the BHPB WAIO Contract Owner.

4.12. SUB CONTRACTOR MANAGEMENT

The Contractor is accountable and responsible for all Sub Contractors and they must seek approval from the BHPB WAIO Contract Owner prior to any new engagement of Sub Contractors.

The Contractor must ensure that Sub Contractors comply with all requirements of this Standard and are aware that they are also subject to audit and verification.

5. DEFINITIONS AND ABBREVIATIONS

TERM	DESCRIPTION
BHPB	BHP Billiton
BHPBIO	BHP Billiton Iron Ore
Contract Owner	BHP Billiton WAIO representative responsible for delivering the contract
Contract owners representative	BHP Billiton WAIO representative who reports to the contract owner (delegate of contract owner)
HR	Human Resources
HRMS	Human Resources Management Standards
Shall	The word "shall" is to be understood as mandatory
Sub-contractor	Shall be read equally as contractor
Supply	BHPBilliton Iron Ore Supply Department
WAIO	Western Australian Iron Ore

CONTRACTOR HUMAN RESOURCES MANAGEMENT STANDARD



6. APPROVAL SIGNATURES RECORD

APPROVAL SIGNATURES RECORD		
REVIEWER ROLE	NAME	DATE
Principal Employee Relations Advisor	Nita Lyster	
Principal Employee Relations Advisor	Louise Gibson	
Manager HR Port Hedland	Kristy Brackstone	
Manager HR Newman	Lee Harding	
Manager HR Perth	Peter Naim	
APPROVED BY	Michael Hoare – Manager Employee Relations Linda O'Farrell – Vice President HR WAIO	

APPENDIX A – SAFETY TEST REQUIREMENTS

The Situational Safety Test:

1. Should be a behavioural based instrument, assessing the capacity to employ and maintain a level of 'situational safety awareness' (SSA)
2. Must comprise of both behavioural, functional and competency elements in determining a person safety readiness.
3. Should have established both concurrent and longitudinal test reliabilities and predictive capability.
4. Should have an Australian norm base in establishing a clear distinction between safe and unsafe capacities.
5. Should be capable of both online and traditional pencil and paper delivery.
6. Must be volt tolerant (i.e: if for any reason the testing session is interrupted, it will resume at the question in which it was interrupted)
7. Should have no adverse impact due to race.
8. The instrument norms must be updated regularly to reflect changing workforce demographics.
9. The predictive validity must be >0.57
10. Must have a Cronbachs Alpha of >0.85
11. Must have a focused application on the Australian mining industry norms.
12. Must deliver both statistical and textual results.
13. Must report a clear numerical indication for achieving the required safety benchmark (i.e: pass or fail measure)
14. Must have a uniform measure across occupational strata (i.e: the same test must be able to test from entry level operator to Executive Management level)

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MOBILISATION CHECKLIST – WA Iron Ore

FRM-SUP-000-386

The purpose of this checklist is to outline the steps that are required to be completed prior to new contractors mobilising to a WA Iron Ore site. The checklist should be completed by the Contract Owner or Contract Owner's Representative.

Section 1 - INFORMATION	
Contract Title:	
Contract Number:	
Contract Company:	
Supply Representative:	
Date:	

Activity	Comments	Completion Date	Responsibility	Initials
Section 2 - CHECKLIST				
1. Contract				
Read contracts and any associated documents			- Contract Owner - Contract Owner's Representative	
Liaise with Finance and Supply to ensure cost codes, rates, Outline Agreements, etc, are established in GSAP			- Contract Owner's Representative	
Ensure there is sufficient budget in GSAP and raise purchase requisition			- Contract Owner's Representative	
Review copies of the contractor's HSE, Emergency Response and HR Management Standards.			- Contract Owner - Contract Owner's Representative	
Ensure the contractor provides copies of all statutory licenses			- Contract Owner's Representative	
Develop mobilisation/transition team and plan (if applicable)			- Contract Owner's Rep - HSE/HR - Supply	

Activity	Comments	Completion Date	Responsibility	Initials
Ensure mobilisation plan is agreed with contractor (if applicable)			- Contract Owner - Contract Owner's Representative	
Convene contract mobilisation meeting			- Contract Owner's Representative	
2. Risk				
Conduct site/contract-specific risk assessment			- Contract User - Contractor - HSE/HR - Supply	
3. Operational Controls				
3.1 Personnel				
Check contractor qualifications and licenses			- Contract Owner - Contract Owner's Representative	
Ensure Fit for Work medicals/assessments are completed (if applicable)			- Contract Owner - Contract Owner's Representative	



Activity	Comments	Completion Date	Responsibility	Initials
Ensure contractor has completed Request for Site Access, booked inductions and registered for workforce reporting via ERMS			- Contract Owner's Representative	
Provide contractor with Site Rules, and access to WAO Standards and Procedures			- Contract Owner's Representative	
Ensure contractor has completed a New Service Contractor FPE Registration Form			- Contract Owner's Representative	
3.2 Communications & Facilities				
Ensure any lay-down areas are fully equipped and functional			- Contract Owner's Representative	
Obtain computer access for contractor employees (if required)			- Contract Owner's Representative	
Ensure phone and fax lines are functional			- Contract Owner's Representative	
Ensure invoice processing system is set-up and confirmed with contractor			- Contract Owner's Representative - Supply	
Set dates for regular reports (ie: weekly, monthly)			- Contract Owner's Representative - Supply	



Activity	Comments	Completion Date	Responsibility	Initials
Confirm escalation/issue resolution for operational and contractual issues			- Contract Owner's Representative - Supply	
Notify relevant parties of new contractor to site			- Supply Representative	
Arrange temporary/permanent accommodation (if required)			- Contract Owner's Representative	
3.3 Plant & Equipment				
Perform vehicle and equipment checks			- Contract Owner's Representative - HSE	
Advise contractor of any changes to site layout since the time of inspections			- Contract Owner's Representative	
Ensure site vehicle access is approved			- Contract Owner's Representative	
Ensure contractor has all required PPE before mobilisation			- Contract Owner's Representative	



Activity	Comments	Completion Date	Responsibility	Initials
4. Check that the contractor has provided:				
List of employees for operator authorisation			- Contract Owner's Representative	
Written statement of employee (and sub-contractor) competence to perform required activities			- Contract Owner's Representative	
Copies of log books and/or list of verifiable work experience			- Contract Owner's Representative	
Copies of all competency certificates including driver's licenses, relevant certification, etc.			- Contract Owner's Representative	
List of materials & equipment to be brought onto site			- Contract Owner's Representative	
Details of on-site management structure			- Contract Owner's Representative	
Ensure contractor have provided a FIFO commute plan (if applicable)			- Contract Owner's Representative - HR	



AUTHORISATIONS

Authority to commence work completed?	Yes	No
Contractor notified of authorisation?	Yes	No
Contract Owner signature	Sign:	Date:



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MOBILISATION CHECKLIST – Contractor

FRM-SUP-000-385

The purpose of this checklist is to outline the steps that are required to be completed prior to new contractors mobilising to a WA Iron Ore site. The checklist should be completed by the **Contractor's Representative**.

Section 1 - INFORMATION

Contract Title:

Contract Number:

Contracting Company:

WA Iron Ore Representative:

Date:

Activity	Comments	Completion Date	Responsibility	Initials
Section 2 - CHECKLIST				
1. Contract				
Read contracts and any associated documents		-		
Liaise with Supply to ensure cost codes, rates, Outline Agreements, etc, are established in GSAP		-		
Close-out any outstanding items from HSE, Emergency Response and HR Management Standards.		-		
Provides WAIO with copies of all statutory licenses		-		
Participate in mobilisation/transition team (if applicable)		-		
Ensure mobilisation plan is agreed with WAIO (if applicable)		-		
2. Risk				
Participate in site/contract-specific risk assessment		-		

Activity	Comments	Completion Date	Responsibility	Initials
3. Operational Controls				
3.1 Personnel				
Provide list of employees for operator authorisation			-	
Provide WAIO with details of on-site management structure			-	
Provide WAIO with copies of contractor qualifications, licenses, etc.			-	
Provide WAIO with written statement of employee (and sub-contractor) competence to perform required activities			-	
Provide WAIO with copies of log books and/or list of verifiable work experience			-	
Ensure Fit for Work medicals/assessments are completed (if applicable)			-	
Complete a Request for site Access, arrange inductions and register for workforce reporting via ERMS			-	
Source Site Rules from WAIO and ensure access is provided to Standards & Procedures			-	
Ensure Situational Safety Tests have been conducted for personnel			-	
Submit FIFO commute plan (if applicable)			-	



Activity	Comments	Completion Date	Responsibility	Initials
3.2 Communications & Facilities				
3.3 Plant & Equipment				
Ensure any lay-down areas are fully equipped and functional			-	
Ensure computer access has been granted (if required)			-	
Ensure phone and fax lines are functional			-	
Ensure invoice processing system is set-up and confirmed with WAIO			-	
Confirm dates for regular reports (ie: weekly, monthly)			-	
Confirm escalation/issue resolution contracts and process			-	
Confirm temporary/permanent accommodation (if required)			-	
Perform vehicle and equipment checks			-	
Ensure site vehicle access is approved			-	
Provide WAIO with a list of materials & equipment to be brought onto site			-	



Activity	Comments	Completion Date	Responsibility	Initials
Confirm any changes to site layout since the time of inspections			-	
Confirm employees have all required PPE before mobilisation			-	
Participate in contract mobilisation meeting			-	
			-	

AUTHORISATIONS

All checklist items completed?	Yes	No
Contract Owner notified of completion?	Yes	No
Contractor's Representative Signature	Sign:	Date:



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WAIO Contract Mobilisation Meeting

FRM-SUP-000-387

DATE:	**dd/mm/yyyy		
CONTRACTOR:	Name		
CONTRACT RISK RATING:	Between 1 and 4		
PURPOSE:	To align all contractor systems to BHPB WAIO prior to mobilisation to site and verify systems to be used.		
LOCATION:	**Location of meeting		
DATE:	**eg Tuesday 5 April 2010		
ATTENDEES:	Position title	Name	Initials
	Contract Owner	**name**	
	Contract Owner's Representative	**name**	
	HSE	**name**	
	Supply	**name**	
	HR/IR	**name**	
	Contractor	**name**	
APOLOGIES:	**position title	**name**	
	position title	**name	
	position title	**name	

Item	Action	Person responsible	Date due	Complete?
1. Introduction				
Welcome and agenda for the day given by contract owner				
Description of each person's role				
Exchange contact details for all key personnel				
Outline key contract dates				
Outline reporting communication structure				
Confirm if contract personnel require a map of the site to understand site layout				
Confirm location of offices or other work areas, including crib room and ablutions where relevant				
Confirm contact details for resolution of telecommunications issues on site				

Item	Action	Person responsible	Date due	Complete?
2. Commercial/Supply				
Provide summary reference to terms and conditions of contract, highlighting any special conditions				
Outline WAIO's expectations from the execution of the contract Scope of Work				
* WAIO to explain processes for pricing, releasing and acceptance of work * Discuss Procure-to-Pay process and the responsibilities of each party				
Clearly outline reporting requirements, ie: monthly and quarterly obligations				
Explain contract administration process, ie: the management of claims as well as variations or amendments to the contract				
Establish the schedule for contract review meetings, as well as the attendees from both parties				
* Confirm mobilisation plan has been developed * Confirm fit-out of site offices (phone, computers, etc) if appropriate * Discuss transfer of any work-in-progress * Confirm official cut-over date				
Explain the processes for resolving technical, personnel and commercial issues, including nominated personnel and timing				
Ensure all items discussed are recorded on the Minutes and Actions Register				

Item	Action	Person responsible	Date due	Complete?
3. HR Management Standards				
Has the Contractor set up a log on with Enable?				
Does the Contractor have an appointed ERMS Administrator?				
Has the Contractor set up a Portal with Psyfactors?				
Is the Contractor 100% compliant with the HR Management Standards?				

Item	Action	Person responsible	Date due	Complete?
4. Leadership and accountability				
Has the contractor provided a copy of its current HSE policy?				
Has the contractor provided a copy of its on-site management structure?				
Has the Contract Owner authorised key contract site personnel?				
Has the contractor demonstrated how supervisory staff will meet time in the field requirements?				
Has the contractor provided information regarding the HSE reward and recognition program?				
Has the contractor provided details of their consequence management program (eg Just Culture)?				
Has the contractor outlined the supervisory requirements for small crew in remote locations or staff required to work at night?				
Has the contractor provided details regarding the process for communicating HSE responsibilities and accountabilities to all employees?				

Item	Action	Person responsible	Date due	Complete?
5. Legal and other requirements				
Has the contractor provided evidence of a legal documents register?				
Has the contractor outlined who shall maintain the legal documents register?				
Has the contractor detailed how they will ensure the legal documents register is available to all staff?				
Has the contractor outlined the process they shall use to communicate legal and other requirements to staff?				

Item	Action	Person responsible	Date due	Complete?
6. FRCS's and Performance Standards				
Does the contractor have a copy of, and commit to, complying with all relevant BHPB Fatal Risk Control Standards (FRCS)?				
Does the contractor have a copy of, and commit to, all relevant WAIO performance standards?				
Item	Action	Person responsible	Date due	Complete?
7. Hazards and risks				
Has the contractor provided a copy of its risk register?				
Does the risk register detail all current known risks?				
Has the contractor identified all relevant procedures it will use upon mobilisation?				
Has the contractor provided copies of work instructions to be used for all routine work?				
Has the contractor detailed its tiered risk management process (eg Take5, JHA, FRA)?				
Has the contractor detailed how it will familiarise staff with the hazard management process?				
Item	Action	Person responsible	Date due	Complete?
8. Planning, goals and targets				
Has the contractor outlined the minimum key performance indicators for the work to be performed?				
Has the contractor agreed to other KPI's, as agreed with the Contract Owner?				

Item	Action	Person responsible	Date due	Complete?	
9. Awareness, competence, and behaviour					
Has the contractor provided evidence of all contract staff satisfying minimum BHPB WAIO training requirements (Induction, fatigue etc)?					
Has the contractor provided evidence of supervisory staff completing minimum leadership training requirements?					
Has the contractor maintained copies and records of relevant staff certifications and competencies?					
Have contractor competencies been verified by an approved BHPB WAIO training provider?					
Has the contractor provided details of its behavioural based safety program?					
Has the contractor outlined its process for mentoring new and or inexperienced employees?					

Item	Action	Person responsible	Date due	Complete?
10. Communication and consultation				
Has the contractor provided daily pre-start talk, weekly toolbox talk and monthly HSE meeting templates?				
Has the contractor provided details of the daily shift handover process?				
Has the contractor provided details of the process for the resolution of safety and health issues?				
Has the contractor provided details regarding how it will communicate safety performance to all staff on a regular basis?				
Has the contractor provided information regarding the system for safety and health representatives and safety committees as outlined in the "Act"?				
Has the contractor identified English language requirements for all employees?				

Item	Action	Person responsible	Date due	Complete?
11. Operations and maintenance				
Has the contractor provided a copy of the schedule for in field inspections?				
Has the contractor described how staff will access procedures in the field ?				
Has the contractor provided registers for: • Equipment • Tools • Rigging • Hazardous substances • Electrical items				
Do these registers include a maintenance schedule?				
Has the contractor identified site prohibited tools?				
Has the contractor identified the relevant requirements of the BHPB WAIO permit system?				
Has the contractor demonstrated an understanding of the BHPB WAIO shutdown planning procedures?				
Has the contractor provided documented details of the demobilisation process?				
Has the contractor provided details of the system to manage sub-contractors and vendors engaged in the course of a contract?				
Has the contractor provided details of the system for managing visitors and un-inducted staff to site?				

Item	Action	Person responsible	Date due	Complete?
12. Incidents and emergencies				
Has the contractor provided details of the system for the reporting of incidents and accidents?				
Has the contractor provided details of the system for the reporting of hazards?				
Has the contractor provided details of the system for investigating incidents and accidents?				
Has the contractor provided details of the system that ensures that temporary or permanent corrective actions are effective?				
Has the contractor provided details of its emergency response / management system?				
Has the contractor provided details of suitable numbers of first aid personnel and first aide equipment?				
Has the contractor provided information regarding its cyclone response procedures?				

Item	Action	Person responsible	Date due	Complete?
13. Management of change				
Has the contractor provided information regarding its change management system?				
Has the contractor demonstrated that personnel are trained to an appropriate level of competency in the management of change system?				
Has the contractor detailed a system to track actions as a result of change?				

Item	Action	Person responsible	Date due	Complete?
14. Monitoring, auditing and review				
Has the contractor provided information regarding minimum monthly HSE audits?				
Has the contractor provided information regarding daily in-field inspections?				
Has the Contract Owner approved the audit and inspection tools to be used?				

Item	Action	Person responsible	Date due	Complete?
15. Health and Hygiene				
Has the contractor detailed the pre-employment medical process for site staff?				
Has the contractor provided medical assessment information for all staff mobilising to site?				
Has the contractor provided details of its drug and alcohol screening process?				
Has the contractor identified how it will comply with the WAIO Fatigue Management minimum requirements?				
Has the contractor demonstrated how staff will meet legal and BHPB WAIO minimum PPE requirements?				

Item	Action	Person responsible	Date due	Complete?
16. Environment				
Has the contractor provided information on the system for reporting and responding to hydrocarbon spills?				
Has the contractor provided information on how it will comply with the BHPB WAIO waste management procedure? Does the contractor know where dump sites are?				
Has the contractor provided details on the process for obtaining approval prior to bringing any hazardous substances to site?				
Has the contractor provided details of an appropriately trained person to manage hazardous substances?				
Has the contractor provided information on the system of obtaining written authorisation prior to any land clearance or disturbance?				
Has the contractor provided detail on the dust mitigation process?				
Has the contractor provided details of the process to ensure no material is removed from or discharged to waterways without prior approval?				
Has the contractor provided information regarding wash down of all vehicles for weed control before arriving and upon leaving site? Does the contractor know where washdown stations are?				
Has the contractor provided information of an energy minimisation program?				

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New Service Contractor FPe Registration Form

Refer to SPR-IHS-SAF-099 Contractor In-Field Assessment and Inspection Procedure

Details		
Contract Owner:		
Contract Company Name:		
Outline agreement number:		
Contract start date:	Contract expiry date:	
Location where service is carried out:		
<ul style="list-style-type: none"> <input type="checkbox"/> Port <input type="checkbox"/> Rail <input type="checkbox"/> Area C <input type="checkbox"/> Newman <input type="checkbox"/> Yandie/ Yarrie <input type="checkbox"/> REG <input type="checkbox"/> Asset Reliability <input type="checkbox"/> Multi-site contract 		Select
Contract rating (refer to Table 1):		
1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/>		
Contract meeting frequency by contract rating:		
<ol style="list-style-type: none"> 1. Monthly 2. Three Monthly 3. Six Monthly 4. 12 Monthly 		
In-field inspection frequency by contract rating:		
<ol style="list-style-type: none"> 1. Monthly 2. Two Monthly 3. Six Monthly 4. 12 Monthly 		
Full HSE assessment frequency by contract rating:		
<ol style="list-style-type: none"> 1. Within the first 30 days of mobilisation and then annually 2. Within the first 30 days mobilisation and then every 24 months 3. Within the first 30 days of mobilisation and then every 36 months 4. Only upon request. 		
Sign off		
Name:		
Title:		
Signature:		
Date:		

Please attach a copy of the Contract Approval Request (CAR) and forward this completed form to the FPe Administrator for the site where the service is carried out.

HSE Risk	Contract Rating		
Extreme	1	1	1
High	2	2	1
Moderate	3	3	2
Low	4	4	3
Annual contract spend	< \$5m	$\geq \$5m$ < \$20m	$\geq \$20m$

Table 1 – Contract rating matrix

1. In-field assessments every 12 months & in-field inspections every month.
2. In-field assessments every 24 months & in-field inspections every two months.
3. In-field assessments every 36 months & in-field inspections every six months.
4. In-field inspections every 6 months and in-field assessments by request.

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SITE ACCESS PROCEDURE

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AUTHORISATION

AUTHORISING OFFICER'S SIGNATURE	
<i>Electronic Authorisation</i>	
POSITION	
AUTHORISED BY: WAIO MANAGER HEALTH AND SAFETY	
AUTHOR(S)' NAME	
ANTHONY REARDON	
POSITION/S	
Principal Safety Advisor	

AMENDMENTS

ISSUE	PAGE	DATE	DETAILS OF AMENDMENT	MAJOR / MINOR
2.0	Various	17/01/06	Updated to reflect Contractor Access Verification System.	
3.0	All	23/08/06	Changes throughout document	
4.0	3	27/12/07	Change to Phone number HSEC Admin Officer	
5.0	All	28/07/08	Minor changes throughout document	MINOR
6.0	All	07/08/08	Update of contact details, other minor changes and formatting	MINOR
7.0	All	09/02/09	Minor review to include accommodation and flight requirements for Yarrie, Yandi, and MAC	MINOR
8.0	ALL	29/04/09	Update of contact details, other minor changes and formatting	MINOR
9.0	4	27/07/09	MacMahon contact details updated	Minor

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1.0 PURPOSE & SCOPE

This document explains how to request site access for BHPBIO employees, contractors and visitors to BHP Billiton Iron Ore's Area C, Mt Whaleback, Orebody 18, Orebody 23/25, Perth, Port Hedland, Yandi and Yarrie sites.

It is intended for all personnel requiring access to a BHP Billiton Iron Ore Site as well as those personnel who administer the site access process.

2.0 REFERENCES

The following forms are used to manage site access:

- ◆ FRM-IHS-000-010 Request for Site Access
- ◆ FRM-IHS-000-011 Visitor Site Access Exception
- ◆ Form CAV003 Contract Setup
- ◆ Form CAV001 Personnel Information Form
- ◆ FRM-IHS-SAF-005 Road Going Vehicles (FRCS 2.1) Compliance Inspection

The following document outlines the roles and responsibilities of the Site Responsible Person (SPR)

- ◆ PDN-IHS-000-002 WAIO Site Responsible Person (SRP) Roles & Responsibilities

The documents can be obtained from Documentum or from the Contractor Information Website via CAVS. Hard copies and soft copies of the forms are available.

3.0 DEFINITIONS

shall and should

The word "shall" is to be understood as mandatory and the word "should" as recommended but non-mandatory

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4.0 ROLES & RESPONSIBILITIES

The following contacts are able to assist with the Site Access procedure

4.1 CONTACT DETAILS

SITE	CONTACT FOR SITE ACCESS
Mining Area C	AreaOperationsadmin@bhpbilliton.com HWE: Jill.Briggs@hwe.com.au Ph: 9126 8941
Mt Whaleback	CAVS Administrator – Stephanie Williamson Ph: 08 9175 3370 Email: Stephanie.J.Williamson@BHPBilliton.com
Orebody 18 & Wheelarra (Jimblebar)	HSEC Administrators – Kristy Kenworthy & Kristy McCoy Ph: 08 9158 2791 Email: OB18CAVS@macmahon.com.au Kerry Jones Ph: 9158 2707 Mob: 0437 903 138 Email: Kerry.A.Jones@BHPBilliton.com
Orebody 23/25	HSEC Administration Officer - Alana Dale Ph: 9158 2652 Email: Alana.Dale@hwe.com.au BHPB Site Superintendent: Richard Whittington Ph: 9158 2618 Mob: 0427 388 663 Email: Richard.Whittington@BHPBilliton.com
Perth	Caron Jordan Ph: 6224 4694 Email: Caron.Jordan@BHPBilliton.com
Port Hedland	Induction - Donella Stroh Ph: 9173 6559 Email: Donella.N.Stroh@BHPBilliton.com Site Access Queries – Raelene Armstrong Ph: 9173 6166 Email: Raelene.Armstrong@BHPBilliton.com
Yandi	Theresa Johnson Ph: 9158 2568 Email: Theresa.Johnson@hwe.com.au
Yarrie	Katrina Murphy Katrina.J.Murphy@BHPBilliton.com Ph: 9176 5292 Email: YarrieAdmins@BHPBilliton.com

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4.2 RESPONSIBILITIES

All personnel entering a BHPBIO site are responsible for complying with the site Personal Protective Equipment (PPE) requirements. As a minimum, this includes wearing hard hats, safety glasses with side shields, steel toe footwear, long pants, long sleeve shirt with reflectors (sleeves down), gloves and glove clips.

5.0 PROCEDURE

5.1 REQUEST FOR SITE ACCESS PROCESS - CONTRACTORS



Contractors request site access directly from a Site Responsible Person (SRP) using the Contractor Access Verification System (CAVS). The key steps are:

- ◆ If the contract company is not registered in CAVS then an Establishment of Operations Contract form (CAV003) can be forwarded by the appropriate CAVS Administrator (see Section 3.1).
- ◆ Once completed electronically and correctly, the CAVS Administrator will process and forward the CAV003 form to Insite Logistics, who will register the contract company and arrange appropriate training (either through an emailed link to the 15 minute online training or a one hour inhouse training session at Insite Logistics).
- ◆ The contract company uses CAVS to request induction bookings and site access.
- ◆ The request is directed to the relevant Site Responsible Person (SRP), who approves or declines the request for access.
- ◆ After completing an induction (if required), the contractor attends the site gatehouse to collect their proximity card, or to activate the approved access on their existing card.

Personnel will be refused entry to WAIO inductions if a booking has not been approved in CAVS.

All vehicles and equipment must be Fatal Risk Control Protocol compliant and have been inspected before being operated on site. Light vehicles shall comply with FRM-IHS-SAF-005 Road Going Vehicles (FRCS 2.1) Compliance Inspection.

The CAVS Labour Coordination Office help desk phone number is 9226 2828.

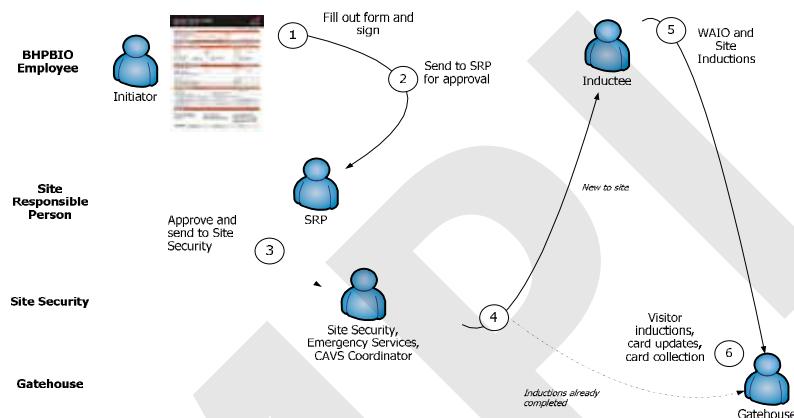
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5.2 REQUEST FOR SITE ACCESS PROCESS – BHP BILLITON IRON ORE EMPLOYEES

Overview of the site access request process

The following diagram provides an overview of the site access request process.



Step 1: Fill out form and sign

Fill out a Request for Site Access form. Use a separate form for each site. An electronic copy of the form is available either from Documentum or the relevant CAVS Administrator (FRM-IHS-000-010).

All forms must then go to a Site Responsible Person (SRP) to approve the request for site access. An SRP is a Manager, Superintendent or a nominated individual with an SRP delegation approved by a Vice President or Registered (Site) Manager.

BHPBIO Employees complete sections A (Site & General Information), B (Employee Information) and F (Signatures).

Key points to note:

- ◆ BHPBIO Employees do not need to enter the 'Access Requested to' field.
- ◆ BHPBIO Employees may complete the form electronically, and email it to their manager. The Manager (if an SRP) may approve the form electronically by sending it via email to the individual nominated in Section 3.1.
- ◆ BHPBIO Employees require an SRP to approve site access at all sites. Where requesting access to an additional site (ie. not the home site), this will involve getting approval from an SRP based at that site. This can be either a BHPBIO SRP or an SRP from the Contract Mining Company.
- ◆ The SRP may approve the form electronically by sending it via email to the individual nominated in Section 3.1.

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Key points to note:

- ◆ If you need to attend a Restricted Zone, you need to list the zone and obtain approval from the Area Manager involved. Your SRP will co-ordinate this approval.
- ◆ Provide date/time of arrival, flight details, accommodation details etc. if you are visiting a remote site.

This step is complete when you have all fields on the form completed, and a signature from the individual requesting access.

Step 2: Send To SRP For Approval

You may forward the completed and signed form for approval in 2 ways:

- ◆ Email it to your Site Responsible Person (Preferred)
- ◆ Fax it to your Site Responsible Person

Step 3: Process And Confirm Induction Bookings

All forms must be approved by an SRP. If access to restricted zones is required, the SRP must get prior approval from a manager or superintendent in that area. This can be written or via email.

Once an SRP has approved the Request for Site Access, he/she signs it and sends it to the security gatehouse.

Step 4: Inductions

If you are planning to work on site and have not completed a WAIO Induction or relevant Site Induction, you need to arrange a booking. You can request a specific site induction date in section C, however this is subject to availability.

Step 5: Proximity / Identification Cards

A proximity or identification card will only be issued once a Request for Site Access has been approved and the relevant WAIO and Site Specific Induction has been completed.

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5.3 REQUEST FOR SITE ACCESS PROCESS – VISITORS

Step 1: Fill out form and sign

Fill out a Request for Site Access form. Use a separate form for each site. An electronic copy of the form is available (Microsoft Word).

All forms must then go to a Site Responsible Person (SRP) to approve the request for site access. An SRP is a Manager, Superintendent or a nominated individual with an SRP delegation approved by a Vice President or Registered (Site) Manager.

Visitors complete sections A (Site & General Information), E (Visitor Information) and F (Signatures).

Key points to note:

- ◆ Visitors are not permitted to work or drive on site and must be accompanied at all times.
- ◆ If you need to attend a Restricted Zone, you need to list the zone and obtain approval from the Area Manager involved. Your SRP will co-ordinate this approval.
- ◆ Provide date/time of arrival, flight details, accommodation details etc. if you are visiting a remote site.

This step is complete when you have all fields on the form completed, and a signature from the individual requesting access.

In some situations, the SRP may fill out the form electronically, and mail it to the party involved. In this situation, the visitor is responsible for checking data is correct and obtaining signatures as required.

Step 2: Send To SRP For Approval

You may forward the completed and signed form for approval in 2 ways:

- ◆ Email it to your Site Responsible Person (Preferred)
- ◆ Fax it to your Site Responsible Person

Step 3: Process And Confirm Induction Bookings

All forms must be approved by an SRP. If access to restricted zones is required, the SRP must get prior approval from a manager or superintendent in that area. This can be written or via email.

Once an SRP has a completed Request for Site Access, he/she signs it and sends it to the security gatehouse.

Step 4: Inductions

Visitor Inductions are held on site on the day of the visit.

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5.4 REQUEST FOR SITE ACCESS PROCESS - IF A CONTRACT COMPANY CAN NOT USE CAVS

(This is a very rare situation)

If a contractor does not have access to CAVS, the following paper forms must be completed:

- ◆ Request for Site Access (FRM-IHS-000-010)
- ◆ CAVS Personnel Information Form (see Section 3.1)

BHPBIO or Contract Mining Company personnel should obtain the current version of these and forward them to the contract company.

The contract company shall complete the forms and return them to the Site Responsible Person for approval. Once approved, the forms are sent to the relevant person listed in Section 3.1 of this procedure, who will enter the details into CAVS on behalf of the contract company. After this, the normal contractor site access process is followed.

All vehicles and equipment must be Fatal Risk Control Protocol compliant and have been inspected before being brought operated on site. Light vehicles shall comply with FRM-IHS-SAF-005 - Road Going Vehicles (FRCS 2.1) Compliance Inspection

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5.5 FORM INFORMATION – REQUEST FOR SITE ACCESS

REQUEST FOR SITE ACCESS

BHP BILLITON IRON ORE



Section A: Site & General Information

CONTRACTORS: Sections A C D F and a Contractor Qualifications form **VISITORS:** Sections A E F BHPB **EMPLOYEES:** Sections A B F

ALL: Complete form, obtain required signatures and email/fax to your Site Responsible Person. SRPs review and mail/fax/email to Site Security / Mailroom.

A SITE & GENERAL INFORMATION		ONE FORM REQUEST PER SITE		
Site Responsible Person:	Contact Ph:			
Purpose of Visit	Visitor Contact Person on Site			
Site Access Requested For:	<input type="checkbox"/> Yandi <input type="checkbox"/> Accommodation Rqd <input type="checkbox"/> Flight Rod <input type="checkbox"/> OB23/25	<input type="checkbox"/> Mining Area C <input type="checkbox"/> Accommodation Rqd <input type="checkbox"/> Flight Rod	<input type="checkbox"/> Yarrie <input type="checkbox"/> Accommodation Rod	<input type="checkbox"/> Mt Whaleback <input type="checkbox"/> OB18
Access Requested From:	Access Requested To:			
WAIO Induction Date Requested:	<i>Site Specific Induction Date Requested:</i> <i>Office Use Only: Confirmed Yes <input type="checkbox"/> No</i>			

FIELD	DESCRIPTION
Site Responsible Person	A Manager, Superintendent or other person with specific SRP delegation from a Vice President or Registered (Site) Manager. The SRP is responsible for ensuring appropriate arrangements are in place for a person's supervision, ensuring they are competent to complete their assigned tasks, and that they are aware of health, safety, environment and community policies and procedures.
Contact Ph:	The contact phone number for the SRP. Enables Site Security to get in touch with the SRP to arrange approval, if required.
Site Access Requested for:	Tick the box showing which site access is requested for. Only select one site for each form, as an SRP is specific for a site. <input type="checkbox"/> Railways & Ports <input type="checkbox"/> Mt Whaleback <input type="checkbox"/> Perth Other Site:
Access Requested From:	The date access is required from.
Access Requested To:	The date site access is required to. For contractors, the maximum date that can be approved is 31 st January in the following year. Where work extends beyond this date, a new application needs to be lodged in January of that year.
Site Induction Date Requested	The date a site induction is requested for. Site induction bookings require business approval from an SRP.
Office Use Only	These fields are used to record whether an induction booking has been confirmed, the date the actual site induction was completed and the name of the induction instructor.

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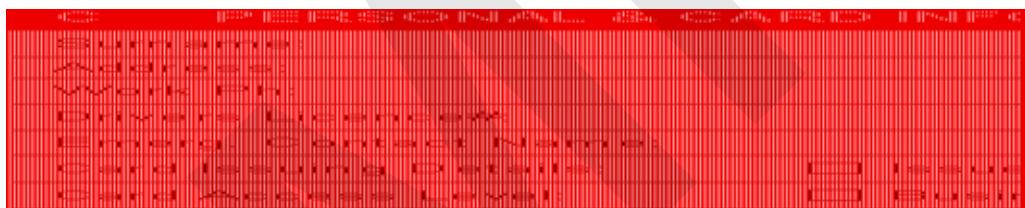
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Section B: BHP Billiton Employee Information

B EMPLOYEE INFORMATION		TO BE COMPLETED FOR BHPBIO EMPLOYEE REQUESTS ONLY
Employee#:	Supervisor Name:	<input type="checkbox"/> This is my primary site or <input type="checkbox"/> This is an additional site

FIELD	DESCRIPTION
Employee#	The employee's GSAP identifier.
Supervisor Name:	The employee's direct supervisor. Note all employees still needs a SRP to approve their site access. If their own supervisor has delegation as an SRP at their home site, the supervisor will normally be their SRP at that site.
<input type="checkbox"/> This is my primary site	Tick this box if this is the primary site you access.
<input type="checkbox"/> This is an additional site	Tick this box if you already have access to a primary site, and this request is for an additional site. All local site induction requirements need to be met for this to be approved.

Section C: Personal and Card Information



FIELD	DESCRIPTION
Surname, First Name	The name of the person who the card will be issued to
Date of Birth	The date of birth for the person the card will be issued to.
Address, Suburb, State, Post Code	The address details for the person the card will be issued to.
Work Ph, Mobile Ph, Home Ph.	The phone contact details for the person the card will be issued to.
Drivers Licence #, Expiry, State Issued, Classes	Driver's licence information for the person the card will be issued to.
Emerg. Contact Name, Phone, Relationship	The name, phone number and relationship (e.g. spouse) of a person who can be contacted in the event of an emergency involving the person the card will be issued to.
Card issuing details	Issue New Card is ticked if this is the first time site access has been requested at a BHPBIO site.
<input type="checkbox"/> Issue New Card	Replace Lost Card is ticked if an existing card has been lost. The card number is supplied if possible.
<input type="checkbox"/> Replace Lost Card:	
<input type="checkbox"/> Extend Existing Card:	

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FIELD	DESCRIPTION
	Extend Existing Card is ticked if the person already has a BHPBIO access card, and the end date needs to be extended. The card number is supplied if possible.
Card Access Level	Tick the box to request the required access level. Business hours relate to administration access. Shift work requires All Hours access.
<input type="checkbox"/> Business Hours	
<input type="checkbox"/> All Hours	
<input type="checkbox"/> Other Access Level	In some situations, Site Security may authorise site specific non standard access levels.

Section D: Contract Company Information

D CONTRACT COMPANY INFORMATION		FOR CONTRACTOR REQUESTS	
Contract Company Name:		PO# or Contract#:	
Address:	Suburb:	State:	Post Code:
Company email contact:		ABN:	
Description & Location of Approved Work: BHPBIO / Contract Mining Company supervisor name:		Contact Ph:	
Contract Company work supervisor name:		Contact Ph:	
Contract Company work supervisor fax:		Email:	
Sub Contract Company Name (if applicable):		<input type="checkbox"/> CAVS/PPS ID No:	

FIELD	DESCRIPTION
Contract Company Name	The name of the company contracted by BHPBIO or the Contract Mining Company. Should match the name registered against their Australian Business Number (ABN).
PO# or Contract#	<p>The number of a Purchase Order number or Contract that is valid for the period site access is requested.</p> <p>Site access is only granted to contractors for approved work, and approved work means a current PO or a contract. Requesting site access without approved work is a breach of site access conditions. Approving access to site for a contract company that does not have approved work is against company policy.</p> <p>There are some exceptions to this rule. For example, some agencies/organisations have statutory rights to access BHPBIO sites (e.g. Customs, Police) – approval for these organisations is pre-approved by the Site Security Manager.</p>
Address, Suburb, State, Post Code	The address of the contract company.
Company email contact	The primary email contact for the contract company.
ABN	The Australian Business Number (ABN) for the contract company. The ABN must match the ABN of the company that holds the approved PO/Contract.
Description and Location of approved work	A short description of the work that is being conducted, and where on site it is located.

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FIELD	DESCRIPTION
BHPBIO or Contract Mining Company manager or supervisor name	All contractors on site must have a BHPBIO or Contract Mining Company manager / supervisor who is directly responsible for day to day supervision of the person's work, or day to day supervision of the person's supervisor. The SRP is responsible for ensuring this supervision is in place.
Contact Ph:	The contact phone number for the BHPBIO or Contract Mining Company supervisor.
Contract Company work supervisor name	In some situations, the person will be directly supervised by a contract company supervisor. Where this occurs, the contract company supervisor MUST have a BHPBIO or Contract Mining Company manager / supervisor who supervises them. If day to day supervision for the person is provided by the contract company, enter the name of the supervisor here.
Contact Ph:	The contact phone number of the contract company supervisor, if applicable.
Contract Company work supervisor fax:	The fax number of the contract company supervisor, if applicable.
Email:	The email address of the contract company supervisor, if applicable.
Sub contract company name (if applicable)	The name of the sub-contract company that the person works for. This field is left blank if the person is employed by the contract company.
<input type="checkbox"/> CAVS/PPS ID No:	If the person is working through the ADP group and has a PPS Id number or if the person already has a CAVS number, enter the number here. Otherwise leave blank.

Section E: Visitor Information

E VISITOR INFORMATION Advance notice - 3 days (standard)		
Visitor Name:	Company Name:	Vis
<input type="checkbox"/> <input type="checkbox"/> See attached list of Names/Companies/Mobile Ph		
Reason for Visit:		
<input type="checkbox"/> Always accompanied and no work to be performed		<input type="checkbox"/> or <input type="checkbox"/>
<input type="checkbox"/> Visitor Induction Required Date Completed: _____		
Restricted Zone to be visited:		
<input type="checkbox"/> Tourist Group Description:		
Date/Time of Arrival:	Departure:	Flight:
Accommodation address:		

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This section is used to request site access for one or more visitors. A visitor is always accompanied, and may observe activities and/or participate in meetings (exceptions to this require VP or Registered Manager approval).

An SRP needs to approve each visitor to site, ensuring they will be supervised and will comply with site access conditions.

FIELD	DESCRIPTION
Visitor Name or <input type="checkbox"/> See attached list of Names/Companies/Mobile Ph	The name of the visitor or visitors. Large groups of visitors may attach a list of visitors to the form if all other details are the same for each visitor.
Company Name	The name of the company represented by the visitor.
Mobile Ph:	The contact phone number for the visitor while they are on site (mobile number, or the mobile number of a person who will be with them). This number is important to be able to contact visitors in an emergency.
Visitor Contact Person on Site <input type="checkbox"/> Always accompanied and no work to be performed or <input type="checkbox"/> Visitor Site Access Exception form attached	The name of the person who the visitor is contacting on site. May or may not be the same person as the SRP approving the visit. Standard policy for visitors is that they are always accompanied and do not perform work. Tick this box if this applies. or If the planned visit involves the visitor NOT being accompanied at all times or doing work, tick this box. Ensure a Visitor Site Access Exception form is completed and approved. Note under the site access conditions participating in meetings or observing does not constitute work.
<input type="checkbox"/> Visitor Induction Required	Unless an exceptional situation applies (as advised by Site Security), all visitors require a site visitor induction.
Date Completed Trainer Initials	Used by Site Security, this field records the date the visitor induction was completed, and the initials of the trainer.
<input type="checkbox"/> No Visitor Induction Required	This box is only to be completed by Site Security, if attending a site where a visitor induction is not required.
Restricted Zone to be Visited	If the visit will include a restricted zone (e.g. at Mt Whaleback, Whitehouse or Anderson's Lookout, Ore Processing or Maintenance, and at Port Hedland, the Wharf), the zone(s) must be listed here.
Rest. Zone Manager Site Off:	For each restricted zone, a Manager or Superintendent must approve the visit by signing here.
Tourist Group Description	Provide the name of the tour operator.

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FIELD	DESCRIPTION
<input type="checkbox"/> Will not leave tour bus	If part of an organised tour and not leaving the tour bus, tick the box. There is an exception to the site access conditions for visitors who do not leave a tour bus – they do not require individual visitor access cards, and may be signed in by the tour operator, subject to a list of the tour group members being left with the gatehouse. If leaving the tour bus, each tour member requires a separate visitor access card.
Date Time Arrival Departure Flight #'s (if applic) <input type="checkbox"/> Request Crib Meal	Option use for Remote Sites. If visiting a remote site, provide the date/time arriving and the date/time departing. Where flying to site, provide relevant flight numbers. Tick the box if a crib meal is requested.
Accommodation Address	If staying at site accommodation, the name of the accommodation (e.g. Kurra Village)

Section F: Signatures

F SIGNATURES

Site Responsible Person	Applicant	Applicants Supervisor (for contractor requests only)
<p>I (print name)</p> <p>I, the individual requiring site access named in Section C or Section E, warrant that the above information is accurate. I have read the Site Access Conditions on the reverse of this form and I accept those conditions.</p> <p><input type="checkbox"/> Authorised to request Authority to Work (for contractor requests only)</p>	<p>I (print name)</p> <p>I, the individual requiring site access named in Section C or Section E, warrant that the above information is accurate. I have read the Site Access Conditions on the reverse of this form and I accept those conditions. A completed Contractor Qualifications form is attached.</p>	<p>I (print name)</p> <p>A duly authorised officer of the Contract Company named above, warrant that the above information is accurate. I have read the Site Access Conditions on the reverse of this form and I accept those conditions. A completed Contractor Qualifications form is attached.</p>

FIELD	DESCRIPTION
Site Responsible Person	Mandatory for all requests. The signature of the person listed at the top of the form as the Site Responsible Person. This person must have the delegation to act as an SRP from the relevant Vice President or Registered (Site) Manager. Once SRP approval has been given, Site Security is responsible for ensuring the access card is not activated until the required inductions (site or visitor) have been completed.
Applicant	Mandatory for all requests. The signature of the person requesting access (ie. Listed in Section C).
Applicants Supervisor	Mandatory for contractor requests The signature of an authorised officer of the contract company (e.g. usually a director or general manager). This ensures the contract company agrees to the site access conditions. If a sub-contractor is involved, it is the contract company (the one holding the contract or PO) that must complete section C and sign.

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Section: Office Use Only

FIELD	DESCRIPTION
Card Number Issued	The number of the access card issued for this person.
Entered into EBI and CAVS	The date the record was entered into the card system (EBI) and CAVS
Date Issued	The date the card was issued to the person
Photo Taken	Whether a photo was taken for the cardholder.
Details Confirmed	Whether the individual's personal and emergency contact details have been confirmed with the individual.
Date Received	The date the form was received by Site Security.
Date Returned	The date the form was confirmed with an induction date and faxed/returned to the person/company.

Section: Site Access Conditions (back of form)

SITE ACCESS CONDITIONS
BHP BILLITON IRON ORE



This section defines the site access conditions that are agreed to by the contract company and the individual to come onto a BHBPIO site.

5.6 FORM INFORMATION – VISITOR SITE ACCESS EXCEPTION

VISITOR SITE ACCESS EXCEPTION
BHP BILLITON IRON ORE



If a visit involves the visitor being unaccompanied, or the visitor working, special approval is required from a Vice President or Registered Manager. This form is to be used to obtain approval.

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Section A: Site Information



Field	Description
Site Responsible Person	A BHPBIO or Contract Mining Company Manager, Superintendent or other person with specific SRP delegation from a Vice President or Registered Manager. Where a visitor site access exception is involved, all SRP responsibilities apply (see Section 2 earlier in this document). So for example the SRP must ensure that if work is to be undertaken, that the person is competent to perform that work, and that appropriate supervision will be in place.
Contact Ph	The contact phone number for the SRP.
Visitor Site Access Exception for: <input type="checkbox"/> Railways & Ports <input type="checkbox"/> Mt Whaleback <input type="checkbox"/> Perth Other Site	Tick the box showing the site the access exception is requested for. Only select one site for each form, as an SRP is specific for a site. Only use 'Other Site' if you have been told to use this form by a BHPBIO site other than those listed in the tick boxes
Visitor Name	The full name of the visitor
Contract Company	The name of the contract company represented by the visitor (if applicable)

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Section: Unaccompanied visitor access conditions

Use this section to document what conditions apply in relation to the visitor being accompanied. In defining these conditions, the SRP will need to ensure that appropriate measures have been put in place for the visitor's safety, recognising they are not familiar with the site and have probably not completed any site or area induction.

If an inducted individual accompanies a visitor, that person is able to ensure that site specific health, safety, environment & community (HSEC) procedures are followed. If not accompanied, appropriate HSEC measures need to be in place.

-
- May be unaccompanied in your training room and associated areas while delivering a training course, provided you are escorted to / from your training room each day by the Site Responsible Person or their delegate.
-
- May be unaccompanied under the following conditions:
-

Section: Visitor work conditions

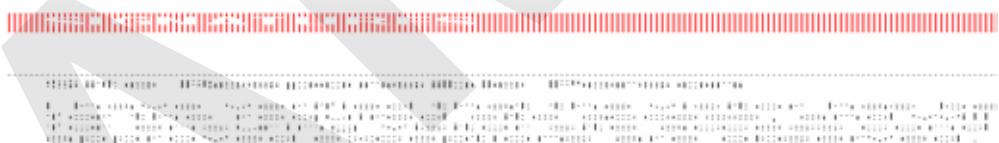
Use this section to document the conditions that apply if a visitor is to conduct work. Attending meetings or observing does not constitute work.

When considering arrangements for a visitor to work on site, the SRP needs to consider health, safety, environment and community (HSEC) issues. If a visitor is working, they will probably not have completed inductions, Take 5 or other site specific training.

-
- May undertake work under the following conditions:
-

Section: Signatures

Use this section to get signatures from the SRP, the visitor and the company representative (if applicable).



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Section: Vice President or Registered Manager Approval

Use this section to obtain approval from a Vice President or Registered Manager of the site. All Visitor Site Access Exceptions require this approval, in addition to the SRP.

VICE PRESIDENT OR REGISTERED MANAGER APPROVAL

BHPBIO Vice President or Registered Manager (or authorised delegate)
I authorise exceptions to visitor site access conditions for visitors,
as defined above.

Section: Site Access Conditions (back of form)**SITE ACCESS CONDITIONS**

BHP BILLITON IRON ORE



This section defines the site access conditions that are agreed to by the contract company and the individual to come onto a BHPBIO site. The same conditions apply for visitors operating under exceptions.

5.7 THE ROLE OF THE SITE RESPONSIBLE PERSON (SRP)

Every person on a site must be approved by an SRP from that site.

When an employee, contractor or visitor is on site, the SRP is responsible for:

Competency	Ensuring the person is competent to undertake work assigned to them.
Supervision	Ensuring the person is appropriately supervised for any work that is undertaken, and in the case of a visitor undertaking work, that a Visitor Site Access Exception form is approved by the Site Manager or delegate.
Emergencies	Ensuring that appropriate provisions have been made for the person in the event of an emergency.
HSEC	Ensuring health, safety, environment & community issues are managed.
Access Conditions	Ensuring site access conditions are observed.

Where visitors are to be escorted to an area outside the Base Administration Zone, ensuring that the escort has a current local area induction, and advance approval for the visit has been obtained from the Manager of the area involved.

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The SRP is recorded against each individual (in the card system, using the Supervisor field). Using the card system, a report can be prepared showing all people on site, broken down by SRP. As the relevant VP or Registered Manager delegates each SRP for that site, the VP/Registered Manager is able to ensure all people on their site are appropriately managed.

SRPs and cardholders with multi-site access

As of September 2005, the card system is only able to record one SRP (as the Supervisor) per cardholder. This may change in future upgrades to the card system.
For contractors and employees with multiple site access:

- ◆ A request for site access must be completed for each site, and an SRP must approve access to each site. The card system will record the SRP for the primary site only. The paper form will be relied on to record SRP approval additional sites.

5.8 INDUCTION REQUIREMENTS

Effective 1st May 2006, a new induction has been developed that is common across all BHPBIO sites in WA where site access has been approved. This new induction is known as the WAIO Induction. Following the completion of the half day WAIO induction, personnel must complete a site-specific familiarisation for each different site.

What does the WAIO induction include?

The WAIO induction comprises:

- ◆ An introduction to iron ore operations in WA
- ◆ Take 5 / JHA training
- ◆ Isolations training
- ◆ Event and hazard management training

What is the validity period of inductions?

Site specific inductions

- ◆ As of 1st May 2006, pre-existing site-specific inductions will be valid for 3 years, or up to 31st Jan 2008, whichever is the earlier.
- ◆ Non attendance at the site where the induction was completed for a period of 3 months will void the access permissions to that site.

WAIO inductions:

- ◆ A WAIO induction is valid for 3 years and does NOT expire on 31st January 2008.
- ◆ Non attendance on any BHPBIO site for a period of 6 months will void the access permissions to all sites.

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Where do I need to complete a WAIO induction?

Contractors should complete the WAIO induction at the site they are first mobilised to.

For example, If a contractor is first mobilised Mt Whaleback, they should attend at that site and not in Perth.

How do I gain access to another BHP Billiton Iron Ore site?

If you have completed the WAIO induction and need to gain access to additional sites, a Request for Site Access must be submitted to a Site Responsible Person for that additional site. The Site Specific Component of the induction must also be completed. See Sections 4 and 5.

6.0 DOCUMENTATION

Nil

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GLD.010

FATAL RISK CONTROLS

Brief description

Performance requirements to be incorporated in the identification, assessment and mitigation of the fatal **risks** associated with the activities specified in this document.

Key contact

David Jenkins, Vice President Health and Safety



bhpbilliton
resourcing the future

Version: 2.1 (16 March 2010)

Revalidation date: 28 February 2011

BHP Billiton Group Level Document (printed copies are uncontrolled)

1. Vehicles and mobile equipment

Vehicles and **mobile equipment** must be selected, equipped, operated and maintained in a way that is safe and protects personnel from harm.

- Develop and implement an **approved** site traffic management plan (see [Appendix 1](#) and [Appendix 2](#)).
- Identify and manage at-risk driving behaviour by drivers of company-owned and all site vehicles, including **mobile equipment**.
- Mitigate **risks** to occupants from toppling or rollover.
- Protect occupants of vehicles, **mobile equipment** and other road users, including pedestrians, from the **risks** of dropped objects and moving loads.
- Provide only forward-facing passenger seating in light vehicles and road-going vehicles.
- Provide occupants with a 3 point inertia reel seat belt, and a 2 point inertia reel seat belt for rear seat passengers where a 3 point inertia reel is not possible.
- Provide a driver side airbag for all light vehicles.
- Identify and manage high-**risk** road journeys.
- Specify the minimum safe distance to be maintained between vehicles and **mobile equipment**.
- Colour and mark vehicles and **mobile equipment** for adequate visibility and easy identification at a safe distance by other vehicles, **mobile equipment** and pedestrians.
- Control interaction between vehicles, **mobile equipment** and pedestrians.
- Provide safe access and egress, including emergency egress, from **mobile equipment**.
- Provide suitable walkways, handrails or other safe systems of work for operation and maintenance of components where there is a potential to fall two or more metres, or where a fall could result in a **significant incident**.
- Prevent uncontrolled movement of vehicles and **mobile equipment**.
- Mitigate **risks** to personnel from the hazards of remote-controlled **mobile equipment**.
- Mitigate **risks** from loading, unloading, towing and recovering **mobile equipment**.
- Mitigate **risks** of fire in **mobile equipment**.
- Mitigate **risks** from storing, handling and maintenance of tyres.
- Set standards for the isolation of **mobile equipment**.
- Undertake a documented inspection of vehicles and **mobile equipment** prior to operation and take appropriate action if defects are identified.
- Prohibit the use of mobile phones by drivers, including hands-free applications, unless the vehicle or **mobile equipment** is stopped at a safe location.
- Select **mobile equipment** and vehicles appropriate for the cargo carried and ensure they are loaded in a way to mitigate spillage during transport.

2. Explosives and blasting

The transport, storage and usage of explosives and **initiating components** must only be performed by trained, competent and authorised personnel in strictly managed and controlled environments.

- Identify and manage clearance zones for all blasts.
- Control access to areas of blasting activity, including potentially affected areas.
- Mitigate the **risks** of equipment operating in the vicinity of loaded holes or explosives remnants.
- Manage the **risks** of misfires and the destruction of old explosives.
- Identify and manage the **risks** of blasting in **hot** or **reactive** ground.

3. Ground control

The potential dangers to personnel from falls of ground in underground mining, surface mining, at stockpiles, dam walls, waste rock dumps, trenches and similar locations must be identified and managed.

- Develop and maintain an approved **Ground Control System** ([See Appendix 1](#)) prepared by a competent person. The system must, as a minimum, address the following requirements:
 - Establish equipment and mining methods to separate and protect personnel from **unsecured ground** and prevent personnel from going beyond **secure ground**.
 - Set standards for the quality of ground support materials and the means for assuring the integrity of their installation, including frequency of examination and methods for repair.
 - Identify how planned and unplanned changes to ground conditions will be actioned and communicated to affected personnel.
 - Set standards for the monitoring and analysis of ground condition data, excavation stability and the effectiveness of ground support.
- Undertake an annual review of the **Ground Control System**. See [Appendix 1](#).

4. Hazardous materials

Plant and equipment must be designed, and hazardous materials controlled, to protect personnel from potentially harmful exposures.

- Identify hazardous materials and record them in a register which is maintained on site.
- Perform a **risk assessment** and document any controls required to manage exposure before new materials are first used at site.
- Maintain Material Safety Data Sheets (MSDS) for hazardous materials and make them accessible for affected personnel.
- Provide personnel with information and training on the nature of the hazards to which they may be exposed and the means of assessing and controlling their exposure.

- Perform **process hazard analysis** for processes containing hazardous materials where the volumes / quantities meet or exceed the thresholds in Annex I of the Seveso II Directive - (<http://mahbsrv.jrc.it/framework-seveso2-leg-en.html>).
- Maintain copies of all relevant design input and output records from the **process hazard analysis** throughout the life of the plant.
- Identify vessels, containers or pipes containing hazardous materials by appropriate signage or labels and, where relevant, clearly indicate the direction of flow.
- Locate vessels, containers, bulk stores and process areas containing hazardous materials within areas of adequate design and size to safely contain spills and allow for effective response to spills.
- Ensure in the event of interruption to electric, hydraulic or pneumatic power supply, any affected equipment fails to a safe condition.
- Segregate hazardous materials from incompatible materials.
- Provide detectors appropriate to the hazard where there is the potential for exposure to harmful levels of flammable or toxic materials.
- Implement access controls for the process, storage and handling areas of hazardous materials.

5. Isolation and permit to work

Identify the phases of work, tasks, locations, machinery, vehicles and **mobile equipment** requiring a permit-to-work and/or the isolation standards to be met prior to work commencing.

- Specify who can authorise the issue of a permit-to-work.
- Define the responsibilities and accountabilities of the permit issuer, individual permit holders and persons performing isolations.
- Establish the training and competency requirements for permit issuers, permit holders and persons performing isolations.
- Ensure hazards associated with the planned activity are identified, appropriate mitigations documented and the work is authorised by a responsible person.
- Define the controls which apply to personnel accessing machinery that may start and stop automatically or by instruction from a remote location.
- Control and **approve** any software overrides, **hard-wire bridging** or interlock bypassing.
- Control isolations and permits-to-work which span one or more shift handovers.
- Identify any points of isolation and provide personnel performing the work with unique, secure, control of the point of isolation.
- Define how a competent person will prove safe isolation is achieved before commencing work.
- Determine the actions required if there is any doubt safe isolation was achieved.
- Manage permits-to-work and isolations for interacting and/or simultaneous activities and where there is potential for multiple sources of energy (for example, work on electrical ring feed systems).
- Manage changes which may affect the scope of the permit-to-work and/or the isolation standard(s) required, including changes to planned tasks and the action to be taken by the permit-holder in response to an emergency.
- Verify isolated equipment/plant is returned to a safe operating condition before it is brought back into service.

6. Work at height

Work at height must be minimised and managed where there is a potential to fall two metres or more, where a fall could result in a **significant incident**, or where there is the danger of dropped objects from the work being performed.

- Design new plant and equipment and plan tasks to minimise the need to work at height.
- Provide, where work at height is unavoidable, a secure working area of suitable design and strength which includes:
 - flooring securely fastened in place so it cannot be accidentally dislodged;
 - mesh, railings or solid barriers to prevent a person falling;
 - toeboards or similar means to prevent tools and materials falling off the edge of the platform.
- Require personnel to use a **fall arrest** or **fall restraint system** where provision of a secure working area is not reasonably practicable. The system must incorporate a full body harness attached to anchor points and or safety lines designed to withstand the maximum dynamic load from all persons attached to the anchor point and/or safety line.
- Require **fall arrest** and **fall restraint systems** to:
 - have lanyards and snap-hooks with a secondary locking mechanism;
 - be used in a manner which ensures the user is able to achieve 100% tie-off 100% of the time;
 - incorporate a shock absorber when using a **fall arrest system**.
- Prohibit personnel from working alone when using a **fall arrest system**.
- Develop a plan for immediate response to a person suspended in a harness within a time to prevent suspension trauma.
- Require personnel working in Mobile Elevated Work Platforms (includes cherry pickers, scissor lifts and vehicle-mounted booms) or suspended work baskets to wear a **fall restraint system** attached to an anchor point in the basket.
- Inspect work at height equipment prior to use and clearly show compliance with periodic inspection with marks or tags.
- Provide a ladder cage or **fall arrest system** if a fixed ladder is used and a work at height **risk** exists.
- Prohibit the use of portable ladders unless provision of a secure working area is not reasonably practicable.
- Prohibit the use of portable ladders for tasks at heights exceeding 9 metres.
- Protect personnel from objects dropped or dislodged by personnel working at height by using barricades, warning signs and tool lanyards.

7. Lifting operations

Lifting operations must be planned and performed by trained, qualified, competent and authorised personnel using lifting equipment which is designed, certified, marked and appropriate to the lift activity.

- Correctly position and install lifting equipment. Define and manage the operational area to prevent the risk of injury from the equipment or the load falling or striking people.
- Mark lifting equipment to show the safe working load.
- Undertake periodic examination and testing of lifting equipment using a competent person.
- Mark lifting equipment clearly to confirm compliance with periodic examination requirements.
- Clearly identify and/or quarantine damaged or out-of-certification lifting equipment.
- Fit load bearing hooks of a rated capacity of 50 tonnes or less with a ***positive-locking safety catch***.
- Illuminate lifting operations appropriately.
- Develop clear criteria for what constitutes a complex lift and require such lifts to have a ***lift plan***.
- Provide cranes with electrical/mechanical overload protection and, except for automated cranes, calibrated load cells with a display clearly visible to the operator.
- Provide ***load moment indicators*** on cranes, other than electric overhead travelling cranes, portal cranes or automated stacker cranes.
- Verify the ground is suitable for safe operation of cranes and, where they are fitted, deploy outriggers.
- Provide operating manuals and load charts in a language understandable to the crane operator.
- Ensure cranes used for lifting personnel are certified for that purpose, along with any associated work baskets.

Appendix 1. Authorities

		Endorse	Approve	Inform
12.3 Fatal Risk Controls				
12.3.1 Ground Control System	Operations Manager		✓	
12.3.2 Site Traffic Management Plan	Operations Manager		✓	

Appendix 2. Site traffic management plan

Set site road and engineering standards which require:

- criteria for the road network, traffic flow and intersection designs which minimise the risk for all road users;
- a minimum of light vehicles on site;
- adequate visibility be provided along roads and at intersections;
- interactions between pedestrians and vehicles are minimised, with physical separation provided wherever practicable;
- physical separation is provided between heavy and light vehicles wherever appropriate;
- roads are built with adequate delineation and protection from roadside hazards;
- road maintenance, including hazards arising from dust and over-watering, is managed to minimise risk for road users and maintenance crews;
- provision is made for safe parking area design and parking protocols;
- road traffic signs and road markings to be selected and located consistent with the standards set by the national or state authorities in the country of operation. Where such standards do not exist, or are not suitable, the site must select an appropriate standard from the European Union, North America, Australia, South Africa or Chile;
- site road (driving) procedures which, as a minimum, include:
 - right of way rules at intersections;
 - overtaking and vehicle interaction protocols;
 - speed limits and how they will be enforced;
 - control of access to, and egress from, restricted areas, including a process for ensuring the number of light vehicles is kept to the absolute minimum needed for effective operations;
 - communication equipment requirements and communication protocols.
- training and competency requirements for:
 - road safety awareness, including defensive driving techniques;
 - permits to operate/drive;
- personnel performing design and engineering of road networks, traffic flow and traffic engineering;
- site drivers licences based on specific site rules, vehicle type, standards and risks.

Tab Place holder - PHASE 4

Tab Place holder - PHASE 4

ONLINE SUPPLY EVENT FORM

Supply: Event Input

Your Details

Your Area

{Select Below}

Your Department

Event Details

Event Type

{Select Below}

Event Date

Event Short Description (Max length of 200 characters)

Event Long Description

What is the criticality impact?

{Select Below}

What is your urgency and required time for Supply to respond?

{Select Below}

* Please log this form, then call a supply manager immediately

Supply person you have been dealing with (or N/A).

Add Attachments



Note: All fields on this form are compulsory.

Reported By: Michael Buzzard

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eForm version 1.0.0

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Iron Ore

Supply: Event Input

Thank you for submitting this input form.

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MEETING AGENDA PROFORMA

Performance Meeting (Insert Contractor Name)



Part A: MEETING DETAILS

Meeting No: XX	Date:
Day:	
Location/Time:	Insert Details
Purpose:	Insert Purpose

PART B: ATTENDANCE RECORD AND DISTRIBUTION

Part C:

MEETING/AGENDA

Start Time	0:00	WST / WDST	
Item	Minutes	Action By WHOM	Time
	SPACER - Safety Purpose Agenda Code (of Conduct) Expectations Roles	Chair	5 mins
1	Review of outstanding items from previous meetings	Chair	20 mins
2	Contractor Presentation of Monthly KPI Report	Contractor Rep	20 mins
3	HSEC <ul style="list-style-type: none"> • Safety Moment • Incidents • Near Misses / Hazards • Training • Local funding / support to community • Recap of actions required 	All	20 mins
4	Operational / Service Provision <ul style="list-style-type: none"> • Key personnel list and allocation of people across the business • Skills matrix / Training issues • Availability of personnel (peak load / base load / normal business availability) • Non Conformance Reporting: issues raised during period • Residual operational Issues • Business Improvements • Recap of actions required 	All	25 mins
5	Contractual / Commercial Issues, including: <ul style="list-style-type: none"> • Procure to pay • SEDS submission • ESES submission • Aged receivables • Recap of actions required 	All	15 mins
6	General Business	All	15 mins

MINUTES AND ACTIONS REGISTER

**Contract BHP-0 _ - - -
Performance Meeting Schedule, <Contractor Name>**

Month	Meeting Dates	Reports Due	Comments
January			
February			
March			
April			
May			
June			
July			
August			
September			
October			
November			
December			

Level	
1	Monthly meetings with Contract Owner, Contract Owner's Representative, Contract User and Supply. (HSE and HR attendance optional.) In-field assessments every 12 months & in-field inspections every month.
2	Quarterly meetings with Contract Owner, Contract Owner's Representative and Contract User. (Supply, HSE and HR attendance optional.) In-field assessments every 24 months & in-field inspections every 2 months.
3	Half-Yearly meetings with Contract Owner, Contract Owner's Representative and Contract User. (Supply, HSE and HR attendance optional.) In-field assessments every 36 months & in-field inspections every 6 months.
4	Annual meeting with Contract Owner, Contract Owner's Representative and Contract User. If regular site presence, in-field inspections every 6 months and in-field assessments by request.

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Contractor In-field Assessment and Inspection Procedure



Document No SPR-IHS-SAF-099	Document Owner Dan Meredith Principal Safety and Health Advisor
Issue No 1.0	Approver Rob Watson Manager WAIO Health & Safety

PURPOSE

The purpose of this document is to describe the process for BHPB WAIO Contract Owners to ensure in-field contractor inspections and assessments are carried out.

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1.0 SCOPE

This document sets out the procedure for managing infield inspections and assessments of contract service providers post placement to a controlled BHPB WAIO site.

This document includes all BHP Billiton WAIO sites and offices excluding contract mines and ADP.

2.0 PROCESS

Inspections are undertaken to monitor the effectiveness of the risk controls for HSE critical activities and equipment. Inspections shall be conducted by Contract Owners, or Contract Owner Representatives.

Infield assessments shall be conducted by HSE to ensure HSE systems are operating to full compliance.

2.1 ESTABLISH INSPECTION/ASSESSMENT SCHEDULE

When a new Contractor or new Contract Owner commences, it is that Contract Owner's responsibility to ensure all relevant inspections and assessments are carried out using the process outlined in this procedure.

2.1.1 Notify FPe Administrator

To assist with scheduling of inspections and assessments, the Contract Owner shall provide the FPe Administrator with form SPR-IHS-SAF-099 completed and signed off. The Contract Owner will be required to nominate the frequency of inspections or assessments. This is calculated based on the contract risk and shall be determined using the process outlined in procedure SPR-IHS-SAF-094.

2.1.2 Create schedule

Once in receipt of the notification, the FPe administrator will set up/amend a workflow within FPe and notify the Contract Owner once this is done. From this point the Contract Owner shall start to receive email and messenger notifications when an inspection or assessment is due. Information relating to complete, outstanding and overdue assessments and inspections will be reported on from this point forward.

2.1.3 Notification Inspection or Assessment

At the predetermined frequency, a notification will be sent by Fpe to the Contract Owner indicating an inspection or assessment is now due.

If the notification is for a HSE Assessment, it is the Contract Owner's responsibility to coordinate this through the appropriate HSE department contact. Multi-site contracts shall be assessed through BHPB WAIO Perth HSE. Individual site contracts shall be assessed by the relevant site HSE department.

If the notification is for an Inspection, the Contract Owner can chose to either carry this out personally or delegate as appropriate.

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2.2 INSPECTION PROCESS

2.2.1 Review previous actions

Prior to carrying out the scheduled inspection, the Contract Owner shall carry out a review of previous in-field inspections through FPe reporting. Any actions not closed out from previous inspections should be noted to follow up.

2.2.2 Notify Contractor of inspection

The contractor should be given appropriate notification of the inspection prior to attending on site. Where practicable, this notice should be not less than 24 hours. Upon arriving at site, the Contract Owner shall notify the supervisor or manager in charge prior to carrying out inspection.

2.2.3 Carry out inspection

The Contract Owner shall carry out the inspection either independently or accompanied by a representative of the contract company.

2.2.4 Agree actions with contractor

Upon completion of the inspection, the Contract Owner shall meet with the supervisor or manager of the contract company to discuss issues discovered and the actions necessary to rectify these.

The Contract Owner is to enter inspection findings and agreed actions into FPe for completion and closure.

2.3 ASSESSMENT PROCESS

2.3.1 Request assessment from HSE

Where the Contract Owner is required to complete an in-field assessment, they shall contact the relevant HSE department to coordinate a HSE Specialist for assistance. Contracts serving more than one site shall be assessed by BHPB WAIO Perth HSE. Single site contracts shall be assessed by the HSE department attached to that site.

2.3.2 Review previous information

Prior to carrying out the HSE Assessment, the HSE Specialist shall review all other sources of information available to them regarding the Contractor's HSE system and performance. This information includes but is not limited to;

- The pre-award self assessment
- The mobilisation meeting minutes
- In-field inspections
- Incident and hazard reports
- Other assessments

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2.3.3 Notify Contractor of assessment

The HSE Specialist shall make contact with the Contractor to provide reasonable notice of the upcoming assessment. The Contractor shall be expected to make resources available to the HSE Specialist to carry out the assessment un-hindered.

2.3.4 Complete assessment

The HSE Specialist shall complete the assessment, and enter the completed assessment and recommendations into FPe and forward to the Contract Owner to action.

2.3.5 Negotiate actions

Once the Contract Owner has the assessment results and recommendations available, they shall meet with the Contractor to discuss how each action item (if any) shall be closed out.

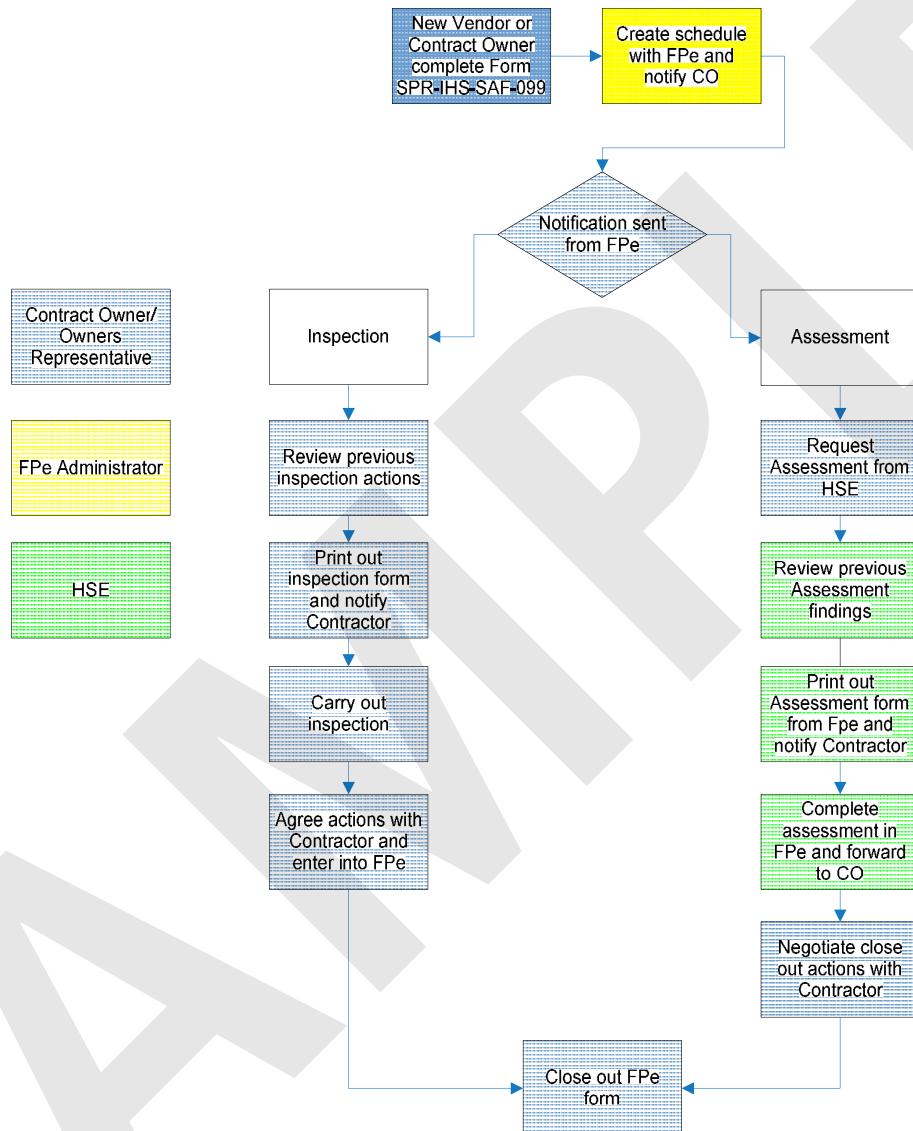
2.4 CLOSE OUT

Once all actions are agreed between the Contract Owner and the Contractor for either an inspection or assessment have been agreed, the Contract Owner is able to close out the original FPe action item. Note: Actions do not have to be completed for assessments to be closed out by the Contract Owner, they only need to have been agreed.

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3.0 FLOWCHART



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4.0 RESPONSIBILITIES

POSITION TITLE	ROLE	DESCRIPTION OF TASK
Principal HSE Advisor	Maintenance	<ul style="list-style-type: none"> Periodic review and maintenance
Contract Owner	Adherence	<ul style="list-style-type: none"> Follow procedure to ensure assessments and inspections are carried out.
FPe Administrator	Reporting and scheduling	<ul style="list-style-type: none"> Scheduling of inspections and audits within FPe. Monthly reporting data on compliance • •

5.0 DEFINITIONS AND ABBREVIATIONS

TERM	DESCRIPTION
Assessment	A systematic, independent and documented process for obtaining evidence and evaluating it objectively to determine the extent to which the management systems criteria set by the organisation are fulfilled.
Contract Owner	Individual responsible for the appointment and management of a Contractor. Delegates of the Contract Owner include the Contract Owner's Repetitive and the Contract User.
HSE	Health Safety Environment
FPe	First Priority Events. BHPB WAIO incident and accident tracking system
Inspection	Less formal than an assessment. A physical walk-through checklist examination of the site or workplace in question.
Shall and Should	The word "shall" is to be understood as mandatory and the word "should" as recommended but non-mandatory.
WAIO	West Australian Iron Ore

6.0 REFERENCES

REFERENCE	AUTHOR	TITLE
SPR-IHS-SAF-094	Dan Meredith	Contractor Safety, Health and Environment Plan procedure
FRM-IHS-SAF-161	Dan Meredith	New Service Contractor FPe Registration Form

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7.0 DOCUMENT REVISION CONTROL

Electronic Approval Record		
Reviewer Role	Name	Date
Principal Safety Advisor	Dan Meredith	11/01/2010
Approved By	Manager WAIO HS: Rob Watson	12/01/2010

8.0 APPENDICES

None

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Place holder card

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WAIO Site Responsible Person (SRP)

Role and Responsibilities

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AUTHORISATION

AUTHORISING OFFICER'S SIGNATURE	
<i>Electronic Authorisation</i>	
Position	
Authorised by: HSE Manager	
Author's Name:	
Delwin Rohrlach	
POSITION/S	
Emergency Services Coordinator	

AMENDMENTS

Issue	Page	Date	Details
1.0	All	9/9/05	New Document
2.0	All	9/9/05	Amended authorisation box
3.0	All	18/10/05	Issued in error
4.0	All	11/10/05	Include provision for SRP to provide conditional approval subject to Permit to Work
5.0	All		
6.0	All	10/01/08	Minor changes throughout
7.0	2	12/11/08	Reference to Site Responsible Person Form

1. BASIC FUNCTION

This responsibility statement applies to the nominated Site Responsible Person (SRP) at all BHPB Billiton Iron Ore (BHPBIO) sites. The SRP is responsible for approving all access to site, including BHP Billiton Staff, Contractors and Visitors. The authority for the role is delegated by the relevant Vice President or Registered Manager.

2. ROLE OF THE SITE RESPONSIBLE PERSON

The role is to be assigned at all times at all BHPB Billiton Iron Ore (BHPBIO) sites (Port, Rail, Mines, ADP and Perth.)

The relevant Vice President or Registered Manager shall delegate authority to each Site Responsible Person (SRP) for their site.

An authorised SRP may approve site access for employees, contractors and visitors using the Request for Site Access form.

In the event that a SRP is not able to verify that the major accountabilities can be delivered on, site access shall not be approved.

This responsibility is one that may be held as part of a standard position description, or assigned to a person as required.

A register of those people who are delegated as a SRP will be held at each site access point after endorsement by signing FRM-IHS-SAF-003.

3. MAJOR ACCOUNTABILITIES

3.1. Part 1 –Access Granted with No Conditions

3.1.1. All on-site personnel

When an employee, contractor or visitor is on site, the SRP is responsible for:

- ensuring site access conditions are observed.
- ensuring health, safety, environment & community issues are managed.
- ensuring the person is competent to undertake the work assigned to them.
- ensuring the person is appropriately supervised for any work that is undertaken, and in the case of a visitor undertaking work, that a Visitor Site Access Exception form is approved by a Vice President / Registered Manager or their delegate.
- ensuring that appropriate provisions have been made for the person in the event of an emergency.
- where visitors are to be escorted to an area outside the Base Administration Zone, ensuring that the escort has a current

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local area induction, and advance approval for the visit has been obtained from the BHPBIO Manager of the area involved.

3.1.2. Contractors

For all relevant contractor work where there is a risk of injury, the SRP is responsible for:

- ensuring that a signed Contract or authorised Purchase Order is in place for the Approved Work.
- ensuring that the duration of access relates to the Approved Work, and in any event does not exceed 31st January in the following year.
- ensuring that an approved BHP Billiton nominated manager or supervisor has been formally identified as the person with single point of accountability for the contractor
- ensuring the contractor's on-site manager and all contractor personnel are introduced to the person with single point of accountability.
- ensuring that effective systems of communication are in place.

3.2. Part 2 –Access Granted to Contractors

A SRP may grant a contractor access to site under the control of the site Permitting system. Under this condition, the contractor may only access site using their proximity card to conduct work when the suitable Permit has been approved by a Responsible Person (RP).

When a contractor is granted site access under the control of the site approved Permitting system, the SRP is personally responsible for:

- Understanding the site Permitting system in place on site and the role of the Responsible Person (RP).
- Advising the contract company and the individual of the nature of the Work condition, and obtaining acknowledgement that the condition is understood.
- Advising the contract company how to obtain approval for an Authority to Work from a Responsible Person (RP).
- Ensuring there is a regular review (minimum monthly) of the work being conducted on site by the contractor under the conditional approval and verifying that the required elements of the site Permitting system are being effectively applied.

When a contractor is granted site access under the control of a Authority to Work approved by a Responsible Person (RP), the SRP is responsible for ensuring that the site permitting system at a minimum:

- Incorporates steps to ensure site access conditions are observed.

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- Incorporates steps to ensure health, safety, environment & community issues are managed.
- Incorporates steps to ensure that the contractor is competent to undertake the work assigned to them.
- Incorporates steps to ensure that the contractor is appropriately supervised for any work that is undertaken.
- Incorporates steps to ensure that appropriate provisions have been made for the person in the event of an emergency.
- Incorporates steps to ensure that a signed Contract or authorised Purchase Order is in place for the Approved Work.
- Incorporates steps to ensure that the duration of the Permits relates to the duration of the Approved Work.
- Incorporates steps to ensure that an approved BHP Billiton Contract Liaison Officer or Responsible Person will be formally identified as the person with single point of accountability for the contractor while working under the Authority to Work form.
- Incorporates steps to ensure that the contractor's on-site manager and all contractor personnel will be introduced to the person with single point of accountability.
- Incorporates steps to ensure that effective systems of communication are in place.

4. DECISION MAKING AUTHORITIES

An SRP is able to authorise site access using the Request for Site Access form.

5. QUALIFICATIONS

No formal qualifications are required for an SRP.

6. CORE SKILLS AND KNOWLEDGE

It is assumed that the SRP is inducted for the site, and is knowledgeable about health, safety and environment processes for that site. Where contractors are involved, it is assumed the SRP is familiar with contractor management processes.

7. SKILLS KNOWLEDGE AND ENHANCEMENT

Not applicable.

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8. RELIEF DURING ABSENCE

In the event of absences, the SRP will ensure that they delegate responsibility for all major accountabilities for on-site employees, contractors or visitors that they have authorised for site access in the period of absence.

Emergency Services should also be notified with the name of the nominated SRP for the period of leave so that the name is communicated to the following groups:

Site Access facilitator
Induction Facilitator
Main Gate Security

Correct person for site access
Correct person for site access
Issue site access cards with the correct approval

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STANDARD MONTHLY CONTRACTOR REPORTING

Contractors should regularly provide formal reports on performance, ideally monthly.

You should agree at the start of the Contract with the Contractor, Contract Owner (and potentially the Contract User), the areas the Contractor should report on.
This presentation should align with your Contract Review meeting agenda.

An extensive list of areas a Contractor may report on is detailed below.

- Performance against KPI's / KRA's (Key Result Areas)
- Details of any injuries sustained or incidents arising from or associated with this agreement, our relationship, or the provision of any part of the Services
- Lag safety indicators
- Lead safety indicators
- Attendance at our scheduled safety meetings
- Safe Act Observations conducted
- Details of any potential or actual hazards, risks or at risk behaviours identified, controlled and mitigated
- Details of absences of key personnel
- Personnel training matrix
- Site specific training completed per employee
- Non Site specific training completed per employee
- Manning levels
- Hours worked by your personnel (potentially split by category and reported for the month or quarter or previous 12 months)
- Response times for after hours call outs
- Indigenous Manning Levels
- A Non Conformance Report (NCR's) Register, listing the NCR's that have been issued and their status
- List of all work orders / purchase orders completed
- Payment status (ie outstanding payments)
- With regards to each of the service provision areas as outlined in this contact, a discussion on what requires attention from both our and your point of view
- Business or continuous improvement opportunities that you have presented to us for consideration or those that you have implemented
- Community involvement eg local sponsorship or donations

TAB Place card holder

TAB Place card holder



DEMOBILISATION MEETING AGENDA

(Insert Contractor Name)

Part A: MEETING DETAILS

Meeting No: XX	Date:
Day:	

Location/Time:

Purpose: Demobilisation Meeting

PART B: ATTENDANCE RECORD AND DISTRIBUTION

Name	Position	Representative Organisation

Part C:

Part C: MEETING/AGENDA

MEETING/AGENDA		Start Time	0:00	WST/ WDST
Item	Minutes	Action By WHOM	Time	
	SPACER - Safety Purpose Agenda Code (of Conduct) Expectations Roles	Chair	5 mins	
1	Review of outstanding items from previous meetings	Chair	20 mins	
3	HSEC ‐ Safety Moment ‐ Final Performance Report	All	20 mins	
4	Contractual / Commercial Issues, including: ‐ Outstanding purchase orders ‐ Outstanding payments ‐ Outstanding claims ‐ Certificate of Practical Completion completed (if required)	All	20 mins	
5	Operational Issues ‐ Audit of site-based materials completed ‐ Audit findings reported to Supply ‐ All WAIQ tools and equipment returned ‐ All personnel swipe cards returned	All	20 mins	
6	Other: ‐ Transition plan implemented (if required) ‐ Public relations/communications issues addressed ‐ Outline Agreement Bulletin prepared and issued	All	15 mins	
7	General Business		20 mins	

MINUTES AND ACTIONS REGISTER

Tab Place holder - SECTION 9

Tab Place holder - SECTION 9

Supply - How Do I



Brief description

This document provides answers to commonly asked 'how do I' questions for supply related matters.

Audience

All WAIO personnel.

Key contact

Supply Manager, Systems and Processes (ext 44163)

Related Documents

- [GLD STA.016 Master Data](#)
- [GLD STA.021 Source to Contract](#)
- [GLD STA.022 Plan to Pay](#)
- [WAIO Contract and Vendor List](#)
- [WAIO Vendor Request Form](#)
- [Global Material Request Form](#)
- Supply - Who do I contact – This document can be located in the Purchasing and Contracts BCD tab on the Iron Ore Portal

Related Applications

- [Request For Contract \(RFC\) Online](#)
- [Supply Event System](#)



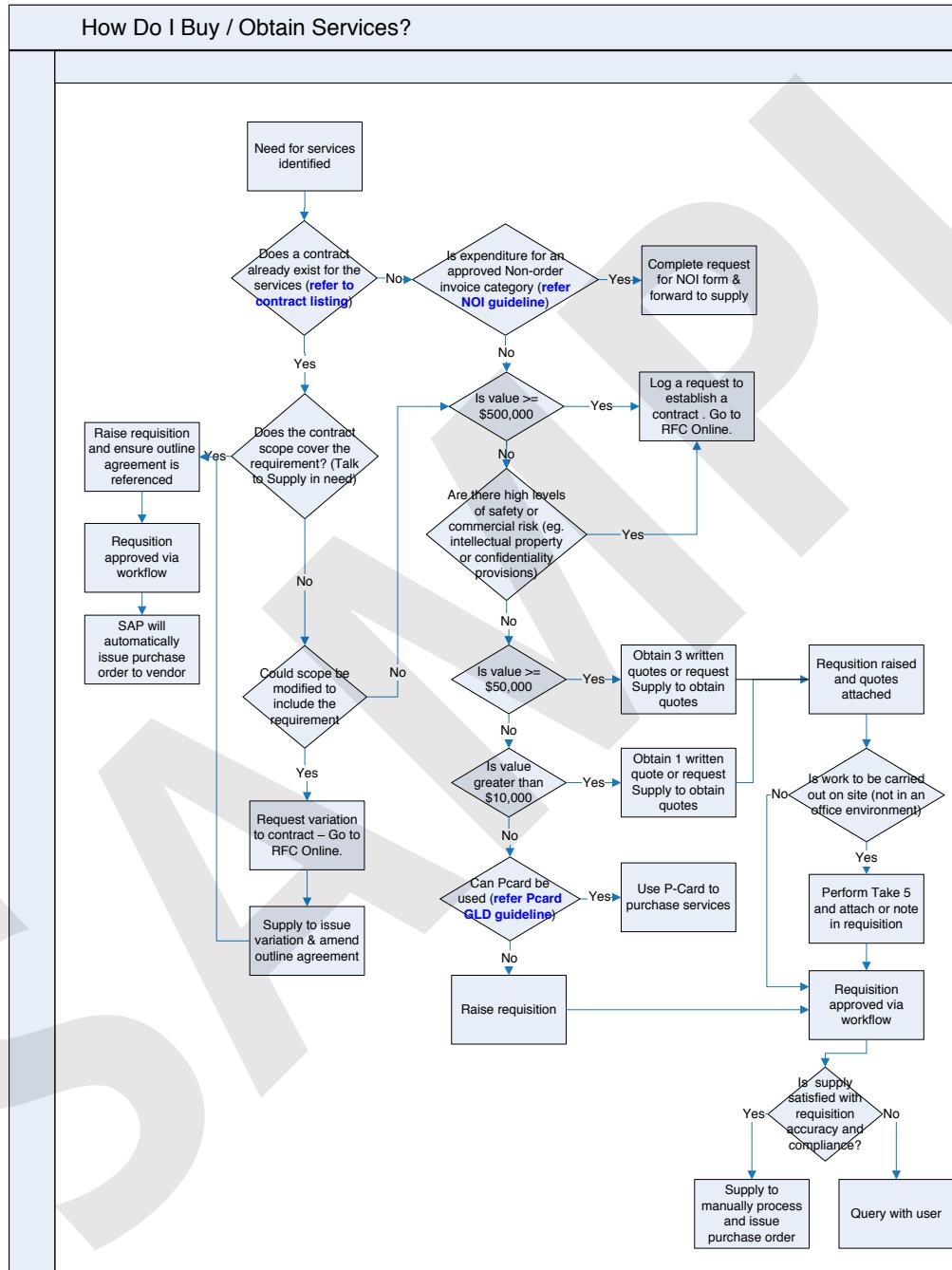
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2. How do I buy or obtain services?

2.1. Process Map



2.2. Overview

- The BHP Billiton Group Level Documents mandate that we procure in a preferred order of precedence and according to a set of global 'rules'.
- This section is your guide to procuring services and ensures we are compliant with corporate policy; that we are obtaining and using the best value and most favourable commercial arrangements; and that the requests for services are processed in the most efficient manner.
- Services are not to be obtained without a purchase order, or in some cases, credit card details.
It is the issuing of a purchase order that is the legal commitment to perform work. Having work done without a purchase order exposes the company to unacceptable levels of safety, commercial and legal risk. If a requirement is urgent please speak to your local Supply contact who will expedite your request.
- Work should not be broken down into smaller components or parcels to bypass policy requirements.

2.2.1. Existing Contracts

- When selecting a vendor to perform the services, preference must be given to existing contractual arrangements. If you are unsure whether the scope of the existing contract covers your requirement please talk to the relevant contract officer to see whether the contract can be used or a variation issued to incorporate the additional work.
- A [WAIO Contract and Vendor Listing](#) is available and provides the title of the contract, the vendor, the responsible Contract Officer, and the outline agreement reference to use when creating your requisition. This report is updated every fortnight and published on the Portal. If you have any questions or issues please speak to the Supply Analyst on ext 44137.
- Requests for variations should be made using [RFC Online](#) which is a web-based form designed to capture summary information about the request. Refer to section 5 of this document: '[How do I request a new contract or vary an existing one](#)' for further information regarding the RFC Online system.

2.2.2. Requests for New Contracts

- Where the expected expenditure exceeds \$500,000 for a particular category of spend, or where the safety or commercial risk is high (eg. intellectual property or confidentiality considerations), and an existing contract cannot be used, a new contract must be established.
- Requests for new contracts are made using [RFC Online](#). Refer to section 5 '[How do I request a new contract or vary an existing one](#)' for further information regarding the RFC Online system.

2.2.3. Non Order Invoices

- For some types of payments a non order invoice can be used – this is generally administrative type payments such as royalties, donations, regulatory expenses etc. Non order invoices **cannot** be used for the purchase of goods and services.
- A full list of allowable categories is detailed in [section 14 'How do I request a Non Order Invoice payment'](#).

2.2.4. Requisitions

Contract

- Where a contract exists, or has been established, for the services, the outline agreement number needs to be referenced when creating your requisition. This ensures that:
 - legally the work will be covered under the contractual terms and conditions that have been agreed;
 - the spend will be correctly recorded in SAP as being 'on contract'; and

- the order will be automatically processed once the requisition has been approved rather than waiting for a Purchasing Officer to manually convert your requisition to an order.

No Contract

- If there is no contract available, a direct purchase requisition is created using ME51N or the work order process. To ensure the best value for money outcome a certain number of quotes are required depending on the value of the requisition – see table below.

Minimum Number of Quotes	
Requisition Amount	Number and Type of Quotes
Under \$10,000	One verbal quote obtained by the requestor. Supply will require name of contact, date of quote, lead time or required date and transport requirements (if applicable) to process the request.
\$10,001 - \$50,000	One written quote, obtained or vetted by Supply. Where the requestor has sought the quote it should be attached to the requisition or work order for review by Supply.
\$50,001- \$500,000	Three written quotes, vetted or obtained by Supply. Where the requestor has sought quotes they should be attached to the requisition or work order for review by Supply. If sole sourcing the requestor must include a justification. Supply will review and may seek further quotes or clarification as warranted.
Greater than \$500,000	Contract must be established.

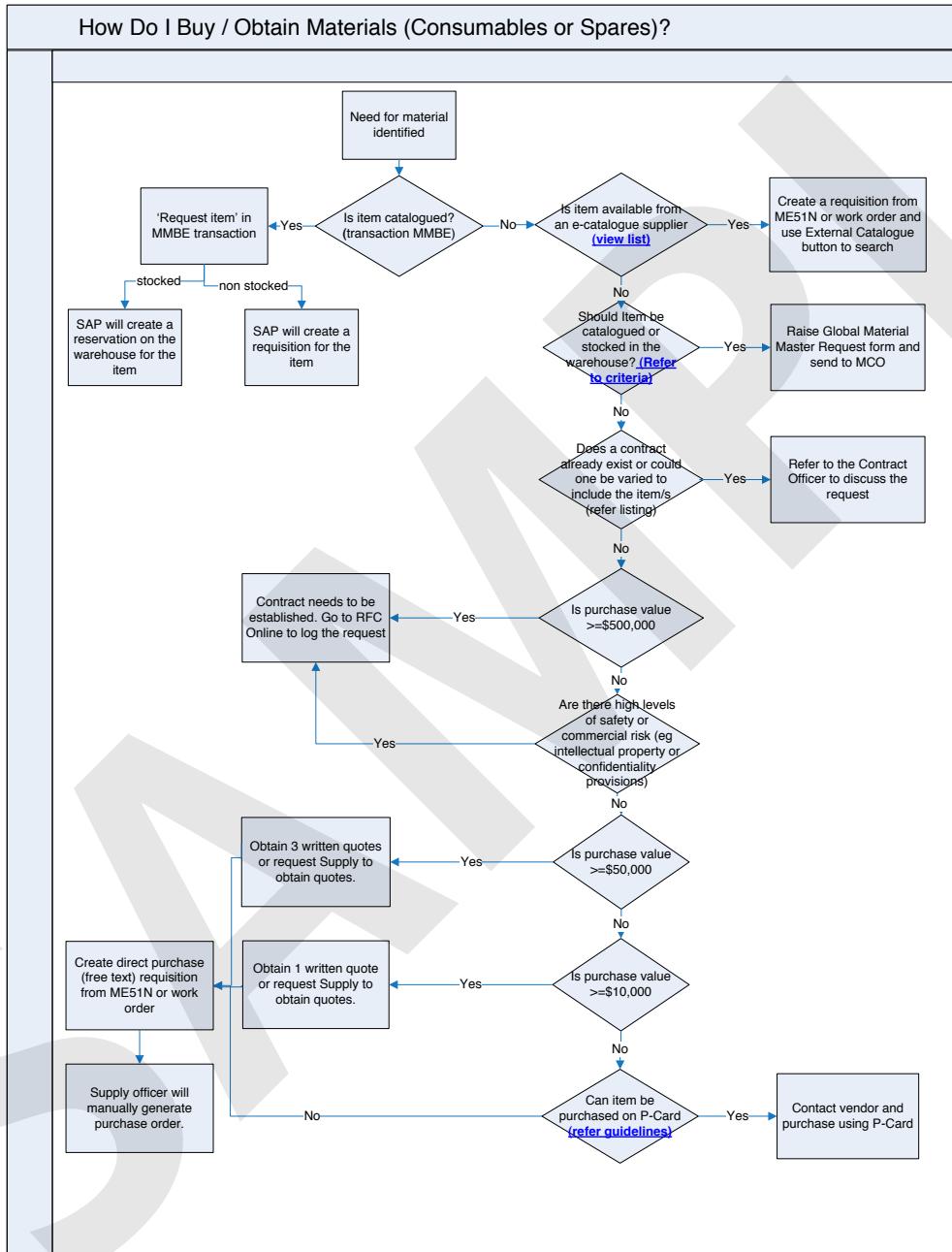
- Estimates or 'quotes' can either be sought by yourself or by Supply. If you elect to seek the estimates, they must be attached to the requisition for vetting by Supply. It is important, when seeking estimates, to not commit the company in any way – refer [section 6 'How do I obtain budget estimates'](#) for more information including text that should be used when approaching vendors for price information.
- If the request is 'sole sourced', that is, it is not possible or desirable to seek the required number of quotes, then a note justifying this approach should be attached to the requisition or work order.
- If the work is to be performed on site, and is 'in field', that is, it has inherent safety or operational risks, a Take 5 risk assessment should be completed and the resultant rating included in the requisition. This helps identify all risks associated with performing the work before the vendor comes on site allowing us time to mitigate the risk if necessary.
- Once the requisition has been approved, it will be reviewed by Supply and, if all policy requirements have been met, an order will generated.

2.2.5. Purchasing Card

Purchasing card can be used to procure some services. Refer to [section 13 'What can I buy using Purchasing card'](#).

3. How do I buy or obtain materials (spares or consumables)?

3.1. Process Map



3.2. Overview

- The BHP Billiton Group Level Documents mandate that we procure in a preferred order of precedence and according to a set of global 'rules'.
 - This document is your guide to procuring materials and ensures we are compliant with corporate policy; that we are obtaining and using the best value and most favourable commercial arrangements; and that the requests for materials are processed in the most efficient manner.
 - Goods are not to be obtained without a purchase order or, in some cases, credit card details.
- It is the issuing of a purchase order that is the legal commitment to supply the goods. Having goods delivered without a purchase order exposes the company to unacceptable levels of safety, commercial and legal risk. If a requirement is urgent please speak to your local Supply contact who will expedite your request. If an item is required outside normal working hours please refer to [section 10 'How do I get something after hours'](#).
- The requirement should not be broken down into smaller parcels to bypass policy requirements.

3.2.1. Existing Materials

- To see if an item is catalogued and held in stock use SAP transaction MMBE. A [Quick Reference Guide](#) is available if you need assistance with this transaction.
- From within MMBE use the 'request item' button – this will create either a reservation or a requisition depending on whether the item is held in inventory. Similarly when adding the material to your work order, SAP will decide whether it is an inventory item and will process accordingly.

3.2.2. E-Catalogues

- E-catalogues are a web based list of parts accessible from within ME51N or the work order.
- Selecting an item from an e-catalogue ensures we receive preferential pricing and automates the generation of the order so it will be received by the vendor within 15 minutes instead of waiting up to 48 hours for manual processing by a Supply Officer.
- E-catalogues are currently available for:
 - Blackwoods: Tools and Hardware
 - Rexel: Electrical consumables
 - BOC: Gas consumables
 - Westrac: Cat EME parts
 - Protector: Safety consumables
 - Atlas Copco: Drill parts
 - Swaglock: Hose fittings
 - Ashdown: Automotive electrical
 - Bradken: Ground engaging tools
 - Bullivants: Lifting gear
 - CBC: Bearings and seals
 - Corporate Express: Stationery
 - Downer EDI Rail: Loco spares
 - Komatsu: EME parts
 - RS Components: Electronic parts
 - Rowe Scientific: Lab consumables

- Quick reference guides are being developed for all e-catalogues – refer to Supply if you need assistance in the interim.

3.2.3. Cataloguing New Items

- If an item is not already catalogued, and if it is not available via an e-catalogue, it is worth considering whether it needs to be catalogued and whether we should hold it as inventory.
- Refer to [section 8 'How do I request cataloguing of a material'](#) for more information.

3.2.4. Contracts

- When selecting a vendor to provide the goods, preference must be given to existing contractual arrangements. If you are unsure whether the scope of the existing contract covers your requirement please talk to the relevant contract officer to see whether the contract can be used or a variation issued to incorporate the additional items.
- A [WAIO Contract and Vendor Listing](#) is available to assist in understanding what contracts are already in place. This report is updated fortnightly and provides the contract title, outline agreement number, the vendor and the responsible Contract Officer.
- Similarly refer to [Supply - Who do I Contact BCD](#) for a list of key contacts by category.
- Where the expected expenditure exceeds \$500,000 for the category of spend, or where the safety or commercial risk is high (eg. intellectual property or confidentiality considerations), and an existing contract cannot be used, a new contract must be established.
- Requests for new contracts are made using [RFC Online](#). Refer to [section 5 'How do I request a new contract or vary an existing one'](#) for further information regarding the RFC Online system.

3.2.5. Direct Purchase Requisitions

- If there is no contract available, a direct purchase requisition is created using ME51N or the work order process. To ensure the best value for money outcome a certain number of quotes are required depending on the value of the requisition – see table below.
- Estimates or ‘quotes’ can either be sought by yourself or by Supply. If you elect to seek the estimates, they must be attached to the requisition for vetting by Supply. It is important, when seeking estimates, to not commit the company in any way – refer to [section 6 'How do I obtain budget estimates'](#) for more information and some sample wording.
- If the request is ‘sole sourced’, that is, it is not possible or desirable to seek the required number of quotes, then a note justifying this approach should be attached to the requisition or work order.
- Once the requisition has been approved, it will be reviewed by Supply and, if all policy requirements have been met, an order will generated.

Minimum Number of Quotes	
Requisition Amount	Number and Type of Quotes
Under \$10,000	One verbal quote obtained by the requestor. Supply will require name of contact, date of quote, lead time or required date and transport requirements (if applicable) to process the request.

Minimum Number of Quotes	
\$10,001 - \$50,000	One written quote, obtained or vetted by Supply. Where the requestor has sought the quote it should be attached to the requisition or work order for review by Supply.
\$50,001- \$500,000	Three written quotes, vetted or obtained by Supply. Where the requestor has sought quotes they should be attached to the requisition or work order for review by Supply. If sole sourcing the requestor must include a justification. Supply will review and may seek further quotes or clarification as warranted.
Greater than \$500,000	Contract must be established.

3.2.6. Purchasing Card

- Purchasing card can be used to procure some goods.
- For more information on using PCard, or to understand how to apply for a card, refer to section 13 'What can I buy using Purchasing card'.

4. How do I find an existing vendor or contract?

When selecting a vendor to perform work or provide goods there is an order of preference that needs to be followed:

1. Vendors that we have a contract with
2. Vendors that are already on the SAP Vendor Master and available for use by Iron Ore
3. Vendors that are already on the SAP Vendor Master but available in another company code
4. New vendors

4.1. WAIO Contract and Vendor List

To determine if a contract exists for your particular requirement, or to view the list of vendors currently contracted to WAIO, you will need to access the [WAIO Contract and Vendor Listing](#).

This report is updated fortnightly by the Supply Analyst (ext 44137).

4.2. SAP Vendor Master

To search SAP for a vendor you will need to use transaction XK03.

A [Quick Reference Guide](#) is available if you are unfamiliar with this transaction.

4.3. New Vendors

If an existing vendor cannot be used, you can apply for a new vendor to be added to SAP. You will need to justify why the goods and services cannot be purchased from an existing vendor. Refer to '[How do I request a new vendor](#)' for more information.

For minor expenditure (less than \$10,000 per month) you may be asked to use purchasing card to purchase the goods and services if they are allowable under Purchasing Card Policy. This is preferable to adding a vendor to SAP if the spend with the vendor is going to be nominal and the risk is low.

Refer [section 13 'What can I buy with Purchasing Card'](#) for further information.

5. How do I request a new contract or vary an existing one?

- A contract is required for expenditure greater than \$500,000, or where the safety or commercial risk is high (such as intellectual property or confidentiality issues). All requests for new contracts must be made using the Request for Contract System ([RFC Online](#)).
- Similarly any request to vary an existing contract should be made using [RFC Online](#).
- Once you have logged your request, you will receive an email advising the name of the Contracts Officer who will be responsible for processing your request.
- The Contract Officer will contact you within 2 working days to discuss the request and seek further information if needed. The Contract Officer will also discuss and agree an expected date for completion, which will be recorded in RFC Online.
- As work progresses you will receive an automated email on completion of key milestones.

6. How do I obtain budget estimates?

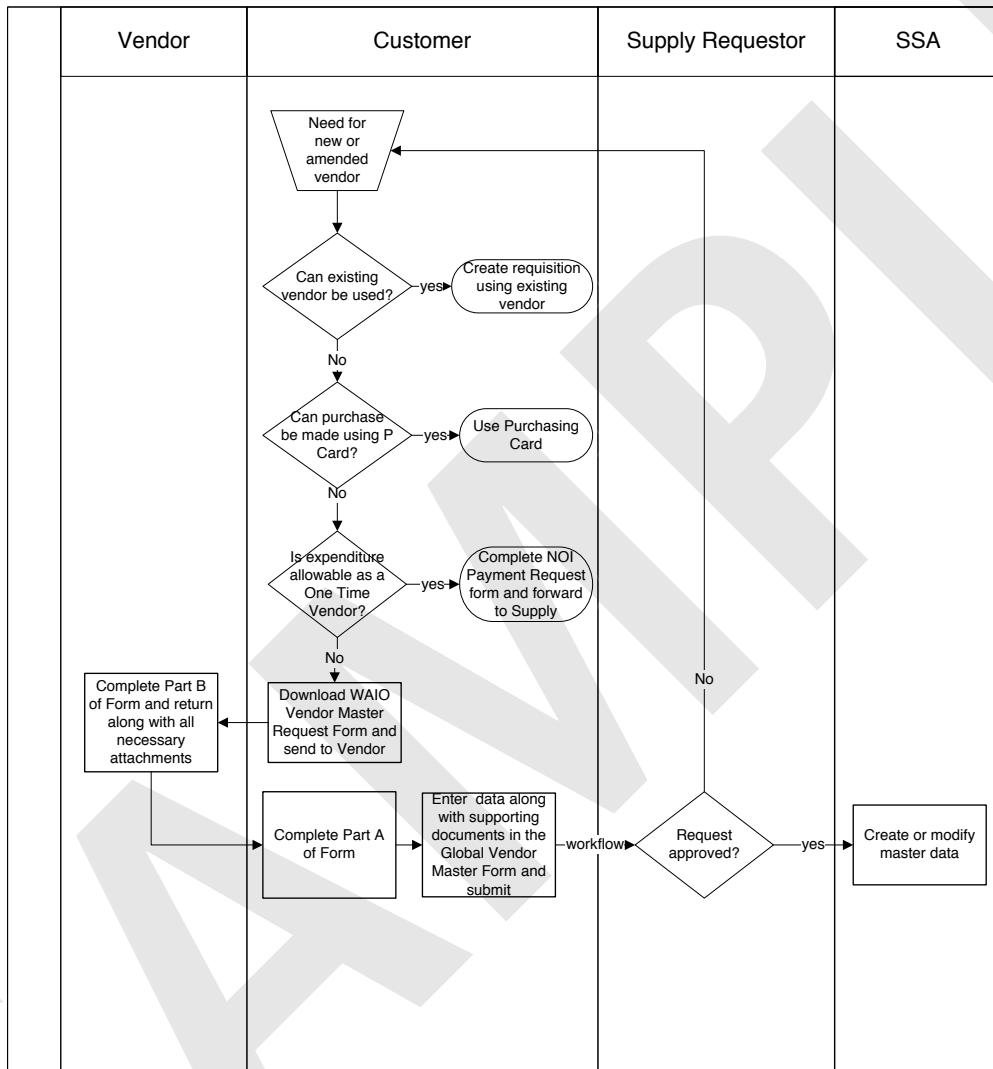
- At times it may be necessary for you to obtain quotes or budget estimates. You need to take care not to commit the company in any way. The commitment must be in the form of a contract or purchase order depending on the circumstances (refer [section 1 'How do I obtain services'](#) and [section 2 'How do I obtain materials'](#) for more information).
- The ability to commit company funds is restricted under the Iron Ore Approvals Framework so take care not to do any of the following, either verbally or in writing:
 - ✖ Agree to buy the goods or services
 - ✖ Agree on price and/or other commercial terms
 - ✖ Accept or discuss terms and conditions
- Where the spend is expected to exceed \$500,000 you should not approach suppliers directly. Instead, talk to Supply who will advise the best way to approach the market and who will coordinate this on your behalf.
- For expenditure less than \$500,000, the following text should be included in any correspondence to vendors seeking budget estimates:

Dear [insert vendor's name]

As discussed, we request that you provide a price estimate for the [insert description of goods/services]. This estimate is to be used by us for evaluation purposes only and is therefore a request for information only. No binding commitment or obligation on our part should be assumed as a result of this request. Should the evaluation proceed, further information may be sought by members of the BHP Billiton Supply Department, but no agreement will have been made until the execution by both parties of a formal written contract or issuance of a purchase order.

SAMPLE

7. How do I request a new vendor or a change to an existing vendor?



7.1. New Vendor Requests

- Before requesting a new vendor, every effort should be made to use an existing contracted vendor, or an existing SAP vendor.
- For some low value goods and services, a purchasing card (PCard) should be used to procure the items. This is more cost effective than creating master data and processing a series of low value orders and invoices. Refer to '[What can I buy with Purchasing Card](#)' for the full list of what can and can't be bought on PCard.

- A one time vendor record can be used for one off procurement, less than \$50,000 against the following vendor categories:

- Joint Venture partners and royalties
- Donations and sponsorships
- Regulatory
- BHP Billiton companies
- Block leases and acquisitions
- Employee benefits
- Medical

All other one time vendor payments require Supply Manager approval.

- Only once all of these options have been exhausted will a new vendor be considered.
- You should access the [WAIO Vendor Request Form](#) from the Iron Ore Portal.
- You must send the form to the vendor so they can complete Section B including acknowledgement of our standard practices. The form should be returned along with all necessary supporting documentation (refer [STA.016 Master Data](#) for a full list of supporting documentation requirements).
- You should then complete Section A including a clear justification as to why the vendor is required.
- You should access the [Global Vendor Master Form](#), complete the mandatory fields and attach the WAIO Request Form.
- The Global Form will then workflow to a Supply Approver for review.
- If satisfied, the Supply Approver will submit to Shared Services. If the request is incomplete or not compliant the form will be returned to the initiator. Every effort will be made at this point to rationalise the vendor base and new vendor requests will be subject to stringent review and questioning.
- Shared Services will create the vendor record and an automated email will be sent to you with the vendor details.

7.2. Change Requests

- If a vendor's details change (this may be anything from banking details to addresses and contact details), the vendor should advise their BHP Billiton Iron Ore contact in writing (supporting documentation may be required as per [STA.016 Master Data](#)).
- The customer or Contracts Officer on receipt of the written advice, will access the [Global Vendor Master Form](#) and enter the necessary data.
- The Global Form will then workflow to a Supply Approver for review.
- If satisfied, the Supply Approver will submit to Shared Services.
- Shared Services will amend the vendor record.

8. How do I request cataloguing of an item?

- Items should be catalogued if they meet one of the following criteria:
 - The item is going to be held in the warehouse
 - The item is listed on a bill of material
 - The item is critical

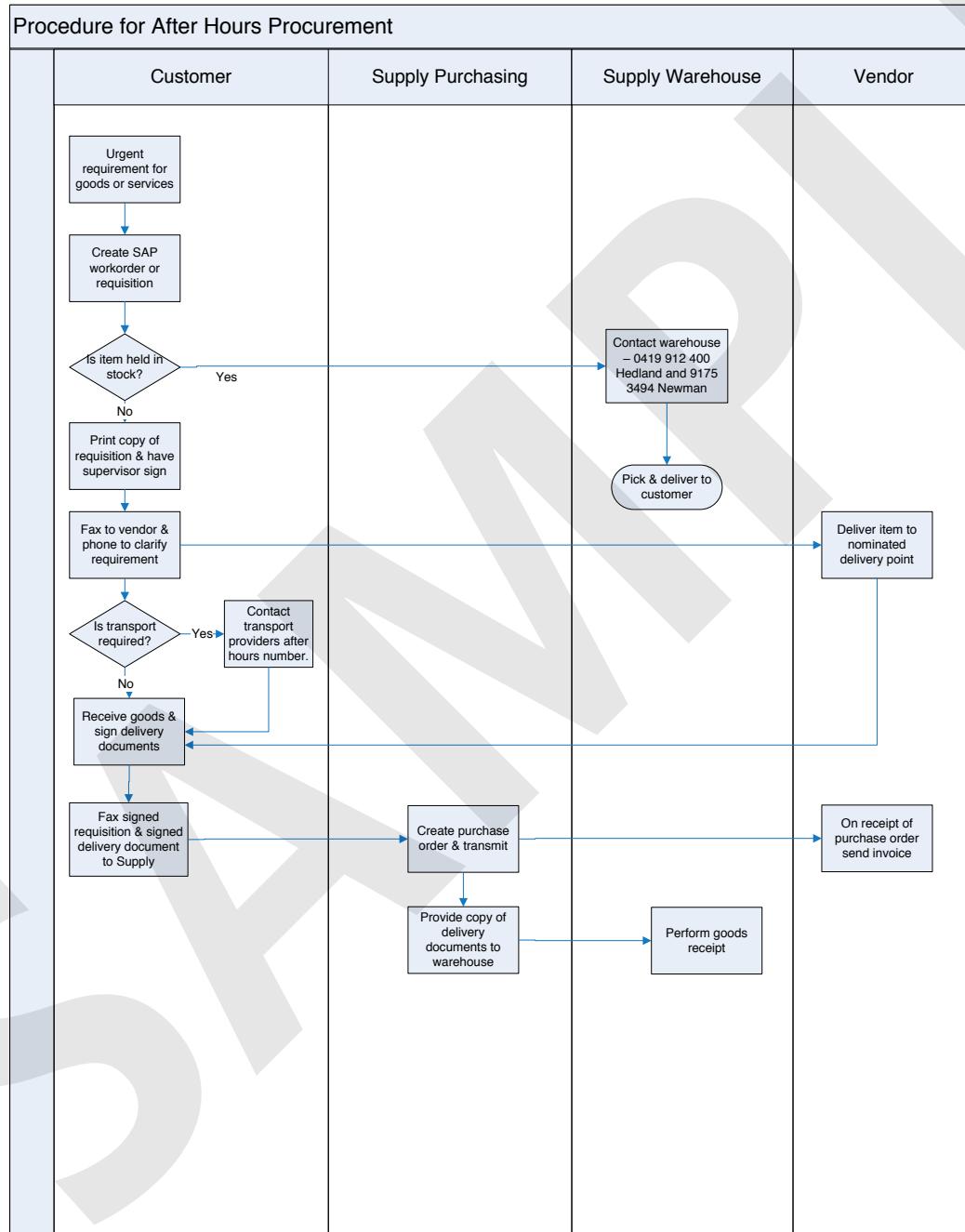
- The item is going to be purchased more than twice a year and is not available on an e-catalogue
- If there is doubt about whether something should be catalogued please speak to your Material Control Officer.
- To request cataloguing of a new material or to request an amendment to existing master data you will need to complete the [Global Material Master Request Form](#).
- Once completed, the form should be sent to the Material Control Officer who will complete the inventory control sections and forward for approval.
- Once approved, the central Master Data Organisation will make the addition or amendment to the master data and you will be notified on completion.

9. How do I log an issue with Supply or a Vendor?

- The Supply Event System provides a more formal means for you to engage Supply and seek assistance.
- It allows you to log a supply related issue; ask a question; or provide general feedback, whether it be good, bad or indifferent. It is also the means by which you can log an issue or non conformance by a vendor.
- *Note: if the performance issue relates to a safety incident, this should be reported in [First Priority](#).*
- When you complete the Event Form you will be asked to nominate a criticality impact - this will assist in determining the priority of your event and will also determine how quickly you should expect to receive a response.
- **Click here to complete the [Online Supply Event Form](#).**
- If you have any questions please contact the Supply Analyst on extension 44137.

10. How do I get something after hours?

10.1. Process Map



10.2. Process Overview

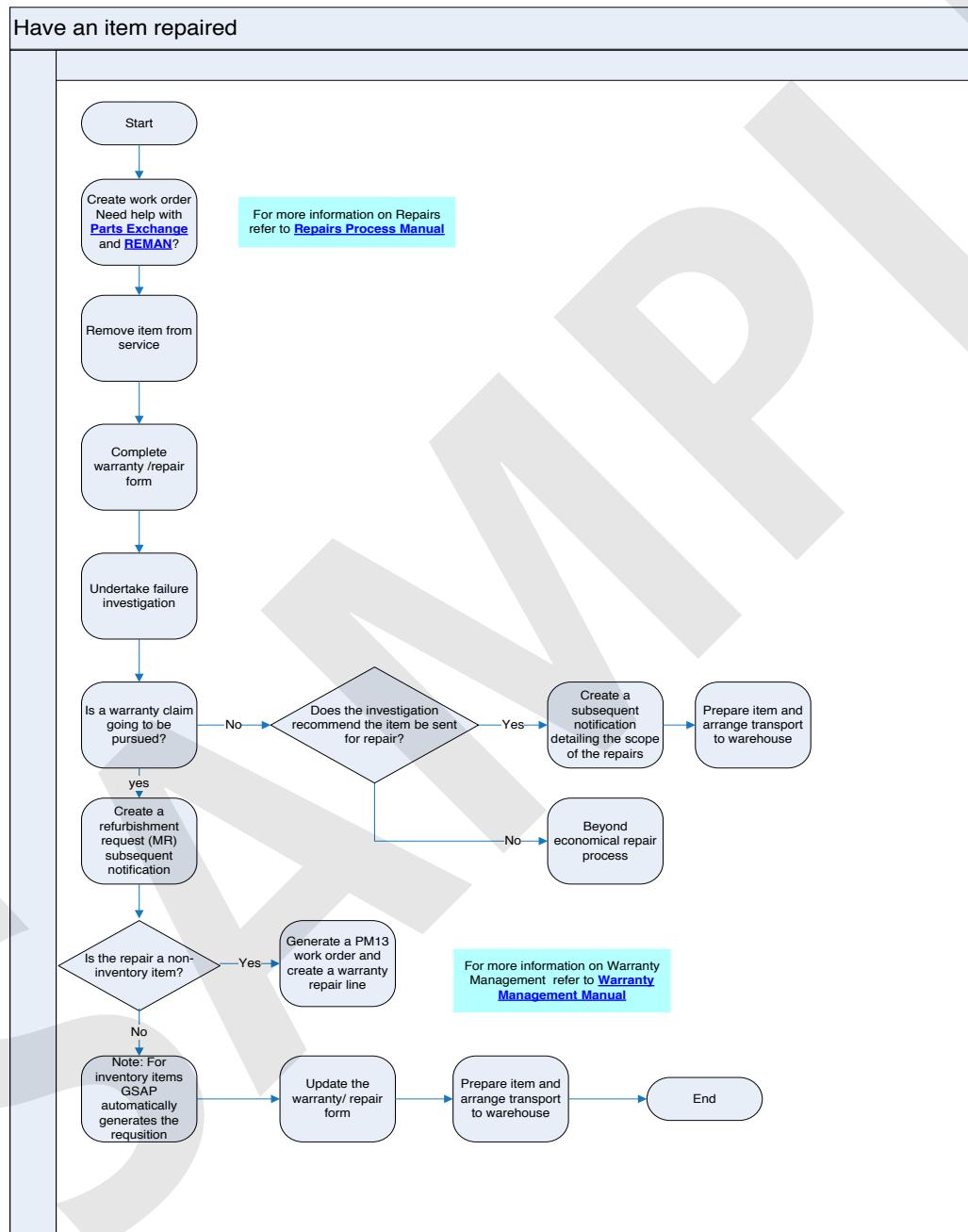
- At times an urgent requirement for goods or services arises after hours – that is between 5.00pm and 7.30am weekdays and all day Saturday, Sunday and public holidays. The urgency must be such that the requirement cannot wait until the resumption of normal business.
- You should create a work order or requisition in SAP as per normal.
- If the requirement is for a stocked item, then you should contact the warehouse to arrange delivery (Port Hedland 0419 912 400 and Newman 9175 3494).
- For all other requirements you should print a copy of the requisition and have the Shift Supervisor sign it. It does not matter at this stage whether the permit or requisition has been approved in SAP – this may not be possible after hours if the nominated SAP approver is not on shift.
- You should then contact the vendor and fax them the signed copy of the requisition. This ensures that the vendor has a reference number for their records and appropriate approval to proceed.
- If the supply is not from a local vendor and express freight is required you should contact the WAIO nominated transport providers:
 - Linfox
 - Customer Service Manager (mobile 0400 025 756)
 - Transport Manager (mobile 0409 028 210)
 - TNT
 - Port Hedland Account number 20605713
 - Newman Account number 20606523

Note: Any associated freight or transport costs for express freight will be charged directly to your nominated cost centre.

- The vendor will deliver the item to the nominated delivery point, or provide the services as instructed.
- You will receive the goods or services and must sign the delivery documentation or timesheets.
- Following business day, you must email or fax a copy of the signed requisition and signed delivery documents to your Supply purchasing contact.
- Supply will process the purchase order and transmit to the vendor. Order must clearly be marked 'confirmation order'.
- Supply will provide a copy of the signed delivery documentation to the warehouse.
- Warehouse will receipt the goods in SAP.
- On receipt of the purchase order, the vendor can send their invoice to Shared Services (for manual invoicing vendors). The invoice must not be sent before receipt of the purchase order reference, and the order number must be included on the invoice. For automated invoicing vendors the RCTI will generate once the goods receipt has been performed.

11. How do I get spare repaired?

11.1. Process Map



- The Repairs process is detailed in [PRO IND 5.8 Repairs](#).
- The Warranty process is detailed in [PRO IND 5.7 Warranty Management](#).
- All questions concerning the repairs or warranty process should be directed to your local Repairs Officer.

12. Which purchasing group should I use?

- Using the correct purchasing group ensures prompt actioning of your requisition.
- Even if you have a default set up, you still need to check the default group is the correct one for the type of procurement you are undertaking.
- If you have any questions please speak to your local Contracts Officer.
- Please refer to the following table when selecting a purchasing group:

Procurement Type	PGroup #	Description
Materials: Direct Purchase	151	Direct purchase requisitions of materials – no material number and no contract available.
Materials: E-catalogue	E03	All requisitions created via an e-catalogue will have this purchasing group defaulted. Do not change the PGroup or the purchase order will not be automatically generated.
Materials: On Contract	150	All requisitions created for contract items will have this purchasing group defaulted. Do not change the PGroup or the order will not be automatically generated.
Capital Purchases	59A	Capital purchases of goods or services.
Repairs 5120-5160	59B	All requisitions for off-site repairs for Nelson Point and Finucane Island.
Repairs 5130	59W	All requisitions for off-site repairs for Rail.
Repairs 5140	59E	All requisitions for off-site repairs for Newman.
Purchasing groups for service requisitions are to be allocated as follows (this includes on site repairs). Please do not use these groups for goods orders.		
Site Services	59F	Non contract service requisitions for plants 5120 - 5160.
Corporate Services	160	Non contract service requisitions generated for plants 5100 and 5190.

13. What can I buy with purchasing card and how do I request one?

13.1. Use of Purchasing Cards

- Purchasing cards can be used for procurement of minor goods and services (see list of exceptions below), provided expenditure is within the monthly credit and transaction limits.
- Purchasing cards **cannot** be used for:
 - ✗ Travel and entertainment related expenses which must be processed using AMEX
 - ✗ Purchase of capital equipment
 - ✗ Purchase of goods or services available on contract or on an e-catalogue
 - ✗ Purchase of chemicals or hazardous items that require safety review and approval
 - ✗ Hire of temporary labour or staff
 - ✗ Purchase of computer hardware or software
 - ✗ Company vehicle expenses
 - ✗ Purchase of inventory materials (ie items stocked in the warehouse)
 - ✗ On site maintenance or repair services
 - ✗ Freight movements
 - ✗ Cash advances
 - ✗ Inter company expenses
 - ✗ Expenses subject to Fringe Benefits Tax
- The use of purchasing cards is mandated under [STA.022 Plan to Pay](#) for procurement of allowable goods and services (see exception list above) where the value is less than \$250.
- The use of purchasing cards is encouraged for procurement of allowable goods and services (see exception list above) provided the expenditure does not exceed \$10,000 per vendor per card per month.

13.2. Requesting a Purchasing Card

- To apply for a purchasing card you need to complete the [Purchasing Card Request Form](#) and [Registration Form](#) and forward to your Department Manager and then your Site Finance Manager for approval.
- The form will then be forwarded to Card Services in Adelaide who will liaise with the Credit Card Company to process the request.

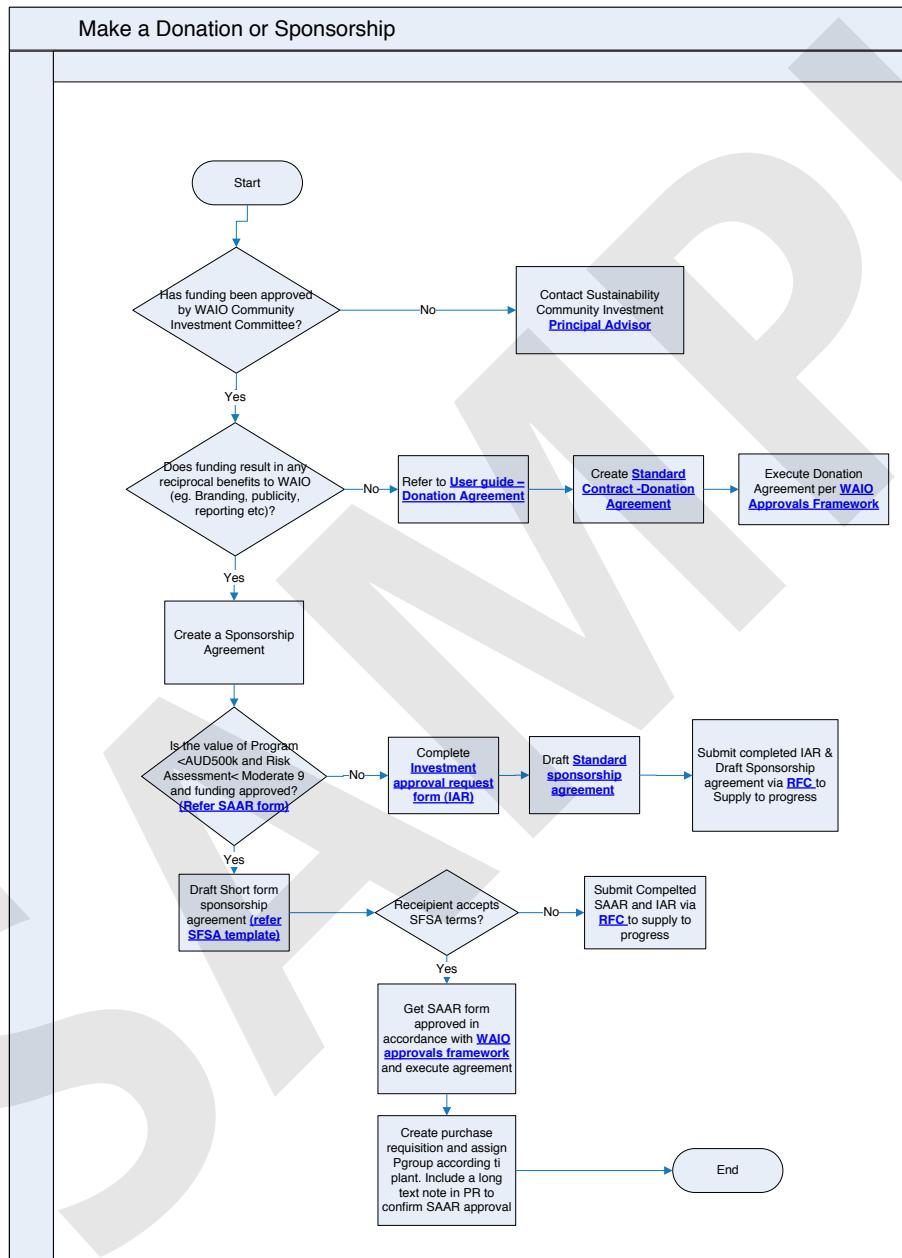
14. How do I request a non order invoice?

Under [STA.022 Plan to Pay](#), non order invoices are only permissible for the following types of payments:

- Regulatory
 - Inter Company
 - Joint Ventures and Royalties
 - Block leases and acquisitions
 - Donations
 - Employee Benefits
 - Medical and Workers Compensation
 - Where payment is required across more than 6 different cost assignments or 20 invoice items (will be processed as an invoice upload)
 - Bulk credits or annual rebates that cannot be assigned to a purchase order
 - Tax adjustments
 - Advance payments
- If your request complies with the list of allowable categories, complete the [Payment Request Form](#) and forward to Payment Services (sscadelaide.ap.non_order_invoices) for processing.
 - If your request falls outside one of the allowable categories please use the standard procurement process – talk to your local Supply contact who can assist as needed.

15. How do I arrange a sponsorship or donation?

This process applies to Sustainability only.



Supply - How Do I



Templates for Sponsorships and Donations:

[Donation Agreement](#)

[Donation Agreement User Guide](#)

[SAAR Form](#)

[Sponsorship Agreement](#)

[Short Form Sponsorship Agreement](#)

[Investment Approval Request template](#)

For further information please contact:

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STA.008.02

Australian Standard Contract - Purchase Order Terms and Conditions

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Replaces:	N/A
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GMC Owner:	Marius Kloppers, Chief Executive Officer
Document Owner:	Mike Ferraro, Chief Legal Counsel
Related Documents:	STA.018 Contracts and Commitments Standard
Key Contacts:	Peter de Zwart, Vice President Group Legal
Change Requests:	Peter de Zwart, Vice President Group Legal
Brief Description:	Standard purchase order terms and conditions designed for use in Australia only.

BHP Billiton Group Level Document – Internal Use Only

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PURCHASE ORDER TERMS AND CONDITIONS

1. SUPPLY OF GOODS AND/OR SERVICES

- 1.1 In consideration of payment of the Price by the Company, the Contractor must supply to the Company the Goods and/or perform the Services in accordance with the Purchase Order (which includes these Purchase Order Terms and Conditions).
- 1.2 To the extent the Contractor's terms and conditions are supplied with the Goods or Services (including as printed on consignment notes or other documents), those terms and conditions will be of no legal effect and will not constitute part of this Purchase Order (even if any representative of the Company signs those terms and conditions or annexes the terms and conditions to this Purchase Order).
- 1.3 Where this Purchase Order relates to Goods and/or Services the subject of a contract between the Contractor and the Company, the terms of that contract apply to the extent of any inconsistency with these Purchase Order Terms and Conditions.
- 1.4 The Contractor must, in supplying the Goods or performing the Services:
 - (a) not interfere with the Company's activities or the activities of any other person at the Delivery Address;
 - (b) be aware of and comply with and ensure that the Contractor's employees, agents and contractors are aware of and comply with:
 - (i) all applicable Laws;
 - (ii) all Site Standards and Procedures, to the extent that they are applicable to the supply of the Goods or the performance of the Services by the Contractor; and
 - (iii) all lawful directions and orders given by the Company's representative or any person authorised by Law to give directions to the Contractor;
 - (c) ensure that the Contractor's employees, agents and contractors entering the Company's premises perform in a safe manner and are properly qualified for, and skilled in, the performance of their tasks and are of such character as not to prejudice:
 - (i) safe working practices;
 - (ii) safety and care of property; and
 - (iii) continuity of work;
 - (d) provide all such information and assistance as the Company reasonably requires in connection with any statutory or HSEC investigation in connection with the supply of the Goods or the performance of the Services;
 - (e) on request by the Company, provide to the Company and its employees, agents and consultants any information and assistance required to identify, evaluate, implement and report on any matter required by Law, including:
 - (i) producing written reports;
 - (ii) recommending efficiency opportunities;

- (iii) collecting data; and
- (iv) monitoring or metering,

in respect of any thing used, produced or created in connection with the performance of the Contractor's obligations under this Contract.

2. DELIVERY

- 2.1 The Contractor must deliver the Goods to the Delivery Address by the Delivery Date.
- 2.2 The Contractor must ensure that the Goods are suitably packed to avoid damage in transit or in storage.
- 2.3 Packages must be marked with the Purchase Order number, item number, destination, contents, quality, date and method of dispatch and weight of each package.

3. TIME FOR PERFORMANCE

The Contractor must perform the Services by the date specified in the Purchase Order.

4. TITLE AND RISK

- 4.1 Title in the Goods passes to the Company upon payment of the Price.
- 4.2 Risk in the Goods passes to the Company when the Goods are delivered to the Delivery Address.

5. PRICE

- 5.1 The Company must pay the Contractor the Price for the Goods and/or Services.
- 5.2 The Price is inclusive of all costs incurred by the Contractor in the supply of the Goods and/or performance of the Services including all charges for packing, insurance and delivery of the goods and the cost of any items used or supplied in the performance of the Services.
- 5.3 The Price is inclusive of all taxes and duties, except GST.

6. GST

- 6.1 If GST is imposed on any supply made by the Contractor under or in connection with this Purchase Order, the Contractor may recover from the Company, in addition to the Price, an amount equal to the GST payable in respect of that Supply.
- 6.2 The Contractor must first provide the Company with a valid tax invoice before the Company will pay the GST amount to the Contractor.

7. INVOICING

- 7.1 Upon delivery of the Goods and/or completion of the Services, the Contractor must provide to the Company:
 - (a) where the Contractor has entered into an RCTI Agreement with the Company, a Contractor Reference Document; or
 - (b) a valid tax invoice,

which must include the information set out in clause 7.3.

- 7.2 The Company will, as soon as practicable after approval of the Contractor Reference Document by the Company, generate a Recipient Created Tax Invoice.
- 7.3 A Contractor Reference Document and any invoice must include the following details:
- (a) a reference to this Purchase Order and the relevant Contract (if any) including the line item numbers on the Purchase Order and the Contract number;
 - (b) a detailed description of the delivered Goods or performed Services, including the date of delivery and/or period of Services in respect of which the Contractor Reference Document or invoice relates and the relevant quantity;
 - (c) an individual reference number for the Company to quote with remittance of payment;
 - (d) the Price relating to the Goods and/or Services, broken down to reflect the same Price components on the Purchase Order;
 - (e) the amount of any applicable GST;
 - (f) Company operation and Site; and
 - (g) Company contact name.
- 7.4 If the Company requests, the Contractor must provide the Company with all relevant records to calculate and verify the amount set out in any Contractor Reference Document or any Invoice.
- 7.5 The Company is not obliged to approve a Contractor Reference Document or any invoice submitted in accordance with clause 7.1(b), and may withhold approval and/or money due to the Contractor under this Contract if the Goods or Services (or any part of them) are Defective.
- 7.6 Subject to clause 7.5, the Company will pay all Recipient Created Tax Invoices and all invoices that comply with clause 7.3 within 30 days of their generation or receipt (as the case may be), except where the Company disputes the Contractor Reference Document or invoice, in which case:
- (a) the Company may withhold payment pending resolution of the dispute; and
 - (b) if the resolution of the dispute determines that the Company must pay an amount to the Contractor, the Company must pay that amount upon resolution of that dispute.
- 7.7 The Company may reduce any payment due to the Contractor under this Contract by any amount which the Contractor must pay the Company, including costs, charges, damages and expenses and any debts owed by the Contractor to the Company on any account whatsoever. This does not limit the Company's right to recover those amounts in other ways.

8. QUALITY

- 8.1 The Goods and/or Services must match the description referred to in the Purchase Order.
- 8.2 If the Contractor gave the Company a sample of the Goods or a demonstration of the Services, the Goods and/or Services must be of the same nature and quality as the sample or demonstration given.

8.3 The Goods and/or Services must be fit for the purpose for which goods and/or services of the same kind are commonly supplied or bought and for any other purpose the Company specifies.

8.4 The Goods must be of merchantable quality and, unless otherwise specified in the Purchase Order, must be new.

9. WARRANTY PERIOD

9.1 If, during the Warranty Period, any of the Goods or Services are found to be Defective, the Company may:

- (a) return the Defective Goods to the Contractor;
- (b) reject the Defective Services ;
- (c) repair or make good the Defective Goods; or
- (d) re-perform or make good the Defective Services.

9.2 The Contractor must:

- (a) repair or replace the Defective Goods;
- (b) re-perform or make good the Defective Services; or
- (c) reimburse the Company for any expenses incurred in repairing, reperforming or making good (as the case may be) any Defective Goods or Services,

at the Contractor's cost, if requested to do so by the Company.

10. DEFINITIONS

Company means the BHP Billiton entity named in the Purchaser Order.

Contractor means the party identified as such in the Purchase Order.

Contractor Reference Document means a delivery document, dispatch note, time sheet, claim form or such other document which evidences the delivery of Goods or performance of Services.

Defective means Goods and/or Services (or any aspect of them) which are not in accordance with the Purchase Order or which are damaged, deficient, faulty, inadequate or incomplete.

Delivery Address means the place for delivery specified on the Purchase Order.

Delivery Date means the delivery date specified on the Purchase Order.

Goods means the goods, if any, described on the Purchase Order.

GST has the meaning given to that term under the A New Tax System (Goods and Services Tax) Act 1999 (Cth).

HSEC means health, safety, environment and community.

Law means:

- (a) Commonwealth, State and local government legislation including regulations, by-laws, orders, awards and proclamations;
- (b) common law and equity;
- (c) Authority requirements and consents, certificates, licences, permits and approvals (including conditions in respect of those consents, certificates, licences, permits and approvals); and
- (d) guidelines of Authorities with which the Contractor is legally required to comply.

Purchase Order means the purchase order for Goods and/or Services issued by the Company to the Contractor from time to time containing, amongst other things, a description of the Goods and/or Services.

Price means the price set out in the Purchase Order which is exclusive of GST, but is inclusive of all other costs and charges.

RCTI Agreement means an agreement in the form provided by the Company and entered into between the Contractor and the Company or a related entity of the Company pursuant to which the parties have agreed that the Company will issue Recipient Created Tax Invoices in respect of all Goods and Services provided by the Contractor.

Recipient Created Tax Invoice has the meaning prescribed in the *A New Tax System (Goods and Services Tax) Act 1999 (Cth)*.

Services means the services, if any, described on the Purchase Order.

Site Standards and Procedures means:

- (a) BHP Billiton Sustainability Policy and Management Standards;
- (b) BHP Billiton Guide to Business Conduct;
- (c) BHP Billiton Fatal Risk Control Protocols, and

any other guidelines, rules, requirements or Site specific conditions which the Company makes available to the Contractor from time to time.

Warranty Period means the period of 24 months commencing on the date of delivery of the Goods and/or 12 months from the date on which the Service is performed.