



# SUBCONTRACTOR MANAGEMENT PLAN



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# SUBCONTRACTOR MANAGEMENT PLAN

## Introduction

A Subcontractor Management Plan (SMP) outlines the relationship between contractors while they are performing work for a certain project, and it outlines the methods by which the primary contractor will ensure the production of quality deliverables from each of its subcontractors and ensure the development of long-term business relationships between the companies.

Please note that this plan contains key components that should be considered when drafting an SMP. This guide is not all-inclusive and certain areas may not apply to your contract. Also, include other components or areas pertinent to your contract.

Although the procurement person prepares the SMP, it is vital that the SMP contain the input of other members of the contract management team to ensure that existing issues, vulnerabilities and risks are adequately addressed. Consequently, the SMP draft should be routed for input through members of the contract management team.

This SMP provides guidance for subcontract management activities, including the following:

- Prequalification and bidding process
- Insurance considerations
- Beginning work
- Work site's written safety plan
- Safety training and recordkeeping policies
- Safety inspections
- Work-in-progress and post-project reviews

## Prequalification and Bidding Process

Prequalifying subcontractors is an important way to ensure the hiring of a subcontractor that has the necessary experience and the ability to complete the job safely, on time and within the budget. While not mandatory, prequalifying a subcontractor helps minimize risk and increases the chance of the job being done right. Consider the following when going through the prequalification process.

- Gather the subcontractor's qualifications, whether through a questionnaire, formal written request, qualification statement or other method. Examine the following information:
  - Does the subcontractor have experience completing similar work?
  - Does the subcontractor have the necessary resources (manpower, finances, available equipment, insurance and surety bonding capacity, licensing, etc.) to complete the job?
  - Does the subcontractor have a history of litigation or other legal problems?
  - Does the subcontractor have any past OSHA or EPA violations?
  - Does the subcontractor's safety record prove that the job can be done in a safe manner?
  - Does the subcontractor have any references from previous contracts? Were past customers satisfied with the subcontractor's work?
  - What is the subcontractor's Experience Modification Rate (EMR)?
- Prequalification should let a potential bidder know exactly what to expect from project start to finish. Giving a bidder every piece of relevant information, along with being available to answer any questions he or she might have, will make the process fair and objective.
- Not all subcontractors will qualify for the bid. To weed out bids that fall short of your standards, consider implementing minimum requirements for the subcontractor, such as making sure the subcontractor:
  - Has not been nor is currently debarred by any federal, state or local government authority in the past X years
  - Has not defaulted on any project in the past X years
  - Has not had any professional license revoked in the past X years
  - Has not committed a serious or willful OSHA, EPA or other federal or state safety violation in the past X years

After a list is compiled of qualified bidders, bids can be submitted. Generally, qualified bidders with the lowest bid will be selected for the contract, although this is not always the case. The U.S. Office of Management and Budget has found that lowest-bid contracts do not always ensure that a project is completed on time within the stated budget. Lowest-bid contracts tend to have more change orders throughout the process, increasing the overall cost of the contract and often causing delays and broken deadlines. Thorough examination of a subcontractor's qualifications and the proceeding bid, if

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reasonable, should both be taken into consideration before selecting a subcontractor for the job.

Prior to awarding the contract to a qualified bidder, the primary contractor or owner should document:

- The proposed project schedule that includes key milestones and a description of the technical approach to the project;
- The project management team that includes, at a minimum, the construction management, field supervision and technical personnel. With the project management team list, resumes of the people listed may be included;
- A quality control plan that includes a copy and/or description of the quality control program to be used on the project and any implementing documents applicable to its program; and
- A cost control plan that includes a description of the cost control program being used for the project.



## Insurance Considerations

### Certificate of Insurance

Prior to the beginning of the project, the subcontractor should provide two certificates of insurance to the primary contractor showing that the subcontractor has coverage for him- or herself and his or her employees, agents and subcontractors. The subcontractor's insurance must provide adequate coverage for any workers' compensation obligations, employer's liability and automobile liability. If any of these policies are terminated, the subcontractor should provide certificates of insurance showing replacement coverage. All coverage must be placed with insurance companies duly admitted in the state or in the desired licensing jurisdiction in which the work is being done, and all coverage must be reasonably acceptable to the primary contractor. All of the subcontractor's insurance carriers must maintain an A.M. Best rating of "A-" or better.

The certificate of insurance should provide that the insurer give the contractor a written notice of cancellation and termination of the contractor's coverage at least 30 days prior.

### Additional Insureds

The subcontractor's policy must name the contractor as an additional insured. Coverage must be afforded to the contractor as an additional insured whether or not a claim is in litigation. Additional insured coverage must apply as primary insurance with respect to any other insurance afforded to the owner and contractor.

### Insurance Coverages Subcontractors Should Possess

#### Workers' compensation

- The subcontractor should secure a workers' compensation insurance policy. The workers' compensation policy must cover all of the subcontractor's work and performance and provide coverage for all employees, executive officers, sole proprietors, and partners and members of a limited liability company, in the amounts required by all applicable laws.
- In addition, the subcontractor should secure an employers' liability insurance policy (part II of the standard workers' compensation policy). This type of coverage covers the damages that become due in case of bodily injury, occupational sickness or disease or death of subcontractor employees that are not covered by the workers' compensation policy.
- If a subcontractor does not have his or her own work comp insurance, you may see your work comp premium rise during an audit. This is why it is so important that the subcontractors you hire provide proof of insurance before any work is done.

#### Commercial general liability (CGL)

- Subcontractors should secure a CGL insurance policy to cover the damages that become due in case of bodily injury, property damage and personal or advertising injury arising out of or related to:

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- All of the subcontractor's operations and premises;
- All of the subcontractor's products and completed operations;
- All liability or responsibility assumed by the subcontractor;
- All liability assumed in a business contract;
- The contractor as an additional insured; and
- Defense expenses paid in addition to the policy limits.
- There should be no endorsement or modification of the CGL for risks arising from pollution, explosion, collapse, underground property damage or work performed by the subcontractor.

## Auto liability

- The subcontractor should secure an automobile liability insurance policy to cover the damages that become due in case of bodily injury, death of a person or property damage arising out of ownership, maintenance or use of any motor vehicle or trailer owned, hired, leased, used on behalf of or borrowed by the subcontractor. The policy must also include coverage for any equipment subject to motor vehicle laws, contractor and owner (if different than the contractor) and any subcontractor liability or responsibility.

## Umbrella or excess liability coverage

- The subcontractor should secure an umbrella liability insurance policy to cover the damages that become due in case of bodily injury, property damage and personal and advertising injury, with at least the same terms and conditions as the policies mentioned above.

## **Completed Operations Liability and Obligations**

Even quality workmanship is not immune to potential claims of property damage or bodily injury. All operations carry the risk that injury or damage may occur as a result of the work, leading to costly lawsuits. Considering the complicated mix of contractors and subcontractors that contributes to each project, who is liable for this risk?

In insurance terms, "your work" as used in an insurance policy is a broadly defined term that includes operations performed by the policyholder or on the policyholder's behalf, including material, parts or equipment in connection with the operations. Operations or work performed on behalf of the policyholder means work done by a subcontractor is considered the contractor's work. Therefore, faulty electrical work performed by an electrician that causes a fire or other damage could be considered the contractor's liability, but would be covered under a standard CGL policy.

Because a contractor or other involved party could be held liable for defects in a subcontractor's work, years after it has been completed, and filing the claim under the contractor's CGL policy could cause the premium to rise, many construction contracts require subcontractors to provide insurance coverage for claims resulting from their completed work for a finite period of time, typically the one- to five-year range. Typical contracts also require that the subcontractor name the owner, the architect, the general contractor

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and other third parties as “additional insured” parties, entitled to coverage under the insured subcontractor’s CGL policy. Naming additional insured parties requires a separate endorsement to that policy.

This means that subcontractors can be held liable for claims of property damage or bodily injury resulting from a defect in a contractor’s work. It is also critical to maintain this coverage into the future; failure to do so could lead to a breach-of-contract lawsuit brought by the contractor or other party.

It is important for subcontractors to understand this commitment when signing the contract—the insurance commitment doesn’t end with the project. Further, in the event of a large claim, subcontractors could be faced with a substantial increase in premiums on the policy.

What can subcontractors do to reduce the risk of a claim being filed against them for a defect in their completed work? To avoid litigation, it is crucial to know local regulations and adequately document proper performance. Subcontractors must know their company’s documentation practices relative to each subcontract, and carefully keep records of all processes.



## Beginning Work

After a subcontractor has been selected, each subcontractor should have a legally binding, written contract that defines the following items:

- The legal names of the parties involved in the contract
- The scope of the contracted work (contained in an attached statement of work (SOW)), which should include the following items:
  - Each subcontractor's clearly defined responsibilities and authorities
  - Each subcontractor's deliverables identified, and required content clearly specified
  - Each subcontractor's clearly identified and described services that it is responsible for providing
  - Schedule and budget constraints
  - Each subcontractor's clearly defined requirements for quality, including the requirement to allow independent quality inspections of materials and processes
  - Appropriate terms and conditions
  - Adequate facilities provided to meet the needs of the subcontractors
  - The primary contractor's support in processing invoices and payments
- The appropriate terms and conditions that will be imposed on both the primary contractor and the subcontractor
- An acceptance process

## General Subcontractor Management

Managing various subcontractors and their teams can be a difficult task, but successful projects all tend to have the same characteristics:

- They all have clear and unambiguous subcontracts established that include an SOW.
- The efforts of all subcontractors are integrated into a cohesive project plan with all subcontractors understanding where their efforts fit into the overall picture.
- The formal and informal interfaces between the primary contractor and the subcontractors, as well as among the subcontractors, are documented.
- Before starting specific work, the subcontractors are granted authorization to proceed. This authorization is given, in writing, via a Work Authorization form.
- A formal team building process is established and implemented.

These practices all contribute to reducing the risk of misunderstandings or isolationism.

The work of all subcontractors should be coordinated by the primary contractor to ensure that the efforts of all parties are integrated into a cohesive unit throughout the entire project process. A master schedule

should be developed to establish schedule constraints and identify contractual and significant internal milestones.

Subcontractors should have a single point of contact with the primary contractor for contractual matters. On a day-to-day basis, all subcontractor personnel will be free to interact with any primary contractor personnel as needed.

## **Safety Information Exchange**

In order to make the project go as smoothly as possible, there needs to be open lines of communication between the subcontractor and primary contractor regarding proper safety procedures. The subcontractor must:

- Designate a safety representative to handle all safety and health issues during the job
- Provide proof of necessary safety training
- Perform a safety hazard assessment to address any problem areas before work begins
- Report all injuries, spills, property damage incidents and near misses
- Obtain phone numbers and directions for the nearest hospital, ambulance service and fire department, should an accident occur
- Know, follow and train his or her employees about the safety policy of the contracting company
- Obtain the Safety Data Sheets (SDS) of any chemicals used during the job
- Provide employees with proper identification
- Comply with all owner safety rules

## **Pre-work Meetings**

Before work begins each day, subcontractors should hold a pre-work meeting to discuss the type of work to be performed. Safety should be the main focus of these meetings—the subcontractor and his or her team should review specific safety considerations for the particular type of work to be accomplished.

Workers should be encouraged to voice any safety concerns before an accident occurs. Subcontractors should secure all necessary permits (hot work, lockout/tagout, confined spaces, etc.) before work begins.

## Work Site's Written Safety Plan

All subcontractors and their employees should abide by the site-specific rules and regulations that are set forth by the contracting company. The safety policy must be followed by all contractors, subcontractors and their employees. Failure to comply could result in disciplinary action, up to and including contract termination. The safety policy will generally contain the following:

### Introduction

- Lists the overall goal of the safety program and conveys the importance of following it while on the job
- Encourages employees to work safely and report injuries or unsafe conditions

### Management Commitment

- Lists the company's policies and philosophies and makes employees aware of management's commitment to safety
- May include a mission statement, outlining the company's goals for the safety program

### Responsibilities for Different Parties

- Explains what everyone's responsibilities are in executing the safety program, including management, supervisors and employees
- Management's responsibilities may include ensuring that the safety program is enforced and correcting any problems brought to its attention by supervisors or employees on the work site.
- Supervisors may be responsible for taking action to correct safety problems, providing personal protective equipment (PPE) to all employees, disciplining workers and investigating any accidents or injuries.
- Employees may be responsible for reporting accidents and injuries, reporting unsafe conditions, attending any safety training and obeying all safety and health regulations.

### Safety Rules and Regulations

- Outlines specific (OSHA, EPA, DOL, etc.) rules and regulations that must be followed at all times on the job
- For example, OSHA regulations for lockout/tagout procedures (29 CFR 1910.147) may be spelled out for workers.
- May include the work site's Hazard Communication Program

### Disciplinary Policy

- Explains what may happen if workers break rules or regulations. Disciplinary action may range from a verbal warning to dismissal from the job.

### Accident and Injury Reporting and Investigation Procedures

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- Explains when and how to report an accident or injury while at the work site
- Outlines an accident investigator's process for determining why an accident happened and what can be done to prevent similar accidents from happening in the future

## **Safety Training Requirements**

- Describes training requirements for all employees working on the job
- Training topics may include the following:
  - Aerial lift safety
  - Crane, hoist and rigging safety
  - Excavation and trenching safety
  - Fall protection
  - Fire extinguisher operation
  - Hearing protection
  - Heat illness prevention
  - Housekeeping
  - Ladder safety
  - Lockout/tagout procedures
  - Powered industrial truck safety
  - Respiratory protection

## **Emergency Response Plan**

- Outlines the procedure for responding to an emergency due to a fire, chemical spill, natural disaster, injury, etc.

## **Workplace Violence Prevention**

- Lists the risks and warning signs of workplace violence and offers ways to reduce the likelihood of violence on the job

Subcontractors should also submit their site-specific safety plans before work begins. These plans should include job-specific safety requirements, roles and responsibilities of the subcontractor's team, potential project risks and countermeasures to those risks.

## Safety Training and Recordkeeping Policies

### Safety Training

Subcontractors are expected to train their employees about site-specific hazards before the project begins. They should also provide documentation of the training to a contracting company representative. The subcontractor's employees should also be aware of proper first-aid procedures and know what to do in the event of a medical emergency. Stress to the subcontractor that it is his or her responsibility to notify his or her employees of any safety information provided by the contracting company to the subcontractor.

As the contracting company, your employees should be trained on any specific hazards introduced by the subcontractor's work.

### Recordkeeping

A strong recordkeeping policy will ensure the job is done in compliance with various federal and state regulations and will be useful should you ever be audited.

Your hired subcontractors should:

- Keep records of all safety training with the subcontractor's workers
- Keep copies on file of all forms you provide to the subcontractor throughout the contract
- Have a list of telephone numbers for the nearest hospital, ambulance service and fire department
- Have copies of all necessary SDSs and other required information regarding chemicals used for the job
- Keep an OSHA recordable injury and illness log (Form 300 and 300A, if applicable) for the project, along with copies of accident reports for all accidents that occur on the job

As the contracting company, you should keep thorough records, as well, including:

- A copy of the contract on file and be familiar with its contents, along with the safety and health aspects of the job
- Training records for your company's workers regarding hazards that may be caused by the subcontracting company
- Copies of all forms related to the contract that are required to be filled out by the company before or during contract work
- OSHA recordable injury and illness logs for the job, along with copies of accident reports filed throughout the project
- Daily pre-work inspection checklist findings
- Records of any documentation given to you by the subcontractor
- Documentation of all communications made to the subcontractor regarding safety issues

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The following is a sample list of project records:

- Contract documents, including plans, specifications, etc.
- Daily work site inspection forms
- Meeting minutes
- Noncompliance and compliance notices
- Contract status
- Change work orders
- Permit forms

Please note that each contract may require different forms.



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## Safety Inspections

Throughout the duration of the project, safety inspections should be performed by both the contracting company and the subcontractor. A “competent person,” as defined by OSHA, should perform daily inspections of equipment, materials and operations. He or she should document inspections and any corrective actions in Daily Inspection Reports. A typical safety checklist is posted below.

<b>SITE ACCESS</b>	<b>YES</b>	<b>NO</b>	<b>COMMENTS</b>
Can everyone reach the work area safely?	<input type="checkbox"/>	<input type="checkbox"/>	
Are all access routes throughout the site in good condition with signs clearly posted?	<input type="checkbox"/>	<input type="checkbox"/>	
Are all edges that workers could fall from given suitable edge protection, such as double guardrails?	<input type="checkbox"/>	<input type="checkbox"/>	
Are all holes and openings clearly marked and protected with fixed covers to prevent falls?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the site tidy, with all materials stored safely? Are all areas free from slip and trip hazards?	<input type="checkbox"/>	<input type="checkbox"/>	
Is there enough lighting throughout the site?	<input type="checkbox"/>	<input type="checkbox"/>	
Are there proper arrangements in place for collecting and removing waste materials?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>WORKING AT HEIGHT</b>	<b>YES</b>	<b>NO</b>	<b>COMMENTS</b>
Is the work at height avoidable, possibly by using different equipment or a different work method?	<input type="checkbox"/>	<input type="checkbox"/>	
Is all work at height planned out properly with suitable precautions identified?	<input type="checkbox"/>	<input type="checkbox"/>	
Can you use fall prevention equipment, such as scaffolding or a mobile elevating work platform?	<input type="checkbox"/>	<input type="checkbox"/>	
Can you put measures in place, such as nets, soft landing systems or safety decks, to reduce the distance and consequences of a fall?	<input type="checkbox"/>	<input type="checkbox"/>	
Are workers gaining access to height using the safest means possible?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>SCAFFOLDING</b>	<b>YES</b>	<b>NO</b>	<b>COMMENTS</b>
Are all scaffolds erected, altered and dismantled by competent people?	<input type="checkbox"/>	<input type="checkbox"/>	
Are all uprights provided with base plates (and where necessary, timber sole plates)?	<input type="checkbox"/>	<input type="checkbox"/>	
Are all uprights, ledgers, braces and struts in position?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the structure secured to the building properly to prevent collapse?	<input type="checkbox"/>	<input type="checkbox"/>	
Does every edge have a double guardrail and toe boards, or other suitable protection to prevent falls?	<input type="checkbox"/>	<input type="checkbox"/>	
Are there additional brick guards provided to prevent materials from falling?	<input type="checkbox"/>	<input type="checkbox"/>	
Are all working platforms fully boarded, and all boards arranged	<input type="checkbox"/>	<input type="checkbox"/>	

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to prevent tipping or tripping?			
Are effective barriers or warning notices in place to prevent workers from using an incomplete scaffold?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the scaffold strong enough to handle the weight of materials stored on it?	<input type="checkbox"/>	<input type="checkbox"/>	
Are the scaffolds being properly maintained?	<input type="checkbox"/>	<input type="checkbox"/>	
Does a competent person inspect the scaffold regularly, and any time it has been altered or damaged or following adverse weather? Are the inspection results recorded?	<input type="checkbox"/>	<input type="checkbox"/>	
Are tower scaffolds being erected and used with proper methods and used in accordance with supplier instructions?	<input type="checkbox"/>	<input type="checkbox"/>	
Are all tower scaffold wheels locked and platforms emptied when in use?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>LADDERS</b>	<b>YES</b>	<b>NO</b>	<b>COMMENTS</b>
Are there any safer alternatives to using ladders or stepladders for the particular task?	<input type="checkbox"/>	<input type="checkbox"/>	
Is work of short duration and low risk when done on ladders?	<input type="checkbox"/>	<input type="checkbox"/>	
Are all ladders and stepladders in good condition?	<input type="checkbox"/>	<input type="checkbox"/>	
Do ladders rest against solid surfaces and not on fragile or insecure materials?	<input type="checkbox"/>	<input type="checkbox"/>	
Are ladders secured at the top and bottom to prevent them from slipping sideways and outwards?	<input type="checkbox"/>	<input type="checkbox"/>	
Are there cleanup procedures in place?	<input type="checkbox"/>	<input type="checkbox"/>	
Has all valuable equipment been removed to higher areas?	<input type="checkbox"/>	<input type="checkbox"/>	
Are all ladders and stepladders used properly and for their intended purpose?	<input type="checkbox"/>	<input type="checkbox"/>	
Do ladders rise at least 3 feet above their landing place? If not, are there other handholds available?	<input type="checkbox"/>	<input type="checkbox"/>	
Are ladders positioned so that users don't have to overstretch?	<input type="checkbox"/>	<input type="checkbox"/>	
Are all ladder and stepladder users trained to use them properly?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>ROOF WORK</b>	<b>YES</b>	<b>NO</b>	<b>COMMENTS</b>
Do all active roof sites have edge protection to prevent workers or materials from falling?	<input type="checkbox"/>	<input type="checkbox"/>	
When performing industrial roofing, are nets provided to prevent workers from falling from the leading edge and from partially fixed sheets? Where nets are used, are they hung safely?	<input type="checkbox"/>	<input type="checkbox"/>	
Have all fragile materials, such as cement sheets and roof lights, been identified? Are precautions taken to prevent workers and materials from falling through fragile materials?	<input type="checkbox"/>	<input type="checkbox"/>	
Are people kept away from the area below the roof work?	<input type="checkbox"/>	<input type="checkbox"/>	
Are all roof workers properly trained to recognize risks, and are they competent to do the work?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>UNLOADING</b>	<b>YES</b>	<b>NO</b>	<b>COMMENTS</b>
Is there enough support for the dump truck to unload, or has the ground been sloped or battered back to a safe angle?	<input type="checkbox"/>	<input type="checkbox"/>	

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Are safe methods used for putting in supports, without people working in an unsupported trench?	<input type="checkbox"/>	<input type="checkbox"/>	
Is there safe access into the dump site, such as a sufficiently long, secured ladder?	<input type="checkbox"/>	<input type="checkbox"/>	
Are there barriers in place to prevent vehicles and people from falling in?	<input type="checkbox"/>	<input type="checkbox"/>	
Are properly secured stop blocks provided to prevent tipping vehicles from falling in?	<input type="checkbox"/>	<input type="checkbox"/>	
Could the unloading affect the stability of neighboring structures or services?	<input type="checkbox"/>	<input type="checkbox"/>	
Are materials and equipment stored away from the edge of the dump site to reduce the chance of collapse?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the unloading regularly inspected by a competent person?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>MANUAL HANDLING</b>	<b>YES</b>	<b>NO</b>	<b>COMMENTS</b>
Have all manual handling risks on the site been assessed?	<input type="checkbox"/>	<input type="checkbox"/>	
Are there mechanical aids, such as trolleys, hoists and other equipment to move heavy objects so manual handling is kept to a minimum?	<input type="checkbox"/>	<input type="checkbox"/>	
Can you order materials in lower weight increments to reduce strain on handlers?	<input type="checkbox"/>	<input type="checkbox"/>	
Have all manual handlers been instructed and trained on how to properly lift materials, and on how to use lifting aids and handling equipment safely?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>LOADING AND UNLOADING GOODS</b>	<b>YES</b>	<b>NO</b>	<b>COMMENTS</b>
Has someone checked that the load has not moved or destabilized during the journey to the site?	<input type="checkbox"/>	<input type="checkbox"/>	
Is there an exclusion zone around the loading/unloading area to keep bystanders away?	<input type="checkbox"/>	<input type="checkbox"/>	
Is there a plan for the method of unloading?	<input type="checkbox"/>	<input type="checkbox"/>	
Have all loading and unloading workers been properly trained to work safely?	<input type="checkbox"/>	<input type="checkbox"/>	
Do workers have to access the back of the loading truck, or can all preparation be done from the ground?	<input type="checkbox"/>	<input type="checkbox"/>	
Have steps been taken to prevent workers from falling off the back of the vehicle?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>TRAFFIC AND VEHICLES</b>	<b>YES</b>	<b>NO</b>	<b>COMMENTS</b>
Are all vehicles and pedestrians kept apart? If not, are there barriers and warning signs provided?	<input type="checkbox"/>	<input type="checkbox"/>	
Can reversing be avoided by using a one-way system or turning area?	<input type="checkbox"/>	<input type="checkbox"/>	
Are all vehicles properly maintained? Do all of the vehicle's components work properly? Are tires in good condition?	<input type="checkbox"/>	<input type="checkbox"/>	
Do all drivers have proper training and hold proper licenses, and are they competent and fit to use the vehicles they are driving?	<input type="checkbox"/>	<input type="checkbox"/>	
Are all loads properly secured?	<input type="checkbox"/>	<input type="checkbox"/>	
Are passengers only carried in vehicles designed to carry them?	<input type="checkbox"/>	<input type="checkbox"/>	

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<b>TOOLS, MACHINERY AND PLANT</b>	<b>YES</b>	<b>NO</b>	<b>COMMENTS</b>
Are the right tools or machinery being used for the job?	<input type="checkbox"/>	<input type="checkbox"/>	
Are all the tools, machinery and equipment in good repair and operating correctly?	<input type="checkbox"/>	<input type="checkbox"/>	
Are all machine guards secured and functioning properly?	<input type="checkbox"/>	<input type="checkbox"/>	
Are all operators trained and competent?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>HOISTS</b>	<b>YES</b>	<b>NO</b>	<b>COMMENTS</b>
Has the equipment been installed by a competent person?	<input type="checkbox"/>	<input type="checkbox"/>	
Are all operators trained and competent?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the rated capacity properly marked?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the hoist have a current report of thorough inspection and a record of inspections?	<input type="checkbox"/>	<input type="checkbox"/>	
Is there a suitable base enclosure to prevent people from being struck by any moving part of the hoist?	<input type="checkbox"/>	<input type="checkbox"/>	
Are the landing gates kept shut except when the platform is at the landing?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>EMERGENCIES</b>	<b>YES</b>	<b>NO</b>	<b>COMMENTS</b>
Are there emergency procedures in place?	<input type="checkbox"/>	<input type="checkbox"/>	
Does everyone know what the emergency procedures are?	<input type="checkbox"/>	<input type="checkbox"/>	
Is there a means to raise the alarm that alerts everyone on-site?	<input type="checkbox"/>	<input type="checkbox"/>	
Is there a way to contact emergency services from the site?	<input type="checkbox"/>	<input type="checkbox"/>	
Are there suitable escape routes and are these kept clear?	<input type="checkbox"/>	<input type="checkbox"/>	
Are there proper first-aid provisions?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>FIRE</b>	<b>YES</b>	<b>NO</b>	<b>COMMENTS</b>
Is the quantity of flammable materials, liquids and gases kept to a minimum? Are they properly stored?	<input type="checkbox"/>	<input type="checkbox"/>	
Are flammable gas cylinders returned to a ventilated store at the end of the shift?	<input type="checkbox"/>	<input type="checkbox"/>	
Are gas cylinders and associated hoses and equipment properly maintained and in good condition?	<input type="checkbox"/>	<input type="checkbox"/>	
When gas cylinders are not in use, are the valves fully closed?	<input type="checkbox"/>	<input type="checkbox"/>	
Is flammable and combustible waste removed regularly and stored in suitable bins or skips?	<input type="checkbox"/>	<input type="checkbox"/>	
Are suitable fire extinguishers provided?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>HAZARDOUS SUBSTANCES</b>	<b>YES</b>	<b>NO</b>	<b>COMMENTS</b>
Have all harmful substances and materials, including asbestos, lead, solvents, paints, cement and silica dust, been identified?	<input type="checkbox"/>	<input type="checkbox"/>	
Have you checked whether a licensed contractor is needed to deal with asbestos on-site?	<input type="checkbox"/>	<input type="checkbox"/>	
Are precautions in place to prevent and control exposure to hazardous substances? This can include removing the risk with a different work process or using a less hazardous material.	<input type="checkbox"/>	<input type="checkbox"/>	
Do workers have the information and training necessary to	<input type="checkbox"/>	<input type="checkbox"/>	

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recognize risks and how to control and avoid them?			
Are procedures in place to prevent contact with wet cement?	<input type="checkbox"/>	<input type="checkbox"/>	
Has health surveillance been arranged for workers using certain hazardous substances?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>NOISE</b>	<b>YES</b>	<b>NO</b>	<b>COMMENTS</b>
Has workers' exposure to noise on the site been identified?	<input type="checkbox"/>	<input type="checkbox"/>	
Do workers have the information and training necessary to recognize noise on-site and know how to avoid it?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the noise be reduced by using different methods or selecting quieter equipment?	<input type="checkbox"/>	<input type="checkbox"/>	
Do workers have proper personal protective equipment?	<input type="checkbox"/>	<input type="checkbox"/>	
Have hearing protection zones been clearly marked to keep out workers not involved in the work?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>HAND-ARM VIBRATION (HAV)</b>	<b>YES</b>	<b>NO</b>	<b>COMMENTS</b>
Has exposure to HAV been avoided or reduced as much as possible, through using lower vibration tools and methods?	<input type="checkbox"/>	<input type="checkbox"/>	
Do workers have the information and training necessary to recognize HAV risks and how to avoid them?	<input type="checkbox"/>	<input type="checkbox"/>	
Have vibrating tools been properly maintained?	<input type="checkbox"/>	<input type="checkbox"/>	
Has health surveillance been arranged for workers exposed to high levels of vibration?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>ELECTRICITY AND OTHER SERVICES</b>	<b>YES</b>	<b>NO</b>	<b>COMMENTS</b>
Have all necessary services been provided on-site before the work begins? Have existing services been identified and measures taken to prevent danger from them?	<input type="checkbox"/>	<input type="checkbox"/>	
Are workers using low voltage for tools and equipment?	<input type="checkbox"/>	<input type="checkbox"/>	
Are cables and leads protected from damage?	<input type="checkbox"/>	<input type="checkbox"/>	
Are all connections to the system properly made, and are suitable plugs used?	<input type="checkbox"/>	<input type="checkbox"/>	
Have hidden electricity cables and other services been located and clearly marked?	<input type="checkbox"/>	<input type="checkbox"/>	
Where there are overhead lines, has the electricity supply been turned off, or other suitable measures taken?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>WORKER WELFARE</b>	<b>YES</b>	<b>NO</b>	<b>COMMENTS</b>
Are toilets readily available and properly maintained?	<input type="checkbox"/>	<input type="checkbox"/>	
Are there sinks, hot and cold running water, soap and towels?	<input type="checkbox"/>	<input type="checkbox"/>	
Are there facilities to change, dry and store clothing?	<input type="checkbox"/>	<input type="checkbox"/>	
Are drinking water and cups provided?	<input type="checkbox"/>	<input type="checkbox"/>	
Do all workers have easy, safe access to welfare facilities?	<input type="checkbox"/>	<input type="checkbox"/>	
Are welfare facilities kept warm and well-ventilated?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>PROTECTING THE PUBLIC</b>	<b>YES</b>	<b>NO</b>	<b>COMMENTS</b>
Is the site fenced off from the public?	<input type="checkbox"/>	<input type="checkbox"/>	
Are roads well-lit and separated by barriers?	<input type="checkbox"/>	<input type="checkbox"/>	

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Is the public protected from falling material?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the site secure when work stops for the day? This includes securing the boundary, removing ladders, covering openings, securing hazardous materials and immobilizing machinery and equipment to prevent unauthorized use.	<input type="checkbox"/>	<input type="checkbox"/>	
<b>ADDITIONAL ITEMS</b>	<b>YES</b>	<b>NO</b>	<b>COMMENTS</b>
Add any additional items here	<input type="checkbox"/>	<input type="checkbox"/>	
Add any additional items here	<input type="checkbox"/>	<input type="checkbox"/>	
Add any additional items here	<input type="checkbox"/>	<input type="checkbox"/>	
Add any additional items here	<input type="checkbox"/>	<input type="checkbox"/>	



## Work-in-progress and Post-project Reviews

Work-in-progress (WIP) reviews are an important part of the SMP in order to ensure that the project stays on track for the duration of the timeline. Consider conducting a WIP review with each major subcontractor monthly, and conducting one quarterly for additional subcontractors. The subcontractors should provide status and progress updates about their contractual commitments. The agenda typically includes, but is not limited to, the following:

- Project progress and status
  - Performance changes since last review
  - Performance issues
  - Parts obsolescence management status
- Status of critical process evaluations and certifications
- Schedule status
- Risk management status

The specifics of the situation will dictate if any correctional action needs to be taken. Specific remedies called out in the subcontract may be used to alleviate the problem. Actions may be assigned to members of the contracting company or the subcontractor's team.

After the project has been completed, perform a thorough review of the subcontractor's performance. Not only will this give insight on best practices for future projects, it could help foster a relationship between your company and the subcontractor that could lead to future collaboration.

A contractor performance evaluation covers areas such as:

- The quality of the work product
- The ability to stay on schedule and deliver on time
- The effectiveness of personnel
- Management tactics
- Cooperation
- Professional behavior
- Cost control
- Ability to comply with a subcontracting plan

When evaluating the subcontractor, ask yourself the following:

- Did the subcontractor complete the project within the contract budget?
- Did the subcontractor meet the completion date?

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- Did the subcontractor finish ahead of schedule?
- Were progress reports submitted on time?
- Were invoices submitted correctly?
- Did the subcontractor follow all site-specific safety rules and regulations?
- Did the subcontractor report any injuries or illnesses in a timely manner?
- Were all of the project's specifications met?
- Were there any problems that arose and were they quickly handled?
- Did the subcontractor clean up the work site after the job was completed?
- Would you recommend the subcontractor to a colleague?
- Do you see your company working with this subcontractor again?

If the subcontractor performed the job satisfactorily, add them to an approved contractors list for future reference. If the subcontractor didn't perform up to your standards, consider meeting with him or her to discuss what could have been improved.