

 <b>TESORO</b>	<b>LOS ANGELES REFINERY STANDARD INSTRUCTION</b>	<b>HSS-011</b>		
	<b>Contractor Safety Management</b>		<b>Page 1 of 23</b>	
			<b>DATE:</b> 6/15/2018	<b>Rev:</b> 7.6

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**1.0 INTRODUCTION**

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**1.1 Purpose**

This Standing Instruction establishes the requirements for all contract companies, their employees, and their Tesoro Los Angeles Refinery (LAR) Representatives in regards to contractor Health and Safety compliance. It is the expectation of LAR that no contract companies or their employees entering into the LAR property, willfully, become out of compliance with this standard.

**1.2 Scope**

This standard shall apply all contract companies, their employees, and their LAR Representatives and will encompass many different work scopes and activities while setting the standards for safe work inside of LAR.

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## 2.0 REFERENCES

The following sections describe references used to generate this standard

### 2.1 Tesoro Standards

- 2.1.1 EHS-002 Incident and Near Miss Investigation and Learnings
- 2.1.2 HSS 013 Site Access Procedures
- 2.1.3 HSS 012 Event Investigation Procedures
- 2.1.4 HSS 201 Permit To Work
- 2.1.5 HSS 202 Stop Work Authority
- 2.1.6 HSS 203 Short Service Employee
- 2.1.7 TSHS 011 Contractor Safety Management
- 2.1.8 SAF 02 Injury and Illness Reporting
- 2.1.9 SAF 20 Personal Protective Equipment
- 2.1.10 SAF 028 Fitness to Work Policy
- 2.1.11 FS 01 Refinery Health and Safety Policy
- 2.1.12 FS 205 Personal Protective Equipment
- 2.1.13 FS 250 Smoke Free Facility
- 2.1.14 FS 1007 Drug and Alcohol Policy
- 2.1.1 Safety Program 698250 Hazard Communication Program
- 2.1.2 Safety Program 698320 Injury and Illness Prevention Program

### 2.2 Government Regulations and Standards

- 2.2.1 OSHA 29 CFR 1910.119 Process Safety Management of Hazardous Chemicals
- 2.2.2 Title 8, CCR, 5189, Process Safety Management of Acute Hazardous Chemicals
- 2.2.3 OSHA Interpretations, Clarifications, and Internal Memos
- 2.2.4 29 U.S.C. -654 - General Duty

### 2.3 Industry Codes and Standards

- 2.3.1 API Recommended Practice 2221 Contractor and Owner Safety Program Implementation.

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**3.0 DEFINITIONS**

**Table 1 Definitions**

<b>Term</b>	<b>Definition</b>
Agreement	A document which states policies, programs, and procedures that will be enforced during the contractor work scope.
Contractors	<b>Non-Tesoro</b> companies or individuals who are hired by Tesoro to provide work. The term "Contractor" includes any and all Contractor employees and any <b>Subcontractor</b> , working in Tesoro LAR (Carson, Watson Cogeneration, Wilmington, Calciner and Sulfur Recovery Plant) properties, who are working for the Contractor hired by Tesoro, excluding Right of Way Contractors.
Contractor Sponsor	Tesoro employee, who requests and is accountable for contractor work performance; ensures that contractor work is performed safely and in compliance with location, state, and federal requirements; This level example is: <b>Manager, Lead Planner, TAR Coordinator, Superintendent.</b>
Contractor Coordinator	Tesoro employee , who is directly responsible and interacts with the contract company regarding work supervision and safety performance in the facility; ensures that contractor work is performed safely and in compliance with location, state, and federal requirements; he/she shall use field audits, reviewing safety performance and work performance audits etc. This level example is: <b>TAR Coordinator, Construction Coordinator, Maintenance Supervisor/Coordinator</b>
Contractor Safety Management (CSM) Safety Coordinator	Tesoro employee, who is responsible for overseeing the requirements of the Tesoro LAR Site Contractor Safety Program, CSM Safety Coordinator are authorized to enter completed variances and manual grading into IS Network. <b>Note:</b> All Safety Coordinators will perform safety audits for contractors working in the Refinery.

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## Contractor Safety Management

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Term	Definition
Department of Transportation (DOT) Operator Qualification (OQ) work	Department of Transportation (DOT) qualification requirements: Contractors are required to complete prior to performing covered tasks on a DOT pipeline facility.
Emergency Work Exemption	An unexpected situation requiring immediate action.
Experience Modification Rate (EMR)	The EMR is a computation comparing a company's annual losses in insurance claims against its Workers Compensation policy premiums over a three-year period.
ISNetworkworld (ISN)	A web-based third-party administered database that assists with satisfying governmental and Tesoro-specific recordkeeping and management requirements relating to Contractor evaluation and selection.
IS Networkworld Management System Questions (MSQ)	A standardized safety questionnaire completed by Contractors to capture self-reported health and safety information for evaluation by ISN
Los Angeles Refinery (LAR)	Carson, Watson Cogeneration, Wilmington, Calciner and Sulfur Recovery Plant
Management System	A formal, documented set of activities designed to produce consistent results on a sustainable basis.
Master Services Agreement (MSA)	A contract established with a contractor that establishes terms, conditions and rates for a discrete period of time
National Compliance Management Service, Inc. (NCMS)	Monitors contract companies to ensure compliance with the regulatory requirements of DOT/PHMSA.
Operational Excellence Management System (OEMS)	The systematic management of key business expectations to achieve industry-leading performance. The purpose of OEMS is to ensure that all business organizations have documented work processes in place for effectively accomplishing the desired results every time the process is executed, and for sustainment of those world-class processes.
Process Safety Management (PSM) refer to OSHA 1910.119, Cal OSHA T8, 5189	A blend of engineering and management skills focused on preventing catastrophic accidents, particularly explosions, fires, and toxic releases, associated with the use of chemicals and petroleum products

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Term	Definition
Pre-Qualification	A screening process used to evaluate Contractor history and experience to determine if the Contractor has the ability to accomplish the desired job tasks without compromising the safety and health of the Contractor employees, Tesoro employees, the public, or the environment.
Review and Verification Services (RAVS)	Health and safety data verification provided by IS Net World.
Shall / Must / Will	Order, requirement, or obligation of the Standard.
Short Service Employee (SSE)	Any employee who has no prior working experience or less than one year in craft or less than (6) months working experience in any refinery
Should / May	A preferred or recommended action or methodology.
Supply Chain Management	The department that oversees all commercial aspects for contract administration. This includes, but is not limited to, the selection of bidders, evaluation of bids, awarding of contracts, periodic review of invoices to ensure they comply with the contract term, and negotiating any disputes.
Supplier Performance Management	Sometimes called Supplier Relationship management is a process for selected suppliers governed by Tesoro and Supplier stakeholder. Supplier information is gathered and business reviews are conducted to document, measure, analyze and evaluate supplier performance, periodically. If needed following the business reviews, Continuous Improvement Plans may be documented to track and resolve action items
Total Recordable Incident Rate (TRIR)	Recordable rate expressed as the number of recordable injuries and illnesses per 200,000 hours worked. A measure of the rate of recordable workplace injuries, normalized per 100 workers per year.
Variance Process	A process used to evaluate contractors that <i>do not meet approved level of safety performance</i> by <b>Tesoro TSHS 011</b> , indicated in the <b><i>IS Networld vetting system</i></b> , and to ensure appropriate risk assessment and mitigation.
Work Classification Table	Reference table identifying a task's risk level, required supplemental risk assessments, approvers, and co-signature requirements.
Work Code Matrix	A list of identified work types that require the execution contractor to be prequalified within the IS Networld program or not be prequalified in IS Networld.
Work Practices	Training in any procedure or skill required to safely perform required job tasks. If the contract employees will be performing maintenance, regarding the integrity of process equipment, the plant or work zone, this will include overview of the process, plant or work zone, associated hazards, and operational or maintenance procedures applicable to the job task.

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**4.0 LAR RESPONSIBILITIES**

**4.1 Supply Chain Management**

4.1.1 Prior to issuing a Purchase Order or contract to any contractor company or individual; Supply Chain shall verify the IS Network (ISN) grade and work-type for the Contractor (including subcontractors) performing Level II work, as classified in the Work Code Matrix, has an acceptable Grade (A or B) or, an approved Variance if the Grade is a C or F, prior to a contractor being selected.

**4.2 Contractor Sponsor**

- 4.2.1 Submits request for use of contractor.
- 4.2.2 Sets up and maintains a personal query of contractors (Personal Contractor List (PCL)) in ISN, to be notified of grade changes for contractors that they sponsor and from contractors whom they may retain services.
- 4.2.3 Verifies the contractor has an acceptable grade within ISN prior to retaining that contractor to perform work in LAR Los Angeles Refinery (LAR).
- 4.2.4 Verifies contractor work-types are indicated in ISNetworld and are consistent with the work being executed.
- 4.2.5 Verifies an acceptable grade is maintained while performing work, Contract Sponsor will monitor ISN dashboard for grade changes to any contractor that is currently being used to performing work in LAR.
- 4.2.6 Verifies the contractors are qualified to perform the requirements of the job scope prior to entering LAR Facilities; including Short Service Employees, SSE , work covered under the definition of Operator Qualified Tasks.
- 4.2.7 Communicate SSE work scope participation to Contractor Coordinator and Safety Coordinator.
- 4.2.8 Lead/verify contractor safety meetings, based on work risk. Meetings shall include a review of completed tasks, upcoming or in progress hazardous tasks, and the control measures to reduce risk.
- 4.2.9 Conduct an initial project review regarding the minimum safety expectations of LAR.

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- 4.2.10 Ensures all contractor incidents are entered into the LAR Incident Management System.
- 4.2.11 Initiates the Variance Process and follows process to completion (Sec. 8.0).
- 4.2.12 Review and monitor the mitigation or improvement plan (contractor assurance plan) with contractor, which is required, under a Contractor’s Variance.

**4.3 Contractor Coordinator**

- 4.3.1 Ensures contractor employees have completed the appropriate LAR specific training prior to commencement of work.
- 4.3.2 Conduct an initial project review regarding the minimum safety expectations of LAR.
- 4.3.3 Ensure that contractors performing Level II work; as classified in the Work Code Matrix, follow Permit to Work process (HSS 201 PTW).
- 4.3.4 Verifies contractors are having safety meetings, based on the level of risk associated with the work being performed. The meetings shall include a review of completed tasks, upcoming or in progress hazardous tasks, and the control measures to reduce risk.
- 4.3.5 Performs LAR Field Audits on contractors
- 4.3.6 Perform post work Contractor Performance Evaluation (see Appendix A) of the contractors, who are not participants of the Supplier Relationship Management Program.
- 4.3.7 Monitor the mitigation or improvement plan required under a Contractor’s Variance.
- 4.3.8 Maintain current knowledge of contractors’ ongoing work activities.

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**4.4 Contractor Safety Coordinator**

- 4.4.1 Monitor grade changes of the contractors.
- 4.4.2 Perform manual grading of contractors with exceptional circumstances upon approval.
- 4.4.3 Ensure that the Contractor has a JSA process that is consistent with expectations of this standard, for all Level II work or that the Contractor is following the site JSA process
- 4.4.4 Provide guidance, support and development for SSE personnel and SSE mentors (see HSS 203 Short Service Employees).
- 4.4.5 Assist and support the Contractor Sponsor in completing the Variance process. Verify that safety meetings with contractors occur at an appropriate frequency, based on the level of risk associated with the work conducted
- 4.4.6 Verify that the contractor has the appropriate LAR specific training prior to commencement of work.
- 4.4.7 Shall upload completed Contractor Variance forms into ISN, to document the approval of the Variance request.
- 4.4.8 Shall maintain completed Variance forms, Emergency Work Exception forms, and Manual Grading documentation.
- 4.4.9 Upon request from Contract Sponsors and Coordinators the Contractor Safety Coordinator shall provide Key Performance Indicators:
  - JSA’s; Inspections, Incidents, Deviations, Supplier Relationship Management Program, Contractor Post Performance Evaluation, Field Audits and ISN Dashboard grades of Contractors.
- 4.4.10 This data shall be used to evaluate contractor performance to identify negative trends so that any necessary corrective actions can be taken to improve safety performance.

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**5.0 EMERGENCY ACTION PLAN**

**5.1 LAR Emergency Action Plan**

5.1.1 LAR Emergency Action Plan shall explain to contractors the applicable provisions of the LAR emergency action plan including emergency alarms, emergency response, and evacuation area procedures.

**6.0 SAFETY PERFORMANCE**

**6.1 Evaluations**

6.1.1 LAR shall perform periodic Contractor Performance Evaluations (see Attachment A) of all Level II contractors. Contractor Performance Evaluations shall note the effectiveness of mitigation controls implemented, to address safety deficiencies, and note any improvements (or continued deficiencies) in the contractor’s safety program.

6.1.2 Long-term (or permanent) contractors working in the LAR facility, under a Master Service Agreement, who are selected to participate in the Supplier Performance Management Program and be evaluated by the Contractor Sponsor. The Supplier Performance Management Program will hold quarterly reviews with Long-term (or permanent) Contractors.

**6.2 Monitoring Safety Performance**

6.2.1 LAR uses contractor field inspection and audits for monitoring the safe work of all Level II contractors’ activities. This process shall identify work performance deficiencies; improvement measures (when necessary). The degree of monitoring shall be proportional to potential risk based upon:

- Safety performance
- Strength of safety culture and programs
- Previous relationship with the contractor

6.2.2 Field audits will include the Contract Coordinator when high risk work is part of the work scope. Field audits shall be conducted formally by use of LAR field audit checklists and informally by observing work practices. All formal field audits will be maintained by the Safety Department.

**6.3 Potential Hazards**

6.3.1 LAR shall inform contractors of known potential fire, explosion, or toxic release hazards related to the contractor's work and the process. Contractor Companies working at LAR shall utilize LAR incident reporting methods to report contractor discovered hazards to the LAR facility.

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**6.4 Continuous Improvement**

6.4.1 LAR shall utilize the following mechanisms to enable continuous improvement of its contractor management program:

- Operational Excellence Management System, Internal and External Assessments (Audits or Inspections).
- Incident Investigations, Near Misses and completed LAR Field Audits Checklists of contractor work activities.
- Documented Contractor feedback will be considered.
- Notification of performance deficiencies to contractors shall be brought to the attention of the contractor and a documented action plan implemented to resolve the deficiencies.

**6.5 Audits**

6.5.1 LAR Safety Department shall audit its Contractor Safety Management program at least every three years. The audit shall determine whether the Contractor Safety Management program and performance information was reliably obtained and thoroughly evaluated during the selection process.

6.5.2 Where formal Variances or Emergency Work Exceptions were granted, the audit shall determine whether those were properly authorized, and whether appropriate controls were implemented to address the deficiencies.

**6.6 Document Management**

6.6.1 LAR Safety Department shall maintain contractor safety performance records. Records maintained shall include those documenting the contractor’s performance throughout the life of the contract:

- Injury and Illness logs
- Incident Investigations for incidents involving Contractors
- Participation in site programs and initiatives
- Pre-qualifications, Variances, Emergency Work Exceptions, Field Audits and Performance Evaluations
- Inspection Checklist results
- Other performance-related records.

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**6.6.2 Retention**

LAR shall maintain contractor documentation in accordance with the LAR Records Management Policy.

**7.0 CONTRACTOR RESPONSIBILITIES**

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**7.1 General**

7.1.1 Contractor companies are responsible for ensuring that its personnel (and subcontractors) safely and effectively perform the job-specific tasks assigned. Contractors (including subcontractors) performing Level II works, as classified in the Work Code Matrix, are responsible for maintaining an active subscription and an acceptable Grade within the ISN process, or an approved variance.

7.1.2 Prior to performing any Level II work, as classified in the Work Code Matrix, contractors are required to follow the Permit to Work (PTW) process (see HSS 201). This shall include but is not limited to:

- Hazard assessment and mitigation
- Communication of changing conditions
- SDS shall be provided to the LAR Health, Environmental and Safety Department for review and approval prior to the introduction of any new chemicals.
- Contractors shall maintain a copy of SDS sheets for all chemicals that they bring onto the LAR facility.

**8.0 EMERGENCY ACTION PLAN**

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**8.1 Contractor Emergency Action Plan**

8.1.1 The contractor company shall ensure that each contract employee is instructed in the applicable provisions of the LAR’s Emergency Action Plan including; emergency alarms, emergency response, and evacuation area procedures. Contract employees shall understand the meaning of refinery alarm notifications and evacuation routes.

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**9.0 CONTRACTOR TRAINING**

**9.1 Safe Work Practices**

9.1.1 The contractor company shall assure that each employee (including subcontractors) is trained in the safe work practices necessary to safely perform their job.

The contractor company shall assure that each of their employees understands and follows the Safe Work Practices of LAR, including but not limited to:

- Control of Hazardous Energy/ Blinding and Isolation
- Confined Space Entry
- Personal Protective Equipment
- Fall Protection
- Inert Entry Safety
- Hot Work Safety
- Excavation/Trenching
- Injury and Illness Reporting
- Transportation Safety/ Vehicle Entry
- Permit To Work System
- Site Access
- Mobile Crane Safety
- Safety Watch
- Stop Work Obligation
- Notifications and Evacuation
- Drug and Alcohol

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**9.2 High Hazard Facility Training**

Contract companies shall ensure all employees have the required High Hazard Facility Training consistent with CA HSC Section 25536.7 (SB54) prior to beginning work. This training consists of 3 separate classes and is offered at your local OSCA training facility.

9.2.1 Principles of Petroleum Refining (OSCAHHFT1) - 4 Hours

9.2.2 Refinery Safety Overview (OSCAHHFT2) - 8 Hours

9.2.3 Craft Specific Hazards (OSCAHHFT3) - 8 Hours

Contractor adherence with these training requirements will be monitored during the badging process. During the badging process security will check that personnel have completed DAS and Andeavor approved training. Without confirmation of completion of required training an access badge will not be granted.

**9.3 Potential Hazards**

9.3.1 The contractor company shall assure that each contract employee is instructed in known potential fire, explosion, or toxic release hazards related to their job and the process.

**9.4 Unique Hazards**

9.4.1 The contractor company shall advise LAR facility of any unique hazards presented by the contractor's work, or, of any hazards identified during the contractor's work

**10.0 CONTRACTOR DOCUMENTATION**

**10.1 TRAINING**

10.1.1 The contractor company shall document that each contract employee has received and understood the training provided. The Contractor shall prepare a training record which contains:

- The identity of the contract employee
- The date of training
- The means used to verify that the employee understood the training.

**10.2 Drug-free Workplace Program**

**10.2.1 DOT OQ Work**

Before performing any DOT OQ Work for LAR, the contract company employer shall register with National Compliance Management Service (NCMS).

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**10.3 Non-DOT OQ Work**

Contractor companies performing Level II work are required to participate in the ASAP/Los Angeles Clean Card Program.

**10.4 Transportation Worker Identification Card (TWIC)**

10.4.1 Contractor employees performing work within LAR’s United States federally regulated Coast Guard TWIC facilities shall produce, upon demand, their respective government-issued TWIC documentation.

**11.0 CONTRACTOR SELECTION**

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**11.1 General**

11.1.1 LAR has established two “levels” of Contractor Work, based on the risk level of the work being performed. This will determine the degree of safety qualification required, which is based off of the Work Code Matrix (See HSS 013 Site Access). All contractors must have a passing grade in ISN, prior to contracting a group or individual to perform Level II work at LAR and/or receiving an access badge.

11.1.2 LAR is tasked with maintaining current knowledge of contractor work activities for contract employees who work on, or, adjacent to PSM covered process. LAR will use the Work Code Matrix to evaluate contractor safety risk after one of the following two conditions is met:

1. Receiving a passing grade of A or B in ISN
2. Receiving an approved variance (See Variance section)

11.1.3 LAR shall thoroughly review a contractor’s safety performance during pre-qualification process. Evaluation of safety performance and programs are an important measure in preserving the integrity of process and ensuring that contractors do not introduce additional hazards. This pre-evaluation provides an opportunity for LAR to request that the contractor improve their safety performance or make other adjustments to their safety programs in order to enhance the safety of all employees working on or adjacent to the covered process.

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**11.2 Prior Safety Performance**

11.2.1 Prior to a contractor performing any Level II work, LAR shall use ISN to collect and review prior safety performance. The ISN website provides the following information for each contractor that has enrolled with ISN:

- a. Safety Statistics:
  - EMR
  - TRIR
  - Fatalities
- b. ISNetworld MSQ Score
- c. RAVS Score
- d. NCMS Status (where applicable)
- e. Environmental Violations/OSHA Citations
- f. Any current variances

**11.3 Screening**

Pre-qualification information collected shall be evaluated against the LAR grading criteria established in IS Network. The Tesoro Grading values are listed in Table 2.

**Table 2 Dashboard Grading**

Grade Value	Low - High Range
<b>A</b> - Recommended to use this contractor	90-110
<b>B</b> - Acceptable to use this contractor	80-89.99
<b>C</b> -Site Variance approval required	70-79.99
<b>F</b> - Corporate Variance approval required	0-69.99

**11.4 Managing Grade Changes**

11.4.1 Contractor companies are required to inform LAR of any major incident that has the potential to change their ISN grade and provide a detailed Assurance Plan. This Assurance Plan must outline the methods to be used in protecting the LAR and contractor employees working at the LAR facility.

11.4.2 It is imperative that Contractor Sponsors and other ISN users maintain awareness of the status of Contractors. This can be accomplished by the setup and use of a Personal Contractor List (PCL).

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11.4.3 Should a contract company experience a grade change within their ISN account and an existing PO has already been issued to execute work, LAR shall have a forty-five (45) day period, from the date of the posted grade change within ISN, to make a determination on a course of action (e.g., variance, discontinuance service, or securing another resource, etc.). This determination shall be completed within the forty-five (45) day period.

**11.5 Manual Grading**

11.5.1 In rare cases, LAR may require the services of a Level II Contractor who is unable to be pre-qualified in the ISN system. Upon Leadership Team approval, the Contractor will be evaluated manually by the Contractor Safety Coordinator. If a Contractor does not achieve an acceptable grade, a variance must be obtained and approved.

11.5.2 Manually graded contractors must be qualified and re-qualified at least annually, by the Contractor Safety Coordinator, or, complete the ISN process and display an acceptable grade, while the contractor is still being used by the LAR.

11.5.3 In manually grading of a contractor, LAR shall evaluate the contractor with a process consistent with ISN vetting.

**12.0 VARIANCE**

**12.1 General**

12.1.1 When a contractor does not achieve an acceptable grade and LAR still requires that contractor’s service, the Contractor Sponsor will initiate a Variance. The Contractor Sponsor will provide the justification and work cooperatively with the Safety Department on the identification of hazards and mitigations. A variance is site-specific and may be issued for a maximum of a 365 day period.

**12.2 Initial Variance**

12.2.1 Variances issued for a “C” graded contractor must be approved by: Contractor Sponsor’s Supervisor, Local EH&S Manager (or delegate), and Operational Vice President (or his/her delegate). Electronic signature is acceptable.

12.2.2 Variances for an “F” graded contractor must be approved by all of the signatories for a “C” contractor variance, as well as VP of EHS&S (or delegate) and Operational SVP (or delegate).

12.2.3 LAR Contractor Coordinators will work with contractors operating under a Variance to improve their safety performance.

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12.2.4 If, at any time while performing work for LAR, a contractor who previously had an acceptable grade, experiences a grade decrease to an unacceptable grade, an approved variance will be required for that contractor to continue work.

12.2.5 The variance form shall be uploaded to ISN, and will be posted on the LAR contractor’s account within ISN. Approved variance forms shall be uploaded in ISN by the Contractor Safety Coordinator.

**12.3 Variance Renewal**

12.3.1 A Variance may be renewed at the end of the initial variance period if LAR determines that the renewal is for the same reasons as the original variance was created. Variances, C or F, may be renewed by LAR provided that the letter grade did not drop. If the letter grade did not change then LAR shall review the following:

- Contractor’s numerical grade
- Previous year’s safety performance
- Additional mitigation requirements (as needed)

12.3.2 In cases where the letter grade has dropped, the variance request shall be reviewed for approval by the VP of EHS&S (or delegate), and the Operational SVP (or delegate). Variance renewals may only be performed twice for the same contractor for two consecutive years.

**12.4 Variance Assurance Plans**

12.4.1 LAR requires a written assurance plan be submitted by the contractor that identifies the corrective measures that a contract company has implemented, or, will pursue addressing their deficiencies within ISN to promote improvement in their safety performance

12.4.2 A written assurance plan (if applicable) shall address information related to the following:

- Fatal Incidents
- Total Recordable Incident Rate (TRIR) that exceeds (0.6) based on a 3-year average
- Experience Modification Rate (EMR) that exceeds (1.0) an annual basis
- An agency citation (OSHA & EPA)
- Deficiencies in Written Safety Programs.

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**12.5 Emergency Work Exception (EWE)**

12.5.1 If a EWE scenario occurs, the applicable portions of the Contractor Variance Request form shall be used. Exercising the EWE implies that the situation does not provide adequate time to perform the vetting process or execute a Variance in a timely manner.

12.5.2 An example of when to use the EWE would be the following:

- A piece of critical process equipment goes down and without this piece of equipment the safety of employees, other process equipment or processes, the environment, or the community could be impacted negatively.

12.5.3 The EWE shall not to be used to resolve issues arising from planning misalignments.

12.5.4 If an EWE situation arises that does not allow adequate time to pre-qualify the Contractor in accordance with this Standard, LAR may grant interim approval of a Contractor, subject to the following:

- Efforts are made to replace the Contractor with a LAR approved Contractor as soon as the situation allows, or
- The Contractor Sponsor shall notify Supply Chain Management, who will begin the Contractor qualification process.

12.5.5 The Contractor Sponsor must ensure an appropriate on-site orientation is completed before the Contractor begins work on-site.

12.5.6 The EWE Request portion of the Variance form shall be initiated by the Contractor Sponsor and signed (electronic signature/approval is acceptable) by the Health & Safety/EHS Manager (or delegate) and Operational VP (or delegate)

12.5.7 The interim approval is valid until the work for the initial need is completed. As soon as possible, the Contractor used during the interim process shall go through the Contractor pre-qualification process in ISN, or, in exceptional circumstances, manually graded.

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**13.0 REVISION LOG**

<b>Title &amp; Procedure Number:</b>	HSS 011 – Contractor Safety Management		
<b>Author/Owner:</b>	Rinaldo Edmonson	<b>Approver:</b>	Mike Kulakowski
<b>Reviewed By:</b>	Policy & Procedure Committee	<b>Document Administrator:</b>	D. R. Cannon
<b>Issuing Department:</b>	Safety	<b>Issue Date::</b>	12/16/2016
<b>Revision Date:</b>	12/7/2016	<b>Next Review Date:</b>	12/16/2017
<b>Revision Summary</b>			
Integrated SAF 30 Contractor Safety Management, Contractor Performance Evaluation, Contractor Safety Audit, BL-33501 Contractor Health, Safety & Environmental Program (Tesoro LAR –C Contractor HSE Program), GN 43-421 Contractor Safety Management Minimum Requirements, BL 33500 General Conditions for Contract Work and HSE minimum Requirements for Contractors into one LAR site document. This updated instruction to comply with TSHS 011 Contractor Safety Management, OSHA, Cal OSHA regulations and industry standard.			

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**APPENDIX A - CONTRACTOR PERFORMANCE EVALUATION FORM**

**CONTRACTOR PERFORMANCE EVALUATION**

**Contractor Name:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Contractor Coordinator:** \_\_\_\_\_

**Area or Job Description:** \_\_\_\_\_

**Name of Evaluator:** \_\_\_\_\_

*This evaluation is intended to promote discussions & achieve alignment between the LAR Representatives (Contractors Sponsor, Safety etc.) and Contractor for continuous improvement and more significant performance issues. As very few jobs are executed "perfectly", users should seldom identify "no" opportunities (i.e., None). When a contractor has performed well, effort should be given to identify specific issues to promote continuous improvement (i.e., Some). Area's that were problematic, deficient or well short of expectations should be denoted as "Many" with specific issues identified.*

**Improvement Opportunities**

**None    Some    Many**

**Safety & Environmental Performance**

A	Contractor has no personal safety, process safety or environmental incidents & consistently demonstrates strong approaches to such. Contractor proactively identifies job hazards, complies with policies & regulations (their own, LAR, OSHA, etc.), and conducts job-site audits and promptly reports incidents and near misses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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**Work Execution**

B	Pre-Planning: Contractor has developed execution plans and/or is familiar with the execution plan developed by others prior to the day work is to be performed (i.e., routine maintenance plan / schedule). Contractor consistently demonstrates strong performance in having materials, equipment and tooling ready prior to the start of jobs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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C	Work Execution / Tool Time: Contractor performs efficient work and consistently meets or exceeds job schedule durations. Preventable delays are infrequent. Contractor is highly effective in coordinating with other disciplines. Contractor actively seeks to load up schedules to ensure work force is efficient. Tool Time is maximized and contractor has processes in place to track ability to improve efficiencies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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D	Post Job: Job sites are left clean & all materials removed from site. Contractor consistently provides feedback to Contractor Coordinator of job status & any key observations noted during work. All documentation (work package, condition reports, and QC documents) are completed & provided to TSO in a timely manner. Contractor is prompt and accurate with invoicing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
---	---	--------------------------	--------------------------	--------------------------

E	Personnel Management: Contractor's front-line supervision is strong and holds high expectations on craft performance related to work efficiency including but not limited to (1) Job set-up effectiveness, (2) productivity of work, (3) adherence to break/lunch schedules, (4) ensuring job are not over/under staffed, etc. Contractor's management actively works to optimize resourcing in all refinery areas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
---	---	--------------------------	--------------------------	--------------------------

**Quality - Work Quality / Skill Quality**

F	Contractor's work is observed to be highly professional and consistent with codes and standards. Contractor utilizes appropriate QC processes. Contractor has had no rework incidents. If rework did occur, contractor actively documents such and shares information to prevent reoccurrences.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
---	---	--------------------------	--------------------------	--------------------------

G	Contractor consistently provides the proper skill sets to perform the work (without unnecessary shifting of manpower) and all needed qualifications (safety, hazwoper, welding, etc.) are provided. Observed work performance "clearly" demonstrates the contract employee's skill level eliminating concerns they are qualified on "paper only".	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
---	---	--------------------------	--------------------------	--------------------------

**Continuous Improvement Process**

H	Contractor consistently identifies areas of opportunity and has a documentation process that allows sharing of ideas to ensure broad benefit (delays, roadblocks, better methods, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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**Cost Performance**

I	Contractor consistently provides cost estimates for work and executes within cost limits. Contractor regularly advises of actual & forecasted costs. Contractor does not contribute cost overruns to scope that reasonably should have been identified in contractors scope or cost estimates.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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# Contractor Safety Management

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## Current Job Evaluation – Opportunities and Strengths

List the Improvement Opportunities to help the Contractor increase their performance value. Required if “Some” or “Many” opportunities are identified.

1  
2  
3  
4  
5

List the Areas of strength you would like the contractor to continue. Required if “None” listed across ALL categories

1  
2  
3

Contractor Feedback Section: List LAR Opportunities to Improve Job Effectiveness

1  
2  
3  
4

Summary from Prior Evaluations (Contact Resource Manager to Obtain Input from Prior Forms)

**Name of LAR Representatives:**

1. \_\_\_\_\_  
2. \_\_\_\_\_  
3. \_\_\_\_\_  
4. \_\_\_\_\_

**Name of Contractor Representatives:**

1. \_\_\_\_\_  
2. \_\_\_\_\_  
3. \_\_\_\_\_  
4. \_\_\_\_\_

**Actions Agreed to By LAR Rep and Contractor Rep**

- No formal plan required, but contractor to conduct assessments & increase focus on opportunity areas
- Contractor to evaluate opportunities and propose action plan at Monthly Business Performance Review
- Specific action plan is to be developed for the following areas:
  - a) \_\_\_\_\_
  - b) \_\_\_\_\_
  - c) \_\_\_\_\_

Completed copy of the form will be sent to Contractor Sponsor, Contract Safety Coordinator (CSM) and one copy to Procurement for record retention.



## Contractor Safety Management

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REVIEWED FOR ISSUE:           *Matt Lemmons*            
Matt Lemmons, Lead Process Safety Engineer

RECOMMENDED FOR ISSUE:           *Mike Kulakowski*            
Mike Kulakowski, Superintendent, Safety

APPROVED FOR ISSUE:           *Denis Kurt*            
Denis Kurt, EH&S Senior Manager