

EEI Contractor Safety Initiative

Model Contractor Safety Program Guidelines

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Developed by:
*EEI Contractor Safety
Executive Task Force*



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EEI Contractor Safety Initiative Executive Summary

Underscoring the industry's commitment to safety, Jim Rogers, Chairman and CEO of Duke Energy, advanced a contractor safety initiative to EEI's Executive Committee in January 2007. EEI's Executive Committee fully supported the possibility of EEI leading a group of industry members in the development of a "model contractor safety program" that industry members could use as a baseline for their own program development. EEI President Tom Kuhn reported to the Board at its March 2007 meeting that EEI had received unanimous support of this initiative from its contacted members. General agreement was received from the Board and EEI began to form a cross functional senior level executive task group. This group was charged with developing industry-wide principles /guidelines with a primary focus on contractor safety.

The executive task group held its first meeting in May 2007 with the initial charge of developing a set of Safety & Health Excellence Principles. These principles would provide the foundation for EEI to convey common values for safety, including employees, contractors, and the public as well as the building block for the initiative. Along with the development of the principles document the group also sought to analyze the industry's experience with contractor accidents over the last 5 years. This information would lead to further validation of the need for a consistent industry-wide approach to contractor safety.

At the 2007 EEI Annual Convention Chairman Rogers presented the Safety & Health Excellence Principles and a revised initiative "White Paper" seeking the Board's approval to move forward with the overall Contractor Safety Initiative by adopting both documents. With the Boards approval the initiative moved to the program development stage.

The overall objective of the initiative is to assist in defining and aligning the industry's expectations when it comes to contractor safety management. This effort is expected to help bridge the gap between utility safety expectations and contractor culture as well as creating a better understanding of the expectation by both the contractor and utility on the roles of both.

Enclosed you will find the completed document which includes the adopted Project "White Paper" or Scope document; Safety & Health Excellence Principles, Model Contractor Safety Program Guidelines; and Process Flow Charts for both the Host Company and Contractor.

Scope - EEI Contractor Safety Initiative

PURPOSE: To define and align utility industry expectations for contractor safety.

BACKGROUND: EEI member companies aspire to operate “injury-free” while delivering essential services to our customers. This aspiration extends not only to our own employees, but to our contractors and to their employees as well. Contractors serving multiple companies are challenged to deliver a consistent safety culture that meets the expectations of all host utilities. As the utility industry continues to find ways to source work in the most efficient manner, we must be able to rely on contractors to create and maintain a safe work environment. Consistency in job practices can lead to good safety performance. One key in enabling the contractor to meet the goal of improved safety performance is to effectively communicate clear expectations and practices across all companies.

STRUCTURE: An Executive Task Group consisting of representatives from EEI Member companies with backgrounds in Operations, Procurement, EHS, and HR will review present state of utility contractor safety performance and make recommendations concerning next steps EEI and member companies should pursue regarding this issue.

FOCUS AREAS

1. The team has developed an initial set of recommended occupational safety and health principles that will be submitted to the CEO Executive Committee for consideration.
2. The initial team work will focus on assembling and analyzing contractor injury and fatalities data to better understand present state, trends and potential drivers.
3. The team will develop specific recommendations designed to drive a more cohesive contractor safety culture benefiting all member companies as well as contractors. Such recommendations will reflect an analysis of information, processes and “best-in-class” practices currently utilized by utilities and contractors.
4. The team will develop background information that will identify potential business benefits that can be realized as a result of a safer contractor workforce.

POTENTIAL OUTCOMES OF OVERALL EFFORT:

- Develop a shared commitment of the value of occupational safety and health within the workplace that can be owned jointly between contractors and utilities. This will provide common expectations for safety and health and will advance consistent and positive safety and health performance throughout the industry.
- Develop a consistent understanding of roles/responsibilities/expectations for contractors that provide a basis for EEI utility members to drive consistent safety performance.
- Develop a library of “best-in-class” practices for managing contractor occupational safety and health which will incorporate the items identified in the focus areas.
- Develop recommendations concerning contractor safety and health projects that the EEI Safety & Industrial Health Committee should consider as part of future Committee activities.

TIMELINE:

1. Form Initial Executive Task Force in (1st quarter 2007)
2. Deliver recommendations and provide direction to EEI Staff (2nd quarter 2007).
3. Executive Task Force drafts principles endorsed by EEI Executive Committee (end of 2nd quarter 2007)
4. Set goals for improved performance for 2008 at July 2007 meeting.
5. Executive Task Force completes the four focus areas(end of 4th quarter 2007)
 - a. Analyze data to determine extent of issue and create baseline
 - b. Develop recommendations to drive common safety culture
 - c. Identify & align with potential business benefits from a safer contractor workforce
(Note: Task Force will sunset after this phase)
6. EEI Safety & Industrial Health Committee will continue to lead appropriate contractor safety projects and report results to the CEO Executive Committee.

Executive Task Force Members:

Hank Schmulling, Managing Director, Health & Safety, Duke Energy
Rob Manning, V.P. Field Operations, Duke Energy
C. Ashley Baker, V.P. Environmental & Construction, Southern Company
Ken Frazier, V.P. Safety & Health, AEP
Clint Childress, Sr. V.P. Human Resources, TECO Energy
Mark Downing, Corporate Safety Director, TECO Energy
Gary Dimmerling, Director Mining Operations, AEP
Jack Sahl, Director, Environment, Health & Safety, Southern California Edison
Lou Rotella, Director Safety & Health Generation, Constellation Energy
Paul Jeske, Corporate Health & Safety Manager, Xcel Energy
Gary Myers, Director of Procurement, Southern California Edison
Jim Hendricks, President, Enviro-Safe Inc.
Scott MacFarland, Director Safety & Labor Relations, PNM Resources
Ed Padilla, VP NM Operations, PNM Resources
Ken Bowman, Exelon Corp.
John J. Garzich, Manager, Corporate Health & Safety, FirstEnergy Corp

EEI Staff:

Mary Miller, V.P. Human Resources
Charles J. Kelly, Director, Industry Human Resource Issues

EEI Occupational Safety and Health Excellence Principles

The Edison Electric Institute and its member companies are committed to providing a safe and healthy work place for employees and contractors and to promote public safety in the communities we serve.

We must rely on qualified employees and contractors and utilize our limited human resources in a safe and efficient manner. We will strive for a workplace free of injuries and illnesses among employees and contractors.

The member companies of EEI are also committed to continuous occupational safety and health improvement. These occupational safety and health excellence principles will guide us as we:

- **Safety and Health Commitment** – Establish a company wide commitment to occupational safety and health excellence and identify measurable performance goals that ensure compliance with laws and regulations, protect the safety and health of employees and contractors as well as promote public safety in our communities.
- **Improved Performance** – Strive to make continuous improvements in our performance, while managing our ongoing service and contractual obligations.
- **Injury & Illness Prevention** – Identify and mitigate risks and hazards before we perform work as an integral foundation of our companies' business plans and operating practices.
- **Employee Engagement** – Foster open communications with our employees and contractors on occupational safety and health risks.
- **Public Outreach** – Inform key stakeholders and the public on industry related safety and health issues.
- **Stakeholder Dialogue** – Interact with a broad range of stakeholders—including governmental agencies, regulators, suppliers, contractors, organized labor, and the public—to develop responsible and equitable laws, regulations and other commitments that enhance occupational safety and health in the workplace and public safety in our communities.
- **Stewardship** – Protect and enhance the quality of life and the health and safety of current and future employees and contractors by pursuing activities, such as research and investment, that seek to effectively manage and reduce safety and health risks.

We will establish and maintain safety and health management systems to implement these principles.

EEI Model Contractor Safety Program Guidelines

Purpose:

The goal of the EEI Contractor Safety Initiative is to define and align utility industry expectations for contractor safety. This document was developed to provide a model program for contractor safety management for use by EEI member companies. Use of the model program by EEI member companies will provide contractors with clear expectations and practices across all companies and will enable the contractor to meet the goal of improved safety performance.

The Model Contractor Safety Program includes these components:

- Contractor Pre-Qualifications
- Contract Terms
- Contractor Oversight
- Evaluation of Contractor Performance
- Appendices

It was developed by the EEI Contractor Safety Executive Task Force and includes best practices compiled from EEI member companies.

Contractor Pre-Qualifications

Summary

Contractor pre-qualification requirements are intended to ensure that only contractors who take measures to assure the safety of their employees, the general public, as well as the host company's employees and equipment should be awarded contracts or service agreements to work for the host employer.

Elements

Host Company Requirements should include:

- Host company should review Contractor Qualification Questionnaire (Appendix A) and customize as appropriate. Criteria for acceptance for key safety issues on the Questionnaire should be developed by the host company.
- The host company will provide Contractor Qualification Questionnaire (Appendix A) to prospective bidders.
- Upon receipt, the host company's designated individual(s) will review completed Contractor Qualification Questionnaire and other submitted documents and make determination whether to continue further with evaluation process.
- Representatives of the host company may visit the contractor and cover the completed Contractor Qualification Questionnaire in depth. This will be a part of the data compiled and will be used in making determination for selection of contractor.
- After all data has been analyzed for compliance with all host company safety and health requirements, the designated individual in the host company will make a recommendation to the manager of purchasing and to the project leadership concerning the acceptability of the contractor.
- Bids will be awarded only to acceptable contractors.

Contractor Pre-Bid Requirements should include:

- Contractor will complete the Contractor Qualification Questionnaire and return to the host company.
- Contractor will agree to the host company's Terms and Conditions Document. This will be verified by signature.
- Contractor will send their safety manual to the host company.

Contract Terms

Summary

Standard terms are recommended to ensure that safety expectations are clearly defined, legally binding, and included in contract documents.

Elements

Contract should include a clear statement of scope and deliverables, including:

- Specification/Standards (Company Provided/Standard)
- Statement of Work (Company Provided/Standard)
- Work Schedule (Company Provided/Standard)

Contract should include clear statement of commercial provisions

- Fixed price/T&M status should be verified. Fixed price contracts may create potential conflict between Contractor's productivity/profitability and safety performance. A balance may be created through incentives for safe performance.

Contracts should include a clear division of responsibility, including:

- Control of the work (Company Provided/Standard)
- Independent Contractor
 - Contractor is and will perform the Work as an independent contractor. Nothing in the Purchase Order/Contract shall be construed so as to render Contractor an employee, agent, representative, joint venture or partner and Contractor shall not hold himself out to others in such capacity.
 - Company and Contractor shall each maintain sole and exclusive control over its respective personnel and operations.
- Subcontractors
 - Company reserves the right to approve the subcontractor(s) and the subcontracting of any work not stated in Contractor's proposal. Contractor shall at all times be responsible for the Work, acts and omissions, of Subcontractors and persons directly or indirectly employed by them.

Contract should include performance expectations and metrics, including:

- Company intends, throughout the term of this Purchase Order/Contract, to monitor the performance of Contractor according to the specific performance metrics identified in Purchase Order/Contract Performance Metrics Agreement.
 - Reliability – Circuit interruptions
 - Quality - QC inspections/adherence to construction standards
 - Safety - OSHA recordable injuries
 - Minimum acceptable level (MAL identifies the minimal acceptable level of Contractor's rating based on performance metrics established under each category)

- If Contractor fails under the standards established in Purchase Order/Contract, or in Company's sole discretion, at any time fails to perform the Work in an acceptable manner, Company shall have the option to place Contractor on a probationary status for a period of time to be determined by Company. Company shall also have the right to limit the Work performed by Contractor during the probationary period, and may award any of the Work otherwise scheduled to be performed by Contractor during the probationary period to another Contractor. If, after this probationary period, Contractor again fails to perform the Work in an acceptable manner, Company shall have the option to terminate this Purchase Order/Contract, in whole or in part, upon written notice to Contractor. In the case of such a termination, Company shall pay for all Work completed prior to termination, provided the completed Work meets Company's standards.

Contractor Probation Plan (Example - Line Work)

- If Contractor causes an incident at anytime during this probationary/reinstatement period (from Date through Date), the following sanctions may be levied, depending on the severity of the particular incident or incidents:
 - Contractor may not be able to participate in bid-related work.
 - This sanction may apply if Contractor has more than three incidents in a given period of time (Contractor reports this information)

 - Contractor may have a district or geographic region removed from their scope of work.
 - This sanction may apply if Contractor cannot keep up with production and/or continues to have incidents.

 - Contractor may have a region removed from their scope of work.
 - This sanction may apply if contractor doesn't keep their QC below the X% mark during the six-month probationary period.

- Contractor may be suspended from all work through contract expiration
 - This sanction may apply if Contractor is found to be at fault for a work-related serious injury or death.
- During the probationary period, the designated representative for the region (work area) will randomly visit a Contractor work site, at least bi-monthly, to verify that:
 - Contractor's crew is performing in accordance with all safe work practices
 - Contractor's crew is performing work in accordance with Company standards
 - Ratio between General Foreman and number of crews will be adequate to ensure safe work practices
 - Contractor's General Foremen is using "Crew Visitation Form" and is capturing information to identify and problem trends

Contract should include Safety Program Requirements, including:

- Environmental, Health and Safety Requirements (Company Provided and/or Standard Terms)
- Pertinent OSHA requirements (Company Provided and/or Standard Terms)
- Safety Notifications (MSDS) (Company Provided and/or Standard Terms)
- Permits, Statutes, and Codes
 - The Work shall comply with the applicable requirements of all statutes, acts, ordinances, regulations, codes, and standards of federal, state, local and foreign governments and all agencies thereof.
- Contractor Environmental Program Critical Characteristics
 - Written Environmental policy that provides the Company's vision and obligation to comply with applicable laws and regulations exist.
 - Environmental Management program exists that address the nature of the work.
 - Environmental program oversight is provided by an officer or majority owner.
 - Environmental program addresses conformance of its sub-suppliers/ subcontractors to applicable laws, regulations, and legal requirements.
 - Periodic internal environmental program compliance audits of operations are performed.
 - Documented processes exist to report spills and releases, investigate environmental violations, and documented corrective action procedures.
 - Environmental performance tracking reports are available.

- Contractor Safety Program Critical Characteristics
 - Written safety policy that provides the supplier's/contractor's vision and obligation to comply with applicable laws and regulations exists.
 - Safety management program exists and addresses the nature of work.
 - Written Injury and Illness Prevention Plan exists and is implemented.
 - Safety program oversight is provided by an officer or majority owner.
 - Safety program addresses conformance of its sub-suppliers/subcontractors to applicable laws, regulations, and legal requirements.
 - Safety training to employees and sub-suppliers/subcontractors includes "client's" site work rules, safety practices, and safety requirements.
 - Documented processes exist to report injuries, investigate safety violations and injuries, and documented corrective action procedures.
 - Safety performance reports are available.

Contract should include Incentives/Penalties

Incentive Fee Criteria

- In those instances where variable man-hours affect potential outcome, a measuring practice utilizing rate calculation based on a per 100 employee per year or 200,000 hours-Events or occurrences (recordable cases) where improvement is sought through an incentive program can best be described as "incident rates."
 - OSHA Recordable Injuries
 - A baseline of X has been established which calculates the Incident Rate of Recordable Cases using the following formula:

$$= \frac{\text{No. of recordable cases} \times 200,000}{\text{Actual hours worked}}$$

- This baseline is based on historical data and improvement targets established for work performed under this Purchase Order/Contract. As an incentive, incremental improvements over the established baseline data are required. Each improvement translates into an increased level of incentive earnings.
- Liquidated damages (Company Provided and/or Standard)
- Charge backs (Company Provided and/or Standard Terms)
- Suspension (Company Provided and/or Standard Terms)

Contractor Oversight

Summary

Contractor oversight is essential to ensuring that contractor safety performance meets the host company's expectations.

Elements

Contractor Safety Resources should include:

Contractor Provided Resources

- Mandatory site visits by contractor safety representative on a regular basis. The frequency of site visits may be determined by the complexity of the job.

Owner Provided Resources

- Provide fulltime person as a "point person" to develop and direct contractor program
- Provide additional support for contractor safety when need due complexity of project or sheer number of employees.

Contractor Safety Meetings

- Annual meeting with contractor leaders and safety professionals where management reviews expectation, best practices and holds general discussions on safety improvement.
- Monthly conference calls to review incidents from past month and any corrective actions that may affect contractors from across the system

Safety training should include:

Orientation

- All employees complete an initial orientation program providing general information of owner's facilities and specific requirements the owner may have. This orientation may be delivered by video, instructor lead or computer based.

Contractor training requirements

- OSHA federal or state required training
- OSHA 10 & 30 hour course or ET&D 10 and 20 hour course.
- Task or skill specific training to ensure that the employees are qualified for the task.
- Operators training

Verification of training

- Contractor employee training should be confirmed in one of the following ways
 - Prior to project starting
 - Periodically or Randomly
 - Prior to operating specific equipment (crane, forklift, scaffolding)
 - Post incident review of training records

Nuclear

- All contractor employees entering a nuclear facility must attend General Employee Training (GET)

Safety audits/inspections of contractor work should include

Contractor audits/inspection of work

- Contractor should be auditing their work to ensure compliance with regulations and owner expectations. Safety and health professionals and the management team should conduct these audits. These audits should be conducted on a weekly or monthly basis and should be documented.

Owner provided audits

- Owner should conduct jobsite audits of contractor work to ensure compliance with governmental regulations and owner expectations.
- Results of owner audits should be shared with contractor for follow up or trending. Note: These audits should be conducted on a weekly or monthly basis and should be documented.

Ongoing contractor safety performance evaluation, review, feedback or other communications should include:

Safety Performance review during contract

- Owner should review with the contractor any deficiencies noted and/or incident/noncompliant trends the owner notices

Annual Review

- An annual review should take place on contracts that last longer than one full year. This review should indicate any deficiencies noted and improvements needed.

Project closeout review

- A review with the contractor should happen as soon as possible after project or contract is complete. This review should indicate any deficiencies noted and improvement needed prior to the next project.

Pre – Job briefings are required of contractors and should include:

Pre Job briefings

- A pre job briefing shall take place prior to the start of any work.
- Pre job briefing should be documented and encompass the elements of a job hazard analysis. (Task steps, hazards with each step and control measures for each hazard.
- Review pre job briefing with all employees prior to the start of work.

Special safety emphasis on high-risk work should include:

- Owner may choose to categorize types or functions of work to determine the level of risk.
- While performing high risk activities the owner may perform or require the contractor to perform activities similar to the ones listed below.
 - A written safety plan.
 - Routine meetings with contractor supervision with discussion on significant issues.
 - Routine observations of contractor work.
 - Documented EHS field audits.
 - On-site presence of contractor supervision.
 - For outages and major projects, contracted safety professional(s) employed by company or by contractor available to provide project specific coverage.

Incident investigations or actions taken post investigation should include:

Contractor responsibilities

- The contractor shall investigate all incidents that occur on the owner's property. This report should provide a description of the incident and corrective measures taken.
- On more serious incidents a review meeting between the contractor and the owner should take place in order to fully understand and communicate the results of the investigation.

Owner responsibilities

- For the most serious incidents conduct a parallel investigation to ensure all facts and findings are brought forth in the final report.
- Communication of the lessons learned should take place with owner's crews and other contract crews performing the same type of work.

Substance abuse policies – fitness for duty, random testing, etc. should include:

Substance abuse

- All contractor employees working on the owner's projects shall be in a comprehensive substance abuse program. This program should include pre-hire testing, reasonable suspicion testing, post incident testing and Random testing.
- The owner may also choose to require seeing evidence of a substance abuse test in the past year.

Evaluation of Contractor Safety Performance

Summary

Contractor safety performance must be evaluated and results communicated within the host company. Evaluation results should be used in future hiring decisions.

Elements

Communicating Owner Expectations

- Clearly documented performance overview – reasonable care must be used to ensure the contractor hired will carry out assignments in a safe and careful manner.
- Clearly established safety and performance rules. Should the owner require Company based safety rules and requirements or should standard regulatory requirements stand alone – the expectation must be clear. The owner representative must also outline monitoring requirements including routing, schedules, etc.
- Identify schedule of audits, investigations, etc. in contract agreement including timing, responsibility, and routing of results.
- Identify the phases of the construction project results that will be tracked and who will track them.
- Indicate examples of triggers that would cause concern. (e.g. violation of safety rules, serious accident, not meeting observation requirements)
- Consequences of exceeding Key Performance Indicators (KPIs) must be defined (e.g., is there a monetary penalty, work stoppage)

Identification of Key Performance Indicators (KPIs).

- KPIs will used to evaluate contractor performance. They should include a combination of both leading and trailing indicators. These can either be site specific or Corporate established. Some considerations include;
 1. Leading Indicators
 - a. Completion of safety inspections
 - b. % employees involved in observation process
 - c. % of time spent by supervision in the field
 - d. % completion of pre-job briefs
 - e. Attendance at training
 - f. Completion of accident investigation corrective actions
 - g. Other
 2. Trailing indicators
 - a. First Aid Rate
 - b. OSHA Recordables
 - c. Lost Workday Rate
 3. Experience Modification Rate (EMR)

4. Workers Compensation Cost per Employee
5. Absenteeism
6. Other

- Mutual agreement of KPIs between Owners and Contractor is essential. Contractor should be involved in the development of the KPIs. They must accept KPIs prior to work beginning and such agreement shall occur during;
 1. Pre-job selection
 2. Contractual agreements

Monitor/Track Results. The owner representative must be responsible for monitoring/tracking results.

- Follow schedule and intent of contractual agreement, including rapid follow up on identified triggers or failures.
- Monitor/tracking results could take the form of a formal audit process, field observations, or monthly performance report. See Appendices B and C.

Provide timely feedback – the feedback provided should occur on a periodic basis (e.g., daily, weekly, monthly, or quarterly) to be determined in advance.

- Performance evaluation should consider both positive and negative results.
- Action plans to deficiencies noted should be developed and followed up performed as required.

Future hiring decisions by the host company should be based on past contractor safety performance evaluation results.

Appendix A

Contractor/Seller Qualification Sample Questionnaire

1.0 Organization

- 1.1 Complete Company Name: _____
Street Address: _____
City: _____ State: _____ Zip: _____
Telephone No.: _____ Fax No.: _____
Mailing Address (If Different): _____

Email Address: _____

2.0 Type of Business Organization (fill in appropriate blanks below):

2.1 Corporation

- 2.1.1 State of Incorporation: _____
2.1.2 Date of Incorporation: _____
2.1.3 State in which licensed to do business: _____
2.1.4 Is the Corporation in good standing in its State of Incorporation and in each state, which it is licensed to do business? _____
If no, explain: _____
2.1.5 Perpetual or Limited Corporate Existence: _____
2.1.6 Name and State of Incorporation of Parent Company, if any: _____
2.1.7 Names and States of Incorporation of any other subsidiary companies, If any: _____

2.1.8 Names and States of Incorporation of any other affiliated companies, if any:

2.1.9 If Privately or Closely Held, attach a list of shareholders, their addresses, and interests held.
2.1.10 If Publicly Held, on what exchange is your Company's stock traded? _____

2.1.11 Name and State of incorporation of any predecessor corporation(s), if any:

2.1.12 Officers' Names and Titles: _____

2.1.13 Directors' Names (Indicate Chairman): _____

2.2 Partnership/Limited Partnership

2.2.1 State in which partnership was formed: _____

2.2.2 Date of formation: _____

2.2.3 Term of partnership: _____

2.2.4 Names, addresses and interests held of partners (If a limited partnership,
designate general partner(s)): _____

2.3 Sole Proprietorship

2.3.1 Number of years in business: _____

2.3.2 Name(s) under which you do business: _____

2.3.3 Predecessor Companies: _____

9.0 Bonding Company used:
Name: _____
Address: _____
Telephone: _____
Contact Name: _____
Bonding Capacity: _____

10.0 Insurance Company Used:
Name: _____
Address: _____
Telephone: _____
Contact Name: _____
Agent (name, city and phone): _____

11.0 Types and amounts of current insurance coverage's (specify policy numbers and claims-made policies): _____

12.0 Annual gross sales for the last three years:
20__ : _____ 20__ : _____ 20__ : _____

13.0 Dunn & Bradstreet rating: _____

14.0 Please attach a copy of the most recent audited financial statements and any more current un-audited statements.

15.0 Please attach any 10-K's, 10-Q's and/or other documents filed with the SEC or other regulatory agency for the last two years.

16.0 Please attach Better Business Bureau report in location of Company's principal place of business.

17.0 Have you ever been asked to withdraw from a jobsite? _____
If Yes, When: _____
Why: _____

18.0 Have you ever been denied a license or permit, or had a license or permit revoked? ____
If yes, When: _____
Why: _____

19.0 In what States do you work: _____

20.0 Indicate the dollar value of contracts for which you believe your company is competitive:

21.0 What portion of your contracts do you subcontract? _____

22.0 Please attach a list of all contracts by number and date between your company and an
_____(BUYER) system company for the last ten years.

23.0 Did your company enter into any contracts with an ____ (BUYER) system company
more than ten years ago? _____

24.0 Has there been any litigation between your company and any ____ (BUYER) system
company?
If yes, list court, case name and number: _____

25.0 Have you ever filed a mechanics lien under a no-lien contract? _____

26.0 Do you perform work as an open shop: _____
union shop: _____
non union: _____

If more than one, is the work performed under the same company name? _____

If different names are used, list all: _____

27.0 Indicate union affiliations and agreements for company and all affiliated companies:

28.0 Please attach information describing your company's programs concerning:

- * Measurements of worker productivity
- * Improvement of worker productivity
- * Measurement and control of absenteeism and turnover
- * Training of first and second line supervisors
- * Planning and scheduling training
- * Craft training
- * Foreman training
- * Quality control
- * New construction technology
- * Motivation programs being implemented
- * Apprentices and sub-journeymen

29.0 Industrial Safety

29.1 Do you have a written safety program? _____

Submit one copy of your safety manual and your corporate commitment to safety.

29.2 Do you have a safety orientation program for new hires? _____

YEAR

20 20 20

29.3 Employee hours worked for each of last three years _____

29.4 Experience modification rate of last three years _____

29.5 Using your past three year's OSHA No. 300 logs, provide the following information: (As an alternate, you may submit copies of OSHA No. 300 jobs for the past three years)

	<u>YEAR</u>		
	<u>20</u>	<u>20</u>	<u>20</u>
29.5.1 Number of lost workday cases (Injuries involving days away from work)	_____	_____	_____
29.5.2 Number of restricted workday cases	_____	_____	_____
29.5.3 Number of cases with medical treatment	_____	_____	_____
29.5.4 Number of fatalities	_____	_____	_____
29.5.5 Incident rate - lost workdays	_____	_____	_____
29.5.6 Incidence rate - OSHA recordables	_____	_____	_____
29.5.7 OSHA citations	_____	_____	_____

29.6 Do you have and enforce a disciplinary program for willful or repeated violations of safety rules? _____

29.7 Do you have an accident/incident investigation and reporting procedure? _____
If yes, please attach the details and forms used.

29.8 Do you conduct and document safety training for field supervisors? _____
Frequency: _____

29.9 Do you conduct and document "toolbox" safety meetings? _____
Frequency: _____

29.10 Do you conduct and document job site safety inspections? _____
Frequency: _____

30.0 Projects

30.1 What method of scheduling do you use in administering and monitoring construction projects (e.g. Projects 98, Excel, Visio, Lotus 1,2,3, PeopleSoft, GigaPlan, etc.)? List computer software utilized if applicable: _____

30.2 In the past three years, how many of your projects have exceeded the Owner's completion schedule? _____

- 31.0 Using your Company's brochures or attachments, please provide:
- 31.1 In chart form, descriptions of jobs performed in each of the past five years, including project name, brief description of type of project and project location; Owner's name, city in which Owner is located, contact at Owner's office and Owner's telephone number; name of architect/engineer, city in which architect/engineer is located, and telephone number of architect/engineer; contract amount; type of contract (i.e., firm lump sum, cost plus, unit price, etc.); and completion date.
 - 31.2 A list of field management and supervisory personnel with qualifications and length of time in your employ (include resumes if available).
 - 31.3 A list of equipment available (indicate owned or rented and amount).
- 32.0 Please attach any other information which you believe is relevant to the selection of your Company as a contractor or seller by a company or the American Electric Power Company System.

The foregoing information and all attachments hereto are complete, true and accurate to the best of my information and belief and may be used by the _____(BUYER) system without restriction.

Company Name

By: _____
Signature

Title

Date

TABLE I
Work Categories

Indicate the work your company performs by checking the appropriate categories listed below. Clarification of the work you perform or additions are welcome.

Electrical Line

Underground:

- Distribution
- Transmission

Overhead:

- Distribution
- Wood Pole 138KV < below
- Wood Pole 138KV > above
- Steel Pole 138KV < below
- Steel Pole 138KV > above
- Concrete Poles 138KV < below
- Concrete Poles 138KV > above
- Steel Lattice 138KV < below
- Steel Lattice 138KV > above
- Concrete Foundations
- Pier Foundations
- Right-A-Way Clearing
- Painting
- Soil Testing

Electrical Substation

- Distribution
- Sub-Transmission
- Transmission
- EHV
- Earthwork/Grading
- Concrete Foundations
- Pier Foundations
- Hauling/Rigging
- Fence/Gates
- Painting
- Soil Testing
- Railroad Track Installation/Maintenance
- Other: (Please specify)

Appendix B

SAMPLE AUDIT FORM

Audit Date: _____	Audit Time: _____
Auditor: _____	
Contractor: _____	Subcontr (Company Name): _____
Supervisor/Foreman: _____	Project ID/WR: _____
Crew Leader: _____	Project Manager: _____
Audit Location: _____	

Safety Expectations	Compliance
• Has a thorough pre-job briefing been performed and signed by all crew members?	
• Are Performers wearing appropriate PPE for the task? (i.e., footwear, safety glasses, hardhats, safety vest, FR Clothing, etc.)	
• Are worker tools in good condition?	
• Is the "Work Zone" set up as needed?	
• Is proper housekeeping and material storage being maintained?	
• Are the vehicles and equipment free from leaking fluids? (Oil, fuel, coolant, etc.)	
• Are seat belts being used appropriately?	
• Are workers performing their work using approved methods/procedures?	
• Are chemicals being stored and handled in an appropriate manner?	
• Are conductors, lines, and other equipment covered?	
• Are lines and equipment isolated, tested, locked and /or tagged out and grounded?	
• Is mobile equipment grounded appropriately?	
• Are poles being worked on tested for structural integrity?	
• Is Shoring Equipment being used if needed?	
• Are minimum approach distances being adhered to?	
• Is appropriate fall protection being utilized?	
• Are confined space entry rules being followed?	
• Is there at least one English speaking crew member present in the work area?	
• Are all required Safe Work Permits (e.g., Hot Work, Confined Space, etc) being completed and used appropriately?	

For any "findings" indicated above, please elaborate below on exactly what the "findings" were and the corrective action that was taken.

ANY "NO" Answers (Finding) REQUIRE a comment. Enter Only a SINGLE COMMENT with ALL your findings.

1. Finding: _____
 Corrective Action Taken: _____ Date: _____
2. Finding: _____
 Corrective Action Taken: _____ Date: _____
3. Finding: _____
 Corrective Action Taken: _____ Date: _____

Method used for notifying supervisor or foreman of findings: (Circle One)

Email Internet Person Phone Radio US Mail Remote Printer Voicemail

EEl Contractor Safety Program

Contractor Pre-Qualification	Contract Terms	Contractor Oversight	Evaluation of Safety Performance
<p>Contractor Pre-Qualification requirements are intended to ensure that only contractors who take measures to assure the safety of their employees, the general public, as well as the host company's employees and equipment should be awarded contracts or service agreements to work for the host employer.</p> <p>Review Contractor Qualification Questionnaire</p> <ul style="list-style-type: none"> Development of Key Safety Issues by Host Company <p>Provide Contractor Qualification Questionnaire to prospective Contractors</p> <p>Review completed Contractor Qualification Questionnaire determine next steps</p> <ul style="list-style-type: none"> Further evaluation required Contractor site visit <p>Recommendation</p> <p>Bids will be awarded only to acceptable Contractors</p>	<p>Standard terms are recommended to ensure that safety expectations are clearly defined, legally binding, and included in contract documents.</p> <p>Statement of Work</p> <p>Division of Responsibility</p> <ul style="list-style-type: none"> Control of the Work Subcontractors <p>Performance Expectations and Metrics</p> <ul style="list-style-type: none"> Establish Metrics Monitor Performance <p>Safety Program Requirements</p> <ul style="list-style-type: none"> Environmental, Health and Safety Requirements Handbook to Contractor OSHA Requirements Safety Notifications (MSDS) Statutes, acts, ordinances, regulations, codes, and standards of federal, state, local and foreign governments and all agencies thereof Contractor Environmental Program <p>Risk Protection/Indemnification</p> <p>Insurance</p> <p>Risk of Loss</p> <p>Acceptance</p> <p>Liquidated Damages</p> <p>Charge Backs</p> <p>Suspension</p>	<p>Contractor Oversight is essential to ensuring that contractor safety performance meets the host company's expectations.</p> <p>Conduct Pre-Job briefing prior to start of work</p> <p>Safety Resources</p> <ul style="list-style-type: none"> Mandatory site visits by contractor safety professionals on a regular basis Full time Safety Person when Contractor has more than 20 or more employees at one location Provide Host oversight to develop Contractor safety program Monthly conference calls to review incidents from past month Annual meeting with Contractor leader and safety professionals <p>Safety Training</p> <ul style="list-style-type: none"> Initial Orientation Program OSHA Required Training OSHA 10 & 30 Hour Course or OSHA T&D Partnership 10 & 20 Hour Course Verification of training <p>Safety Audits and Inspections</p> <ul style="list-style-type: none"> Conduct jobsite audits of Contractor work to ensure compliance with governmental regulations and Host Company expectations Audit and inspect work to ensure compliance with regulations and Host Company expectations <p>Safety Performance Reviews</p> <ul style="list-style-type: none"> Conduct Safety Performance review during contract Attend project closeout review after project or contract is complete <p>Special Safety Emphasis on High-Risk Work</p> <ul style="list-style-type: none"> Categorize types or functions of work to determine level of risk <p>Incident Investigations</p> <ul style="list-style-type: none"> Conduct review meeting on more serious incidents Investigate incidents that occur on Host Company's property 	<p>Contractor Safety Performance must be evaluated and results communicated within the host company. Evaluation results should be used in future hiring decisions.</p> <p>Communication of Expectations</p> <ul style="list-style-type: none"> Document performance overview Establish safety and performance rules Identify schedule of audits, investigations, etc. Identify the phases of the construction project results Indicate examples of triggers that would cause concern Define consequences of exceeding Key Performance Indicators <p>Develop Key Performance Indicators with Contractor</p> <ul style="list-style-type: none"> Leading Indicators Trailing Indicators Experience Modification Rate Mutual agreement of Key Performance Indicators between Host Company and Contractor <p>Monitor and track results</p> <ul style="list-style-type: none"> Follow schedule and intent of contractual agreement, including rapid follow up on identified triggers or failures Monitor or track in the form of a formal audit process, field observations, or monthly performance report <p>Provide feedback on a periodic basis</p> <ul style="list-style-type: none"> Performance evaluation should consider both positive and negative results Action plans to deficiencies noted should be developed and followed up performed as required
<h2>Host Company</h2>			

EEL Contractor Safety Program

Contractor Pre-Qualification	Contract Terms	Contractor Oversight	Evaluation of Safety Performance
<p>Contractor Pre-Qualification requirements are intended to ensure that only contractors who take measures to assure the safety of their employees, the general public, as well as the host company's employees and equipment should be awarded contracts or service agreements to work for the host employer.</p>	<p>Standard terms are recommended to ensure that safety expectations are clearly defined, legally binding, and included in contract documents.</p>	<p>Contractor Oversight is essential to ensuring that contractor safety performance meets the host company's expectations.</p>	<p>Contractor Safety Performance must be evaluated and results communicated within the host company. Evaluation results should be used in future hiring decisions.</p>
<p>Contractor Pre-Bid Requirements</p> <ul style="list-style-type: none"> Complete the Contractor Qualification Questionnaire and return to the Host Company Send Contractor Safety Manual to the Host Company Agree to the Host Company's Terms and Conditions Document 	<p>Accept Terms</p>	<p>Conduct Pre-Job briefing prior to start of work</p> <p>Safety Training</p> <ul style="list-style-type: none"> Initial Orientation Program OSHA Required Training OSHA 10 & 30 Hour Course or OSHA T&D Partnership, 10 & 20 Hour Course Verification of training <p>Safety Audits and Inspections</p> <ul style="list-style-type: none"> Conduct jobsite audits of Contractor work to ensure compliance with governmental regulations and Host Company expectations Audit and inspect work to ensure compliance with regulations and Host Company expectations <p>Safety Performance Reviews</p> <ul style="list-style-type: none"> Conduct Safety Performance review during contract Attend project closeout review after project or contract is complete <p>Incident Investigations</p> <ul style="list-style-type: none"> Conduct review meeting on more serious incidents Investigate incidents that occur on Host Company's property 	<p>Develop Key Performance Indicators with Host Company</p> <ul style="list-style-type: none"> Leading Indicators Trailing Indicators Experience Modification Rate Mutual agreement of Key Performance Indicators between Host Company and Contractor Accept Key Performance Indicators prior to start of work
<p>Contractor</p>			