



INTEGRATED MANAGEMENT SYSTEM


CONTRACTOR MANAGEMENT PROCEDURE

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I, the undersigned, hereby approve this procedure.

ROLE	CAPACITY/ FUNCTION	SIGNATURE	DATE
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Accepts document for adequacy and practicability. Comments:			

Note: In line with the Delegation of Authority Framework section 12 (d)

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1. PURPOSE

The purpose of this core procedure is to guide in the manner how Transnet SOC Ltd (hereafter referred to as “Transnet”) must manage its contractors in accordance with applicable regulatory, national and international standards requirements and the contractual obligations, using practices that are fair, equitable, transparent, cost effective, safe and competitive. The procedure is outlined in the following phases:

Note: *This procedure should be read in conjunction with the Transnet Procurement Manuals for Construction, Goods and Services, including the Contract Management Policy.*

2. APPLICABILITY

This procedure applies to Transnet.

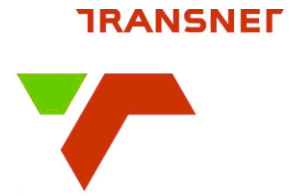
3. REFERENCE DOCUMENTS

NAME	REFERENCE	APPLICABLE SECTION
<i>Association of American Railroads</i>	<i>AAR-5000:2021</i>	<i>Clauses 2,1,2, 2.4.1.1 and 2.4.1.2</i>
<i>Asset Management System</i>	<i>ISO 55001: 2015</i>	Clause 8.3
Business Continuity Management Procedure	TRN-IMS-GRP-PROC-016	All
<i>Business Continuity Management Systems</i>	<i>ISO 22301: 2012</i>	<i>Clause 5.5, 6.6.4, 7.3, 7.2, 7.8.2, 8.5.8 & 8.7.3.</i>
<i>People Management and Learning</i>	TRN-IMS-GRP-PROC-008	All
Compliance Obligations Procedure	TRN-IMS-GRP-005	All
Conformity Assessment	ISO 17020: 2012	Clause 6.1.2; 6.1.12; 6.1.13; 6.2.11; 6.3.1; 6.3.2; 6.3.3; 6.3.4; 7.1.6; 7.4.4
Continual Improvement Procedure	TRN-IMS-GRP-PROC-018	All
Contract Management Policy	<i>TG/GFIN5/1/2P</i>	All
Document, Data and Record Management Procedure	TRN-IMS-GRP-PROC-010	All
Energy Management System	ISO 50001: 2011	Clause 4.5.2; 4.5.7.
Environmental Management System	ISO 14001: 2015	Clause 7.2; 7.3; 7.4.2; 8.1; 8.2.

NAME	REFERENCE	APPLICABLE SECTION
Food Safety Management System	SANS 10049: 2012	Clause 6.2.3; 7.4.8.3; 7.4.8.7; 7.5.5.1; 7.5.5.2; 8.3.1; 8.3.2; 8.3.3; 8.3.4; 8.3.5; 8.3.6; 8.3.7
<i>General Requirements for the Competence of Testing and Calibration Laboratories</i>	<i>ISO 17025:2017</i>	<i>Clause 4.2.4,6.6.2,6.6.3,7.1 & 7.8.2.1</i>
Information Technology – Service Management System	ISO 20000-1:2011	Clause 4.2; 4.5.2; 5.2; 5.3; 6.6.1; 7.2.
Integrated Supply Chain Management (ISCM) documents, including the Transnet SCM Policy		All
Integrated Assurance Procedure	TRN-IMS-GRP-015	All
<i>National Railway Safety Act 30 of 2024</i>	<i>Act 30 of 2024</i>	<i>Section 37</i>
<i>Occupational Health and Safety Management Systems</i>	<i>ISO 45001:2018</i>	<i>Clause 5.4,6.1.2.1,7.4.1,8.1.4.2,8.1.4.3 & 8.2</i>
Occurrence and Non-Conformance Management Procedure	TRN-IMS-GRP-013	All
Operational Risk Management Procedure	TRN-IMS-GRP-004	All
Private Sector Participation (PSP) Management Practice Notices.		All
Quality Management Systems	ISO 9001:2015	Clause 7.1.1, 7.2, 7.3, 8.3.2, 8.4.1, 8.4.2, 8.4.3, 8.5.3, 9.1.3, 9.3.2
<i>Risk Management Guideline</i>	<i>ISO 31000: 2018</i>	<i>Clause 5.4.1 & 6.5.2</i>
Railway Safety Management	SANS 3000-1: 2016	Clause 4.2.4.4; 4.2.6.3; 4.4.1.5; 4.5.3.1; 4.5.4; 4.5.5; 4.9.1.1; 5.6.4
Railway Safety Regulator Determination of Safety Management System and Safety Management Report		Clause 10.2.1
<i>Specification for Security Management Systems for the supply chain</i>	<i>SANS 28000:2010</i>	<i>Clause 4.5.1,4.5.2 & 4.5.4</i>
Transnet Procurement Manuals for Construction, Goods and Services.		All
<i>SOP for The Management of Procurement Contracts</i>	TRN-IMS-GRP-CMO-005	<i>The entire SOP</i>
Transnet Regulatory Universe		All

4. DEFINITIONS AND ABBREVIATIONS

4.1.1. Definitions



Client

Transnet SOC Ltd in this context.

Commissioning

The process of assuring that all systems and components of a building or industrial plant, or product, are designed, installed, tested, operated, and maintained according to the operational requirements of the owner or final client.

Contract

An agreement with specific terms between two or more parties or entities based on mutual consent, which has legal effects and involves the transfer of consideration, usually financial or some other type of benefit.

Contract Owner

A person or stakeholder who begins the contract. He/she is responsible for choosing a Operational Contract Manager and authorizing that person. He/she is the person (outside the Contractor Management Team) who provides the funds for the contract.

Operational Contract Manager

A Transnet employee who is authorized to represent Transnet in terms of the contract and appointed to supervise and/or liaise with the contractor to ensure that the specifications of the contract are met (with special emphasis on technical specifications, inspection of quality, health and safety, environment, and quantity of work). A Operational Contract Manager has the role of executing the plan to achieve deliverables. This person receives all his authorizations from the *contract owner* and the stakeholders.

Contractor

An employer (organization) or a person who performs **ANY** work and has entered into a legally binding business agreement contract to supply a product or provide services to Transnet. This applies to the Suppliers, Vendors, Consultants, Service providers, or Contractors.

NB: A Contractor is an employer in his/her own right.

Principal Contractor

An employer (organization) appointed by the client to perform construction work.

Contractor Execution Plan

TRN-IMS-GRP-PROC-014
Contractor Management Procedure
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A site, activity, or *contract-specific* documented plan in accordance with the client's *contract specification and* requirements. A plan is submitted by the *Contractor to the Operational Contract Manager* for approval before mobilization on site. The Contractor Execution Plan includes, inter alia: Health and Safety, Environmental, Energy, Quality, Delivery plans, etc.

Contractor Compliance File

A file, or other record containing the information in writing required by Transnet.

NB: A file must be submitted for each discipline where applicable, e.g., health and safety, environment file, etc.

Contractor Management team

A team comprising all the role players who can add value to a particular contract. The individuals responsible for the specific *contract* delivery, *i.e., health and safety, security, quality, risk, etc.*

Defect list

A document prepared listing work not conforming to contract specifications that the contractor must complete before final payment. The work may include incomplete or incorrect installations or incidental damage to existing finishes, materials, and structures.

Employee Personal Profile Dossier

An individual employee file must include valid medicals issued by the Occupational Medical Practitioner or Occupational Medical Health Practitioner, a certificate of fitness for duty, and certified copies (not older than three (3) months) of identity documents, competencies, qualifications, and any other required information at the contracting stage.

End-User

Person or organization that uses a product, service, or good, as opposed to the person or organization that authorizes, orders, procures, or pays for it.

Handover

Transfer of any deliverable to the responsible stakeholder.

Induction

The action or process of inducting someone into a post, organization, or task.

Mandatory Agreement

An agreement between the client and the contractor or the principal contractor and its sub-contractors for work to be performed, and the contractor without derogating from his/her status in his/her own right as an employer or user.

Non-Conformance

Deviation from specifications, relevant work standards, practices, procedures, legal requirements, or failure to meet a requirement. Non-compliance only relates to non-conformance to legal requirements.

Pricing schedule

A detailed list of requirements, items, materials, chargeable rates, or the like. An activity schedule may also be utilised for contracts with a low classification.

Professional Construction Health and Safety Agent

Means a professional construction health and safety agent registered with a statutory body approved by the chief inspector; appointed by the client to act as his or her representative.

Procurement event

Means the advertisement of a request for quotation, information, or a request to the open market for the submission of bids.

Risk assessment

A risk assessment in this procedure means the process where all risks associated with the contract and its execution are identified, mitigated, and managed.

Safety Officer (Health and Safety)

The Health and Safety Officer is an employee appointed in writing by the construction manager to assist in the control of all health and safety-related aspects on the site.

Specification

A detailed prescription of the *contract* requirements, *including IMS*, to which equipment, construction, product, or service has to comply. This includes various models, drawings, and

documents. It should be noted that the specification may even comprise a multitude of different elements.

4.1.2. Abbreviations

CCRO	Chief Corporate Regulatory Officer
CEP	Contractor Execution Plan
Pr.CHSA	<i>Professional Construction Health and Safety Agent</i>
CLM	Contract Lifecycle Management
OCM	Operational Contract Manager
DOA	Delegation of Authority
PCI	Principal Controlled Insurance
SCMS	Supply Chain Management Services
TIMS	Transnet Integrated Management System

5. ACCOUNTABILITY, RESPONSIBILITY AND AUTHORITY

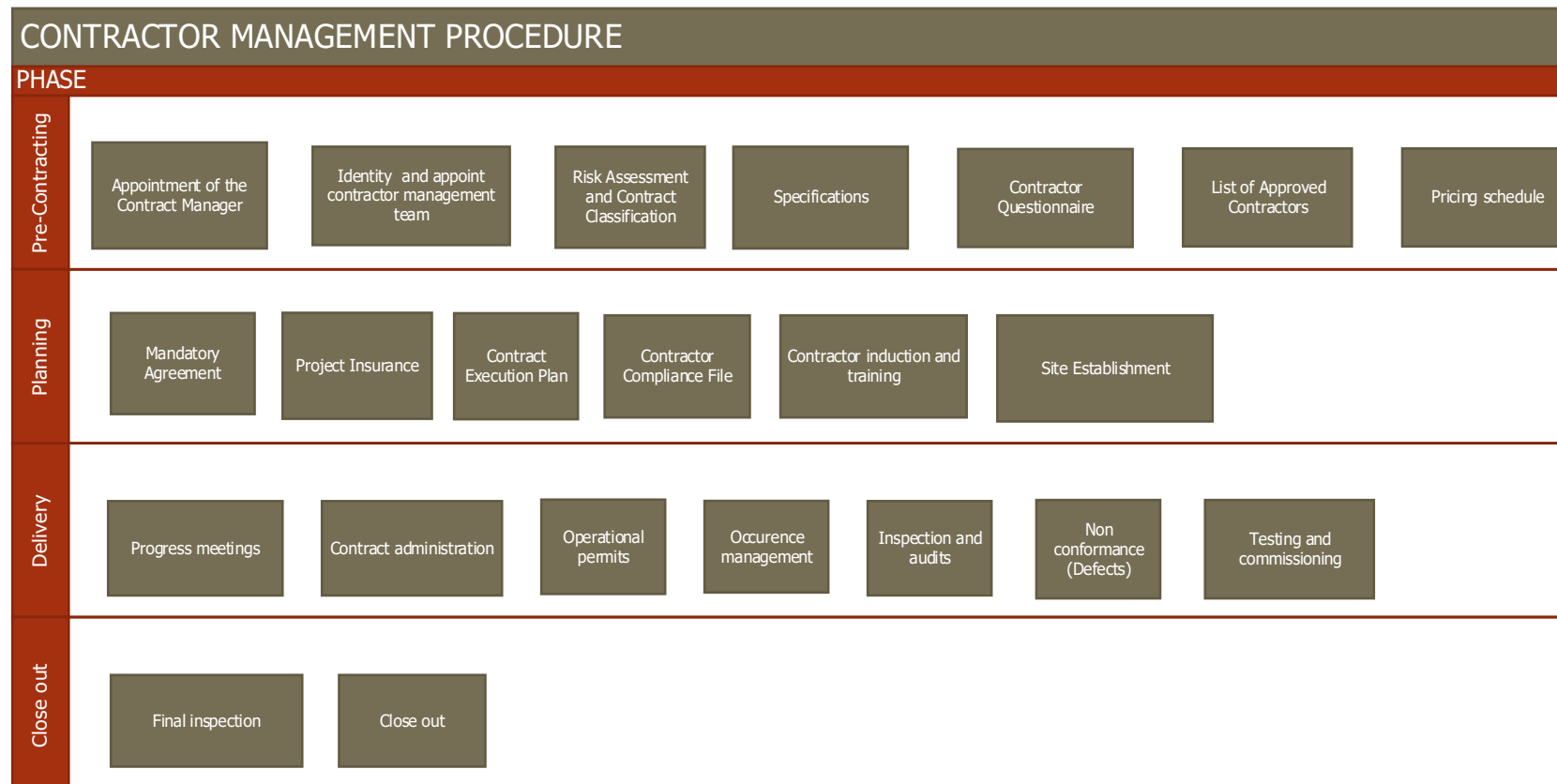
Top Management	<ul style="list-style-type: none"> • Drive IMS strategy within operating divisions as determined by the IMS Contractor Management procedure; and • <i>Ensures provision of adequate resources for compliance with the Contractor Management procedure.</i>
Process Owner	<ul style="list-style-type: none"> • Ensures the Development, Implementation, and Maintenance of the Contractor Management procedure and processes.
Group Chief Supply Chain Officer	<ul style="list-style-type: none"> • Ensure alignment with Transnet Procurement, Contracts, and Contractor Management processes.
Senior Management	<ul style="list-style-type: none"> • Drive implementation of the Contractor Management procedure; • Ensure availability of resources; • Ensure communication of Contractor Management directives to teams; • Communicate IMS performance on Contractor Management to the respective members of the Top Management Team; and • Ensure resolution of issues identified through the IMS contractor management process.
Line Management	<ul style="list-style-type: none"> • <i>Effective Implementation of the Contractor Management procedure.</i>



Employees	<ul style="list-style-type: none">• Adhere to Contractor Management processes and procedures;• Take accountability for assigned activities; and• Report any deviations.
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6. PROCEDURE

6.1.1. Contractor Management Process Flow



6.2. Pre-Contracting Phase

6.2.1 Appointment of the Operational Contract Manager

The *Contract* Owner must identify the business needs and take into consideration the Integrated Management System (IMS) requirements.

The *Contract* Owner must identify which discipline has a majority interest in the contract and *appoint* an Operational Contract Manager (CM) from that discipline as per ***Annexure 8.1, Operational Contract Manager Appointment Letter***. In certain cases, the *Contract* Owner and Operational Contract Manager may be the same person.

6.2.2 Identify and Select Contractor Management Team

The CM must identify and select the Contractor Management Team, comprising various functions or disciplines.

The CM must convene a kick-off meeting with the selected team to ensure that all parties are aware of their roles and responsibilities in the *planning*, implementation, execution, monitoring, and finalisation of the contract.

The CM must ensure that the roles and responsibilities are clearly defined, understood, and assigned correctly to the responsible person.

Where applicable, the Contract Owner or OCM must ensure that the Professional Construction Health and Safety Agent (Pr.CHSA) is appointed as per ***Annexure 8.27 Construction Health and Safety Agent CR5(6)*** to act as his or her representative, on health and safety matters of the project.

6.2.3 Risk Assessment and Contract Classification

6.2.3.1 Risk Assessment

The CM must ensure that a *baseline* risk assessment process commences and is performed at the Pre-Contracting Phase. The risk assessment procedure details the steps that must be taken to ensure that the risk assessment is performed according to the **Operational Risk Assessment Procedure-TRN-IMS-GRP-PROC-004**.

6.2.3.2 Contract Classification

The CM must determine the Contract Classification Category of the *Contract* based on the risk assessment conducted and contract classification methodology as per **Annexure 8.2, Contract Classification Methodology.**

The contract classification will inform you of the steps that must be undertaken in compiling the specifications, contract, and execution thereof.

6.2.4 Specifications

The CM must develop a suitable, sufficiently documented, and coherent contract-specific specification for the intended work, based on the *scope of work*, contract classification, and risk assessment.

The appointed CM must be conversant with IMS requirements.

The CM must ensure that the *Contractor Management Team* is involved in the development of the specifications.

The CM must ensure that the *following, but not limited to*, Contractor Specification Guidelines are taken into consideration when compiling the specifications:-

- **Annexure 8.3, Contractor Health and Safety Specification Guideline**
- **Annexure 8.4, Contractor Environmental and Sustainability Specification Guideline.**
- **Annexure 8.5, Contractor Security Specification Guideline; and**
- **Annexure 8.6, Contractor Quality Specification Guideline.**

The specification must be precisely determined and linked to the approved budget.

Once the technical specification/scope of work has been finalised, the end user department must sign off, specifically confirming that the Contractor Specification Guidelines have been integrated.

6.2.5 Contractor Questionnaire

The CM must ensure that the Contractor Questionnaire includes IMS requirements, which must be included in the tender documents.

The Contractor Questionnaire must be included as a returnable document in the tender document as per **Annexure 8.7, Contractor Questionnaire.**

Shortlisted bidders who submitted bids for high and medium-risk profile contracts (i.e., contracts which have an impact on railway safety) must be subjected to a pre-award assessment (Due diligence assessment) where deemed necessary before the award of a contract.

6.2.6 List of Approved Contractors

Transnet utilises contractors registered with the National Treasury.

Transnet also has an approved list of contractors/suppliers, where applicable. Specific components and services are required by Transnet from time to time, and therefore, it may be applicable to source an approved list for certain commodities.

The Procurement Procedure for the approved list is detailed in the Procurement Manuals for Construction, Goods, and Services.

6.2.7 Pricing Schedule

The CM must ensure that pricing schedule requirements are included in the tender document and completed by the contractor as outlined in Annexure 8.8, Pricing Schedule Requirements. 6.3.

6.3. Planning Phase

6.3.1. Mandatory Agreement

The Health and Safety Act (OHS Act) and other relevant legislation are incorporated as part of the contract, as detailed in Annexure 8.9, Section 37(2), Mandatory Agreement. The Agreement must be completed and signed by the CM and the Contractor.

The Contractor must submit a written request to the CM for permission to subcontract any work or services.

The CM must approve or decline a contractor's request to subcontract any work after reviewing the capabilities of the subcontractor to ensure compliance with the IMS requirements.

The Contractor must enter into a Section 37(2) Agreement with their respective subcontractors. A signed copy of the agreement must be kept in the Contractor's Compliance File.

6.3.2. Contract Insurance

The CM must ensure that the Contract is insured where applicable, such as PCI insurance, letter of good standing etc., etc.

6.3.3. Contractor Execution Plan

The Contractor must submit a detailed Contractor Execution Plan (CEP) to the CM for approval as per **Annexure 8.10, Contractor Execution Plan Guideline**.

The CM must approve the CEP after ensuring that the contractor has all the necessary resources to do the work safely, and the contractor has illustrated its understanding of the scope of work, including the IMS requirements.

6.3.4. Contractor Compliance File

The CM must ensure the Contractor Compliance File is reviewed and approved as per **Annexure 8.11, Contractor Compliance File Assessment Checklist for the Construction scope of work**.

*For any service scope of work, **Annexure 8.24, Contractor Compliance File Assessment Checklist for Medium and Low risk Contractors**, as classified in the contract classification methodology, must be used.*

Refer to the contract classification and contract-specific and coherent risk assessment.

*NB: Note: For construction-related contracts, where Transnet appoints another Transnet business unit as a Principal Contractor utilising **Annexure 8.25, Principal Contractor Appointment**, the CM must appoint a *Health and Safety Officer* utilizing **Annexure 8.26** to assist in the control of all health and safety-related aspects on the site.*

The CM should preferably inform the contractor within five (5) working days after the submission of the file, whether the Contractor Compliance File meets the requirements.

The Contractor must resubmit the Contractor Compliance File required changes to the CM for acceptance within the agreed-upon timelines.

6.3.5. Contractor Induction and Training

The CM must ensure that the Contractor undergoes *induction* before handing over the site to the Contractor as per **Annexure 8.12, Contractor Induction Requirements Guideline**.

The CM must arrange and coordinate contract-specific induction, awareness, and training, and communicate the date, time, and venue to the contractor.

The CM must request the Employee Personal Profile Dossiers from the contractor before induction and approve them. The Employee Personal Profile Dossiers must include, where applicable, medicals and certified copies (not older than three (3) months) of identity documents, competencies and qualifications, etc., as per **Annexure 8.13, Employee Personal Profile Dossier**.

The Contractor employee(s) must sign the induction attendance register on-site as per **Annexure 8.14 Induction Attendance Register**. A copy of the attendance register must be stored in the Contractor Compliance File.

The Contractor must complete and sign all the required indemnities whereby Transnet is indemnified from any claims and /or losses as per **Annexure 8.15, Induction Indemnity Form**

The CM must issue *an induction laminated card* to the contractor employees after the successful completion of the induction. The *induction laminated card* must be signed by the CM on the date of completion, and the certificate will remain valid for the site and duration of the *contract*, and has to be renewed on an annual basis as per **Annexure 8.16, Induction Card**

The CM and the Contractor must identify the contractor personnel who need additional training, based on the scope of work and the IMS requirements.

The Contractor must ensure that valid records of relevant training (copies of certificates) are kept in the Contractor Compliance File.

6.3.6. Site Establishment

6.3.6.1. Site Readiness

The CM must ensure that the site is ready to be handed over to the contractor prior to the commencement of work.

The CM must provide access to the site and all other site requirements as per contract, e.g., drawings of the location of underground service lines and services such as electricity, water, sewage, compressed air, etc., where applicable.

6.3.6.2. Legal Permits and Authorisation

The CM must ensure relevant permits and authorisations are obtained from issuing authorities before work commencement as per **Annexure 8.17, List of Legal Permits and Authorisations**

The CM must provide the appointed contractor with the applicable permits and authorisations before site access.

6.3.6.3. Pre-site handover inspection

The CM must ensure that a pre-site handover inspection is conducted as per **Annexure 8.18, Pre-Site Handover Inspection Checklist**.

The pre-site handover inspection must be conducted to check the condition of the site when it is handed over to the contractor.

The CM and contractor must co-sign the pre-site inspection handover checklist.

6.3.6.4. Site Access Certificate

The CM must issue the Site Access Certificate to the contractor, following the pre-site handover inspection as per **Annexure 8.19, Site Access Certificate**. The CM must ensure that the contractor establishes the site after obtaining the site access certificate.

6.4. Delivery Phase

6.4.1. Progress Meetings

The CM and the Contractor Management Team, in consultation with the contractor, must hold regular performance reviews or progress meetings.

The CM must ensure that the progress meeting agenda includes IMS requirements such as health and safety, quality, energy, environment, security, sustainability, etc., where applicable as per **Annexure 8.20, Progress Meeting Agenda Requirements**.

The CM must ensure performance review meetings are convened as per the schedule.

The CM and the Contractor Management Team, together with the contractor, must be present and/or represented at the meeting.

The CM must ensure that the minutes of the meetings are kept and communicated to the contract management team and contractor.

6.4.2. Contract Administration

The CM must ensure that the contract variations and amendments are approved by the delegated person in line with the Delegation of Authority (DOA) and Procurement Manuals for Construction, Goods, and Services.

The CM must ensure that all contractual amendments are securely filed.

6.4.3. Operational Permits

The CM must ensure that the operational permits are issued to the contractor before any operational work requiring permits is performed as per **Annexure 8.21, Operational Safe Work Permit Application Form.**

6.4.4. Occurrence Management

The CM must ensure that occurrences are reported immediately by the Contractor.

The CM must activate the occurrence response team for any occurrence on the contract as detailed on the **Occurrence and Nonconformance Management Procedure, TRN-IMS-GRP-PROC-013.**

The CM must ensure, where applicable, that monthly occurrence statistics and/or reports are compiled and submitted monthly to the contract owner, and relevant internal departments and authorities.

6.4.5. Inspections and Audits

The CM must ensure that the contractor's performance is measured and monitored in terms of the contract. The performance measures selected must provide clear evidence of the required contractual deliverables.

The quality assurance audit, where applicable, must be conducted to ensure that the work is performed in line with the applicable standards and specifications.

The CM must ensure that regular inspections are conducted to monitor the required quality and quantity as per the specifications.

The CM, in consultation with the contractor, must develop an audit schedule for the contractor.

The CM must ensure that periodical audits are conducted at specified intervals, including audits at the contractor's premises as detailed in **Integrated Assurance Procedure, TRN-IMS-GRP-PROC-015**.

The *assurance* audits must be conducted as prescribed by the agreed audit protocol as per **Annexure 8.22, Contractor Assurance Protocol Requirements**

The CM must ensure that the inspection and audit reports with associated non-conformances are issued to the contractor to effectively implement the corrective and preventative measures timeously until the contract is completed.

The CM and the contractor must provide a final sign-off, which proves that the audit findings have been closed off.

6.4.6. Management of Non-Conformances for Work Completed

When the contractor advises that work has been completed, the CM must carry out inspections for all products, equipment, and facilities to ensure that the contractor's work has been completed per the contractual specifications and standards.

The CM must invite and ensure that the end-user participates in identifying the defects.

The CM must ensure that the master defects list is compiled and maintained.

The contractor management team responsible for non-conformances and defects, along with the contractor's team, must verify and sign off on the corrected defects list before commissioning.

The CM must ensure that the contractor is issued with a breach notification for non-delivery or poor, or defective delivery.

The CM must ensure that the breach by the contractor has been rectified. If the breach has not been rectified, the CM must issue the contractor a non-performance penalty.

The CM must ensure that a Non-Conformance Report (NCR) is completed for all deviations against the contract as detailed in **Occurrence and Nonconformance Management Procedure, TRN-IMS-GRP-PROC-013**.

The CM must review the contractor's remedial actions for the NCRs until these have been resolved.

6.4.7. Testing and Commissioning

The CM, where applicable, must establish a testing and commissioning team that includes at least the contract management team members, the end user, and representatives from the contractor.

The CM must also develop a test and commissioning plan for the contract and communicate it to the contractor. This plan must include a schedule detailing key milestones and activities for overall contract execution. These activities should be planned, scheduled, and executed with a Safety Mindset, as outlined in the Contractor Execution Management Plan.

The testing and commissioning team must verify that non-conformances, deficiencies, defects, or errors have been corrected.

The CM must ensure that commissioning or energization notices are communicated to all relevant parties and that applicable procedures are followed.

6.5. Close-Out Phase

6.5.1. Final inspection

The CM must, at the end of the contract, conduct thorough inspections of the site with the contractor to ensure that the site is left in a clean, safe, and environmentally acceptable condition for normal operations before the contractor leaves the site.

The CM must ensure that the contractor has complied with all closeout requirements and that deviations have been corrected and closed out.

The CM and the contractor must co-sign the Final Handover and Close-out Inspection Checklist as per **Annexure 8.23, Final Handover and Close-Out Inspection Checklist**.

The CM must ensure that the contractor hands over the complete Contractor Compliance File after the contract, with all relevant documentation.

6.5.2. Close Out

The CM must arrange for the issue of the completion certificate to the contractor, confirming that the contract and closeout requirements have been met.

The CM must establish a post-contract evaluation committee to review the contractor's performance statistics, based on occurrences, audit findings, corrective actions, etc.

The CM must ensure that performance statistics are analysed to determine trends, lessons learnt and prepare for the post-contract evaluation meeting.

The CM must hold a post-contract evaluation meeting and summarise the findings in a report and document *lessons learned, which can be used for future contracts*.

The CM must communicate the findings and lessons learned to the *contract Owner*.

The CM must ensure that the contract register is updated to reflect the closing of the *contract*.

7. RECORDS

Records are kept for at least three (3) years or as required by statutory and regulatory requirements.

- 7.1. Appointment Letter
- 7.2. Risk Assessment Register
- 7.3. Specification(s)
- 7.4. Pre-qualification and Evaluation Records
- 7.5. Audits and Inspections
- 7.6. Occurrence and Non-Conformances Reports
- 7.7. Induction and Training Records
- 7.8. Attendance Registers
- 7.9. Minutes of Meetings
- 7.10. Contractor Compliance File
- 7.11. Agreements
- 7.12. Permits and Licenses
- 7.13. Medical Records
- 7.14. Certified Identity Documents
- 7.15. Qualifications
- 7.16. Associated Management Plans
- 7.17. Master Defect List
- 7.18. Final Handover and Closeout Inspection Report
- 7.19. Completion Certificate
- 7.20. Lessons Learned Register

8. ANNEXURES

- 8.1. *TRN-IMS-GRP-TMP-001.3.35 Operational* Contract Manager Appointment Letter



- 8.2. TRN-IMS-GRP-GDL 014.2 Contract Classification Methodology
- 8.3. TRN-IMS-GRP-GDL 014.3 Contractor Health and Safety Specification Guideline
- 8.4. TRN-IMS-GRP-GDL 014.4 Contractor Environmental and Sustainability Specification Guideline
- 8.5. TRN-IMS-GRP-GDL 014.5 Contractor Security Specification Guideline
- 8.6. TRN-IMS-GRP-GDL 014.6 Contractor Quality Specification Guideline
- 8.7. TRN-IMS-GRP-TMP 014.7 Contractor Questionnaire
- 8.8. TRN-IMS-GRP-TMP 014.8 Pricing Schedule Requirements
- 8.9. TRN-IMS-GRP-AGR 014.9 Section 37 Mandatory Agreement
- 8.10. TRN-IMS-GRP-TMP 014.10 Contractor Execution Plan Guideline
- 8.11. TRN-IMS-GRP-TMP 014.11 Contractor Compliance File Assessment Checklist
- 8.12. TRN-IMS-GRP-GDL 014.12 Contractor Induction Training Minimum Requirements
- 8.13. TRN-IMS-GRP-TMP 014.13 Employee Personal Profile Dossier
- 8.14. TRN-IMS-GRP-TMP 014.14 Induction Attendance Register
- 8.15. TRN-IMS-GRP-TMP 014.15 Induction Indemnity Form
- 8.16. TRN-IMS-GRP-TMP 014.16 Induction Card
- 8.17. TRN-IMS-GRP-TMP 014.17 List of Legal Permits and Authorisations
- 8.18. TRN-IMS-GRP-TMP 014.18 Pre-site Handover Inspection Checklist
- 8.19. TRN-IMS-GRP-TMP 014.19 Site Access Certificate
- 8.20. TRN-IMS-GRP-AG 014.20 Progress Meeting Agenda Requirements
- 8.21. TRN-IMS-GRP-TMP 014.21 Operational Safe Work Permit Application Form
- 8.22. TRN-IMS-GRP-TMP 014.22 Contractor Assurance Protocol Requirements
- 8.23. TRN-IMS-GRP-TMP 014.23 Final Handover and Close-Out Inspection Checklist
- 8.24. TRN-IMS-GRP-TMP 014.24 Contractor Compliance File Assessment Checklist for Medium and Low-risk Contractors
- 8.25. TRN-IMS-GRP-TMP-001.3.50 Principal Contractor
- 8.26. *TRN-IMS-GRP-TMP-001.3.51 Construction Health and Safety Officer CR8(5)*
- 8.27. *TRN-IMS-GRP-TMP-001.3.52 Construction Health and Safety Agent CR5(6)*