BEST PRACTICE

LOCATION:	**Cement plant**	**ARTICLE YEAR**	**2017**
ACTIVITY:	**Contractor Safety management**	**COMPANY:**	**CEMEX UK**
SUB ACTIVITY:	**Communications**	**COMPANY LOCATION:**	**Rugby Works**
BEST PRACTICE No:	**BP1979**	**COMPANY TEL:**	**07986 755517**
COUNTRY OF ORIGIN:	**United Kingdom**		

TITLE

Contractor management during shutdown

ARTICLE

DESCRIPTION

Rugby Cement Work's major maintenance outage involved nearly 800 contractors and, at its peak, over 400 contractors in any one day.

The CEMEX site team paid special attention to improving contractor management by adopting a series of initiatives to improve their engagement, involvement and recognition.

CEMEX'S initiative included:

- Refresher training for CEMEX supervisors on contractor management
- Training contractors on CEMEX standards at the pre- construction phase
- Selecting critical contractors for meetings with planning and area supervisors to enable their involvement at the planning stage where techniques such as SMED were adopted
- Pre-kitting, tooling and organising the construction area to address any safety issues
- All contractor companies attended a two day forum where CEMEX's safety initiatives and polices were discussed, including:
  - 'Step in' – 'Stop and Think'– the 12 Safety Essentials, drug and alcohol testing requirements, near miss hazard alert (NMHA) reporting
  - The critical path was presented and the necessary interactions required between contractors and work zones highlighted
  - Contractors visited site with supervisors to discuss issues
- The Avetta employee GUARD competency system was adopted. A contractor's competency for each task could be checked on the spot using identity cards and online checks via mobile phone
- During the shutdown there were daily and nightly contractor review meetings where health and safety issues were addressed
- Regular 'stand downs'of the whole site to present toolbox talks and to drive the highest possible site working conditions
- 'Visible Felt Leadership tours' increased the presence of managers on-site.

- The 2017 maintenance outage was the safest yet for the site
- Achieved a 55% reduction of First Aid Treatments (FAT's) and no LTI's
- A massive improvement in contractors' attitude and commitment to health and safety
- Contractors shared many ideas and best practices from other industries
- Better understanding between the different contractors and CEMEX employees of their respective tasks and roles
- Honest, open and productive discussions on all health and safety issues
- Recognition of safety as key priority for CEMEX.

ARTICLE IMAGES