

Contractor Management Procedure

1 Purpose

To set out the minimum safety requirements for engaging contractors at the University of Southern Queensland (University), where external expertise or capacity is needed.

2 Scope

This procedure applies to all individuals or organisations engaged under a contract (excluding Employees) to provide services to the University. This includes:

- Service providers engaged under agreed rates
- Consultants providing professional or academic services
- Temporary or contingent workers
- Contractors involved in capital or infrastructure works
- Principal contractors (e.g. for construction projects)
- Subcontractors engaged by other contractors
- Event setup and management suppliers.

3 Procedure Overview

This procedure outlines the approach to the safe engagement and management of contractors. It establishes the minimum standards, processes, and controls required to ensure contractor activities are conducted safely and in compliance with the University's legal and regulatory obligations. The procedure applies to all stages of contractor engagement, including pre-engagement checks, risk-based categorisation, onboarding, and ongoing management. It also details the requirements for consultation, incident reporting through SafeTrak, and continuous supervision and review.

This procedure aligns with the following legislation:

- *Work Health and Safety Act 2011 (Qld)*

- *Work Health and Safety Regulation 2011 (Qld).*

4 Procedures

4.1 Pre-Engagement - Selection Process and Key Controls

All contractor engagements will follow the same basic procedural checks outlined in this section:

- All contract engagers will assess the type of engagement by looking at the Risk Matrix (4.1.3).
- University staff will utilise the Service Hub's Procurement system, following the University Procurement processes. This also applies to the "UniSQ Marketplace".
- All contractors will go through the University standard induction process when coming on site, as well as further site-specific induction depending upon the categorisation of the contractor. Standard inductions are run by Campus Security; the completion of this is to be confirmed by the Contractor Engager or Project Manager.
- All incidents and hazards associated with contractor work after pre-engagement Risk assessments will be reported by the contractor engager to SafeTrak, as per the Incident Management Procedure.

4.1.1 Roles and Responsibilities

All University staff involved in the Procurement and engagement of contractors have responsibilities according to their position.

All University staff, supervisors, and contractors are required to promptly report any concerns about unsafe practices, in accordance with the Issue Resolution Process outlined in the Communication and Consultation Procedure.

Supervisor (Level 4 HR Delegate)

Supervisors are responsible for ensuring that contractors are appropriately managed. This includes overseeing the University's capacity to supervise contractor activities (as outlined in section 4.3.1) and ensuring that internal processes are followed in compliance with this procedure and the Procurement processes.

Additionally, supervisors must ensure that, upon completion of work, the area is made safe and ready for continued operations, formal handover, or progression to the next phase of work, as appropriate.

Contractor Engager

Contractor engagers are typically those who have procured the services of the contractor directly, through the Procurement hub. They must ensure the procedure is followed including:

- Obtaining pre-qualification of the contractor
- Providing clear definition of the scope of work
- Completion of University inductions by the contractor
- Obtaining and reviewing all required safety management documentation, including relevant licences and permits associated with the scope of work
- Communication of all known hazards, Risks, and potential work-related interruptions to the contractor
- Ongoing supervision, auditing, and monitoring of contractor activities.

Project Manager

A Project Manager may be assigned when the Contractor Engager identifies that the scope of work is complex, or part of a larger capital or strategic project. In such cases, the Project Manager assumes the role of the Contractor Engager and is responsible for ensuring all procedural and safety requirements are met.

Project Managers may also be engaged when:

- The Risk Matrix indicates their involvement is required (see below)
- The Contractor Engager seeks subject matter expertise, particularly for work requiring Facilities Management input (medium Risk, see Matrix).

Contractor

- Must comply with the University's WHS policies, procedures, and site-specific requirements.
- Report hazards, incidents, and near misses promptly to the University staff (either Project Manager or Contractor Engager).
- Provide evidence of training, licenses, insurances and required safety documentation for review (as per 4.2.1) as requested.

4.1.2 Categorisation of Contractors

Contractors are grouped into five categories based on the complexity and Risk level of their tasks. These categories determine the type of induction, level of supervision, and safety controls required.

All contractors must complete a general University induction. Site-specific inductions are required for contractors categorised as medium Risk or higher.

The Contractor Risk Matrix aligns with the University Procurement processes and informs both safety and Procurement decisions.

Where high-risk work is identified, the Matrix provides guidance on transitioning responsibility from a Contractor Engager to a Project Manager to ensure appropriate oversight and compliance with safety requirements.

Contractor Engagers may seek advice from the Health Safety and Wellbeing (HSW) team to assist in interpreting the Matrix and determining appropriate controls, supervision levels, and escalation pathways.

4.1.3 Contractor Risk Matrix

Risk Level	Examples of Contractors	Potential Hazards	Control Measures Required	Induction and Supervision	Responsible person
Low	Office cleaners, admin consultants, guest lecturers/academic staff	Slips, trips, minor ergonomic Risks	PPE (if applicable), general awareness of campus rules and processes	The University induction, minimal supervision	Managed and delivered by the engager
Medium	IT technicians, landscapers, general maintenance Lab equipment technicians	Electrical hazards, manual handling, outdoor exposure	Task-specific Risk assessments, PPE, safe work processes	The University standard induction, periodic supervision	Managed and delivered by the engager; needs consultation with FM
High	Electricians, scaffolders, mobile plant operators	Electrical shock, working at heights, confined spaces, local traffic hazards	SWMS, licenses/certifications, detailed WHS induction, emergency procedures, PPE	The University standard induction, documented safety checks, close supervision, pre-commencement meeting	Must consult with FM regarding project manager engagement
Specialist	Asbestos removalists, hazardous materials handlers	Exposure to toxic substances, confined space entry	High-level induction, strict compliance with WHS regulations, specialised PPE and procedures	The University standard induction, close supervision, ongoing compliance monitoring, pre-commencement meeting	FM is to handle all specialist engagement
Principal	Construction project	Multiple high-risk	Safety Plan Checklist,	Oversight by the	Major Projects (FM)

Contractor	managers (>\$250k projects)	activities, coordination of subcontractors	Safety Management Plan, coordination of all site safety, legal obligations under WHS legislation.	University and self-reporting to Major Projects, pre-commencement meeting	to facilitate all PC engagements.
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4.2 Prior to work - Engagement and Onboarding

4.2.1 Review of Safety Documentation

All contractor engagers must ensure that safety documentation related to the contracted work is complete and applicable. For any concerns about the applicability or compliance of contractor safety documentation, the HSW team can provide advice. All engagement of contractors must also be in alignment with associated Procurement processes and the training requirements of the Procurement team.

This documentation should demonstrate the contractor's capacity to manage health and safety Risks associated with the proposed work. Depending on the contractor's Risk categorisation, the following evidence may be required to be confirmed by the Contractor Engager/project manager:

- Licences, qualifications, and competencies relevant to the work. These must be recorded and kept by the University, including any mandatory certifications such as the Working with Children Blue Card, professional licences, and role-specific qualifications relevant to the work.
- Safe Operating Procedures (SOPs) for equipment to be used (medium and above Risk level)
- Risk assessments, including Safe Work Procedures. If this is not provided by the contractor, University staff must provide a Risk Assessment, identifying and controlling all Risks posed by their work (and area).
- Safe Work Method Statements (SWMS) for high-risk construction work as defined in the WHS Regulations
- Safety Management Plans.

The University shares a duty with contractors to ensure that all hazards associated with the work have been identified and assessed.

A Risk assessment must be completed for all contractor engagements. The contractor's Risk assessment should be reviewed and accepted; if the contractor does not provide one, the engager must supply one through the safety software system (Safetrak).

4.2.2 Contractor Induction

Before commencing work, all contractors must complete a University standard induction delivered by Campus Security. This induction is mandatory for all contractors, regardless of their engagement type or duration, and includes an introduction to the University safety management system, key campus rules, and emergency procedures.

Where work involves specific hazards, such as laboratory environments, construction activities, or other high-risk tasks, a site-specific induction must also be conducted by the contractor engager or relevant University staff. For higher Risk contractors, a formalised pre-commencement meeting must occur between University, contractor and stakeholders.

4.2.3 Consultation

The University has a duty to consult with contractors on matters that may affect their health and safety. Consultation must occur prior to and during the engagement where contractor activities may impact the broader the University environment, including staff, students, or other stakeholders.

The Contractor Engager must also consult with relevant organisational units where contractor work may intersect with local operations, shared spaces, or scheduled activities. This ensures that Risks are identified collaboratively and managed effectively.

Refer to the Communication and Consultation Procedure for further guidance on consultation requirements.

4.2.4 Incident Reporting and Risk Escalation

Any hazards, incidents, or injuries to contractors during their work are to be communicated to the contractor engager, who will report the incident via Safetrak as soon as reasonably practicable. All incident reporting must follow the Incident Management Procedure.

4.3 During work - Management and Monitoring

4.3.1 Supervision and Monitoring

Contractor engagers or project managers must oversee contractor activities to ensure compliance with the University safety management system. This oversight does not involve directing how work is performed but rather verifying adherence to safety protocols. The level of supervision depends on the task, Risk, environment, and duration of engagement, and falls into three categories:

- **Close Supervision:** Weekly monitoring and review of safety documentation for short-term or high-risk work.
- **Periodic Supervision:** Conducted at key points (e.g., start or end of engagement) to

confirm adherence to safety procedures and system.

- **Minimal Supervision:** Occasional checks (e.g., once or twice) for long-term, low-risk projects.

For projects involving a Principal Contractor, key safety systems, such as a Work Health Safety Management Plan, Safe Work Management System, and site security, must be in place and verified through supervision and contractor self-reporting. The Health Safety Wellbeing Team may conduct targeted audits to confirm compliance, supporting the University assurance framework and legislative obligations.

4.3.2 Completion

Once the work has been completed, the area must be made safe for operations; a formal handover must then be conducted between contractors and stakeholders.

A contractor's health and safety performance may then be assessed by the contractor engager (or Project Manager, if applicable), with all contractor safety management documentation stored. Upon completion of their work, contractor site access must be removed, including any passes and access cards.

Contractors engaged frequently or under a Standing Offer Arrangement (SOA) will be reviewed periodically for safety performance.

4.3.3 Handover

At the conclusion of works relating to the contractor, where a University site or work area has been under the control of the contractor, a formal handover process will occur between the University project manager and the contractor. This process will confirm the completion of contracted works and formally transfer control of the work area back to the University. The project manager will then hand over the area to the relevant University stakeholder or work area, who will assume responsibility for ongoing operations, safety, and maintenance. This may include a safety walkthrough to identify any residual Risks, confirm readiness for operation, occupation, and ensure all safety measures are in place.

5 Key Requirements

5.1 Review and Assurance

Contractor-related incidents must be reported (as per 4.2.4) and discussed at the University Safety Committee meetings to support oversight of contractor activity across divisions.

5.2 Record Keeping

Records of all health and safety matters in relation to the contract and the contractor must be

kept by the Contractor Engager (or project manager, where applicable), in accordance with the University Records and Information Management Procedure.

The relevant Contractor Engager must retain, or have access to, records which may include (as applicable):

1. requests for tenders / quotations and submissions by the contractor.
2. contracts, service agreements.
3. completed pre-qualification forms / contractor registrations.
4. completed contractor induction checklists.
5. completed Risk Assessments.
6. completed Safe Work Method Statements.
7. incident investigation reports related to the work(s).
8. completed Contractor Site Observation Checklists.
9. completed Contractor Evaluation Checklist.
10. records of non-conformances observed, including reports, photographs, and other relevant Information.
11. other notes or emails relating to discussions about health and safety and the contract works.
12. exposure of contractors to hazardous substances.

6 References

Nil.

7 Schedules

This procedure must be read in conjunction with its subordinate schedules as provided in the table below.

8 Procedure Information

Accountable Officer	Chief People Officer
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Responsible Officer	Executive Director (Facilities Management)
Policy Type	University Procedure
Policy Suite	Work Health and Safety Policy
Subordinate Schedules	
Approved Date	30/3/2026
Effective Date	30/3/2026
Review Date	30/3/2031
Relevant Legislation	Work Health and Safety Act 2011 (Qld) Work Health and Safety Regulation 2011 (Qld) CoP: How to Manage WHS Risks 2021 (Qld)
Policy Exceptions	Policy Exceptions Register
Related Policies	
Related Procedures	Emergency Management Procedure Incident Management Procedure Procurement Procedure Records and Information Management Procedure Work Health and Safety Assurance and Compliance Procedure Work Health and Safety Governance Procedure Working with Children Procedure
Related forms, publications and websites	
Definitions	Terms defined in the Definitions Dictionary Employee <p>A person employed by the University and whose conditions of employment are covered by the Enterprise Agreement and includes persons employed on a continuing, fixed term or casual basis. Employees also include senior Employees whose conditions of employment are covered by a written agreement or contract with the</p>

University.

[Information](#)

Any collection of data that is processed, analysed, interpreted, organised, classified or communicated in order to serve a useful purpose, present facts or represent knowledge in any medium or form. This includes presentation in electronic (digital), print, audio, video, image, graphical, cartographic, physical sample, textual or numerical form.

[Procedure](#)

An operational instruction that sets out the process to operationalise a Policy.

[Procurement](#)

The entire process by which all classes of materials, facilities and services are obtained by the University. This can include the functions of planning, design, establishing standards, evaluating risk, writing specifications, selecting Suppliers, developing contracts and method of payment and subsequent disposal.

[Risk](#)

The effect of uncertainty on objectives.

[Standing Offer Arrangement \(SOA\)](#)

A Standing Offer Arrangement (SOA) is usually set up to obtain frequently used products or services. SOAs set out the terms and conditions, including price, under which a business agrees to supply an undefined volume of Goods and/or Services for a defined period.

[University](#)

The term 'University' or 'UniSQ' means the University of Southern Queensland.

[University Record](#)

Any recorded information created or received that provides evidence of the decisions and activities of the University while undertaking its business. This is irrespective of the technology or medium used to generate, capture, manage, preserve and access those records.

Definitions that relate to this procedure only

	Due Diligence In the context of work health and safety means taking every precaution that is reasonable in the circumstances to protect the health, safety and welfare of all workers and others who could be put at risk from work carried out as part of the business or undertaking.
Keywords	Contractor management, risk management
Record No	13/287PL