

Bechtel Jacobs Company

I. Summary Description

The BJC subcontracting process consists of the following seven phases:

- Procurement plan development
- Formation of Subcontract Project Team
- Conduct bidder prequalification/bidder list
- Request for proposal developed
- Contract award
- Execution
- Contract closeout

The process has been developed so each of the seven phases are linked to one of the five ISM functions.

Features of this process include the walkdown of the work area, tailored contract language that reflects hazards and ES&H requirements and a performance scorecard. Potential bidders are reviewed to ensure they meet the prequalification safety requirements. The process establishes an integrated team which, depending on the work, may include a subject matter expert from each safety discipline. In addition to the site walk-down, this team evaluates the safety envelope and ensures the appropriate requirements are established. As part of the prequalification process, bidders are required to submit corporate ES&H performance data and evidence/references demonstrating proven experience on similar work. Only bidders meeting these two elements receive an RFP. During the pre-bid, the safety requirements and Bechtel Jacobs safety culture/philosophy are described. After contract award, a safety kick-off meeting is held. A BJC safety advocate and Subcontract Technical Representative is assigned to the work. Monthly performance metrics are reviewed and a performance scorecard is developed. If performance needs improving, a subcontractor is placed on the safety watch list until performance improves. This performance also becomes a major component of the input during contract closeout and is used during future awards and as feedback to improve the overall process. The process also incorporates an aggressive penalty system for safety infractions/performance but it is balanced by a subcontractor safety recognition program. The following factors are offered as lessons learned:

- Integrated Subcontractor Safety management is not just a process of finding the low bidder and managing subcontractor performance.
- Start by integrating safety/ISM into the overall subcontracting process.
- Bidders must have already demonstrated an acceptable safety culture.
- Incorporate hazard identification throughout the subcontracting process.
- Appropriate monitoring, including penalties and rewards, must be part of managing subcontractor performance.

II. Point of Contact (POC)

Susan H. Kimmerly
lowesh@bechteljacobs.org
(865) 574-8242

III. Contact the POC for a copy of the listed reference documents.

For a list of available reference documents concerning the BJC process, please contact the POC.