



Proper engagement for contractor success

More and more organizations are finding they don't have employees with the skills or expertise to perform certain types of work. In some cases, it's by choice. Employing people throughout the year when their skills are only required for two months is not cost effective. It's often easier to pick up the phone and call a contractor that supplies temporary labor and tell the contractor what resources are required.

However, just because a company enlists the help of contractors shouldn't mean the company is free and clear of actually managing them. The cost of employing contract labor is almost always more than employing your own labor. As such, employers need to make sure contractors are managed in much the same way as their own employees. If jobs are to be completed safely and on time, contractors must have the same set of expectations that in-house employees do.

Expectations and engagement

Organizations and contractors alike should see and understand the value of doing business together and therefore want

to be engaged with each other. Respecting each other's interests will build the long-term commitment and dedication that is often sought. If the contractor does a good job, it's very likely the contractor will be brought in the next time a need arises as the hiring organization wants people familiar with its equipment and site. This familiarity should lead to higher productivity and could result in lower safety incidents as risks may also be known ahead of time.

It's also easier to hold contractors accountable when they're engaged. In most cases, they want to do a good job, but many companies that hire contractors have no clear way of determining that. The easiest way to accomplish this is to set clear expectations up front, preferably before any contract is signed. Some companies refer to these as performance agreements. Setting these expectations will allow the hiring organization to hold contractors accountable to predetermined service levels against specific performance-based metrics, such as safety incidents, productivity of workers, rework, quality of work being performed and, depending on the type of contract, cost.

It should also spell out consequences if the goals outlined in the agreement are not met.

Regular reviews

To say contractors are going to be held accountable and actually holding them accountable are two different things. To administer accountability, contractors need to be met with on a regular basis. Performance on all agreed-upon indicators should be reviewed at this time. In addition, if goals are not being met, both sides should strive to understand why. Contract site managers should also have regular meetings with their foremen and general foremen before meeting with their client for these reviews. The transfer of information from the middle levels of the organization to the top is central to understanding why things are going the way they are. Employees at the ground level also need to be involved because they're often the ones who know the specifics of the work being performed and potential ways to do it better.

The frequency of these reviews can vary as well. A highly paid contractor with a

large scope of work may be met with more frequently than one that is only on site a couple of times during the year to perform smaller jobs. Yearly reviews might suffice in those instances. Larger contractors, however, should probably be met with monthly. The shorter increment allows the hiring organization to be more hands on and force changes on the short term rather than waiting, resulting in performance lagging for a greater amount of time.

Consistent methodology

At the end of the day, the methodology behind managing contractors is not that different than managing your own employees. Everyone needs to know their roles and what they're being held accountable for, as well as how to determine whether they're doing well or not. The process may be slightly altered, but the purpose of managing an employee remains the same. After all, the end goal — the job being completed safely and in a reasonable amount of time — will always be mutual.

For more information, visit www.tacook.com or call (919) 510-8142. ●

Helping you BUILD MOMENTUM into your BUSINESS efforts.

MIR Marketing

- New petrochemical market development
- Enhance and supplement your current sales force
- Business development analysis and planning
- Trade show and conference support/coordination

MIR Engineering

- Design
- Maintenance, project, turnaround support
- Remote engineering support

MIR Turnaround & Project Consultants

- Temporary support staff for projects and turnarounds
- Turnaround planning readiness reviews
- Primavera schedule analysis
- Project/turnaround management training
- Resource strategy consulting
- Remote scheduling support capabilities



3807 Barracuda Lane, La Porte, TX
(805) 616-4851
Mexico Office: (624) 165-3811
www.mirglobal.com
kmccormick@mirglobal.com



Register online at:
www.tarfighter.com



Available in both Public and In-House formats

TARfighter – Shutdown Project Simulation

Delivering Cost Effective, Safe and Quality Shutdown & Turnaround Planning and Execution Approaches

Are you looking for an opportunity to train your turnaround team on planning and execution fundamentals? TARfighter is a **unique computer based project simulation** that presents a realistic model of a plant shutdown/turnaround/outage project. Over three days, TARfighter takes attendees through all key project phases, from defining your critical path and work scope, through to planning and scheduling, project execution, and evaluation.



TARfighter will allow you to:

- » Take a step back from real-life project risk with your colleagues and evaluate how you approach turnaround decision making, planning and execution
- » Participate in discussion sessions with peers – share experiences, challenges and best practice, while making valuable new connections
- » Hear expert case studies and theory developed through hundreds of hours of real-life project experience
- » Take away practical advice to help you develop long-term turnaround management strategies

As well as a regular public program of global training courses, you can also run TARfighter in-house at your own site. This course can be tailored to fit you and your team, catering for a variety of group sizes, traveling to any location and adapting additional training course content to fit your needs.



For more information, please contact the T.A. Cook team on +44 (0)121 200 3810 or info@tacook.com.