

CASE STUDY

The performance evaluation: an additional step to ensure 360° contractor management



LEADING CANADIAN MINING COMPANY



As part of its digital shift, a major Canadian mining company incorporated contractor evaluations into its hiring process and noted significant improvements to the quality of service it received.

THE CHALLENGE

As with most other heavy-industry companies, production activities in the mining sector rely largely on hiring specialized labour, i.e. contractors.

By using the prequalification system and managing training requirements, the company can proactively identify risks and select contractors who meet its requirements in terms of insurance, training attestations, OHS aspects, etc. This company's management team stipulates that only compliant contractors may access its sites.

**"Without contractors,
we would disappear."**

Operations Director,
Occupational Health and Safety

For this type of business, the nature of the work and the geographic location of the facilities limit the choice of contractors, often obliging such companies to engage the same contractors. Mining corporations have a certain responsibility in terms of regional development. And this Canadian mining company is no exception.

While prequalification provides a theoretical picture of a contractor's practices, management had a hard time consulting their backgrounds to see which ones had met expectations during a prior project. They also wanted to make sure that a contractor who had been eliminated due to poor performance would not be rehired by another department.

Management therefore wanted an automated process for quickly comparing theory to practice and efficiently consolidating information to make sure they always did business with the top contractors.

THE SOLUTION

Defining and implementing a clear procedure was critical in order to properly support the evaluation process. As such, an evaluation is completed for each task as well as on an annual basis to assess the contractor's overall performance.

"By evaluating our contractors, we can continuously identify and work with those who have the best HSE performance."

Senior Advisor,
Contractor Management

Contractor evaluations are now conducted electronically.

Using a single form, the manager answers pre-defined questions based on their company's criteria. Comments can be added to clarify certain points.

A score, calculated based on the average of all periodic and annual evaluations, is generated automatically to determine the contractor's overall performance.

Already a Cognibox user for its contractor qualification process, this mining company added a new functionality—the Performance Evaluation (PE) module. Using this module, the company can systematically evaluate its contractors after each task, thereby closing the loop on its contractor management process. This information is available in real time both to the contractor and to the company's other stakeholders.

Contractor evaluation

- Evaluate different aspects of contractor performance, including service quality, OHS adherence and submission of required documents
- Track a contractor's progress (or the opposite) from one project to another
- Access a contractor's performance history
- Consolidate contractor evaluations in the same location and make them accessible to all company stakeholders
- Enhance annual or semi-annual contractor meetings by having facts on hand to objectively address performance shortfalls
- Obtain a clear overview of aspects requiring improvement by a contractor
- Provide transparent feedback to a contractor

Recommendation of best practices

In addition to evaluating contractor performance based on the mining company's HSE guidelines and policies, management decided—in response to recommendations from the Cognibox team—to push the evaluation further and include assessment of other factors such as costs and contractual timelines, recordable vs. worked hours and respect for work environment (cleanliness of premises, etc.).

"Our contractors are more than an external workforce, they are our business partners. Since we often hire the same contractors, it's important to develop a relationship of trust with them. These evaluations allow us to highlight achievements and to objectively address areas requiring improvement. Our contractors can see that their safety and the quality of service they provide is very important to us. Since implementing the evaluation system, we have noticed that our contractors are meeting our requirements and adhering to our culture more effectively."

Senior Advisor,
Contractor Management

PERFORMANCE AND RESULTS

These evaluations, linked to a contractor's profile, give the company a snapshot of the contractor's quality before, during and after the work, so that it is easier to select the appropriate contractor for a given task:

- Objectively evaluate a contractor's performance using a single electronic questionnaire
- Rank contractors to determine which one to hire
- Document facts about a contractor's work performance as a basis for future qualifications and new project assignments
- Streamline the number of contractors by prioritizing those with the best performance rating
- Save time and money on assigning work
- Optimize operations related to contractor management
- Provide contractors with constructive and objective feedback
- Build a trusting and sustainable business relationship

Beneficial collateral effects

Contractor performance evaluation on the Cognibox platform allowed this company to fully automate its contractor management: qualification, training, task assignment, access control and evaluation.

While the contractors continue to work for other mines, adding the evaluation component has allowed this mining company to address one of the biggest challenges of hiring this type of labour: fostering better adherence and commitment to its culture.

The evaluation process is also a positive exercise for contractors. They are made aware of what areas need improvement and are able to hone their work accordingly and offer better service, thereby increasing their chances of moving to the top of the list and boosting their business volume.

“The overall vision achieved by evaluating our contractors allows us to continue working toward our goal of zero accidents, since we are dealing with the best talent, and also to cut costs and save time on the contractor selection process.”

Senior Advisor,
Contractor Management

ABOUT COGNIBOX

Canadian leader in risk management and contractor compliance, Cognibox offers the most flexible, comprehensive solutions on the market. Over 125 customers in North America use Cognibox to manage contractor risks specific to their sector of activity. The company's solution provides a combination of expertise, software, training as well as a full spectrum of outsourcing services and administrative support.

The Cognibox community currently boasts over 200 000 members, contractors and employees of contractors, there by enabling hiring organizations to work with top industry contractors and suppliers in areas such as workplace health and safety, the environment, sustainable development, quality and regulatory compliance. To learn more, visit www.cognibox.com.

COGNIBOX

1 (877) 746-5653
info@cognibox.com
cognibox.com

