

Case Study.  
North America.  
Manufacturing.

# Revolutionizing Contractor Safety Standards

## Challenge

When one leading manufacturer noticed a troubling rise in Serious Injury and Fatality (SIF) events among its contractors, they took immediate action. Understanding that even one incident is too many, they set out to evaluate and enhance their contractor work activity controls. Reducing serious injuries and fatalities goes beyond addressing minor incidents, an organization's ability to prevent SIFs largely depends on identifying the key factors and precursors, that significantly increase the potential for serious or life-threatening consequences.

Recognizing that contractors are not just team members but essential to the company's success, the organization sought to enhance its contractor safety management (CMS). By prioritizing high-risk activities across four key areas—culture, process, induction, and contracts—the company found that enhancing each area's effectiveness significantly improved their chances of reducing the SIF rate.

## dss+ Approach

dss+ initiated comprehensive site assessments to gain a complete understanding of the manufacturer's Contractor Safety Management System (CSMS). By thoroughly reviewing existing documents and key components, dss+ identified potential gaps, paving the way for enhanced safety and efficiency.

Site interviews were then conducted and focus groups were formed with organization leaders who are accountable for the health and safety of all contractors.



This approach provided dss+ with valuable insights into the level of understanding surrounding the existing CSMS. To further evaluate the effectiveness of the current CSMS elements and controls, dss+ observed contractor work activities on-site, gaining a firsthand perspective on their practical application.

As a result, there were recommendations for improvement in six specific areas: Work practices to control High Risk Work and Permit To Work, assigned work oversight, onboarding and training, Stop work authority, contractor pre-qualification and competency verification, and contracts management. These targeted improvements position the manufacturer to achieve higher safety standards and greater operational efficiency.



### Assignment

To improve safety for all contractors and subcontractors.



### Offering

Operational Risk Management (ORM)  
Contractor Safety Management (CSM)



### Impact

- Designed and implemented a dynamic CSMS that provides clear roles, responsibilities, accountabilities, and governance.
- The new CSMS ensured that all resources are consistently performing the right tasks correctly and on time.
- As a result, the company confidently ensured a safe work environment for contractors and subcontractors across all levels of the organization.

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