



Contractor Engagement *Handbook* for Designated Managers

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Contents

1.	Contractor Engagement Overview	4
1.1	Objectives	4
1.2	Process Overview	4
1.3	Key Roles and Responsibilities.....	4
1.3.1	Designated Manager	5
1.3.2	Supplier	5
1.4	Key Definitions and Terms.....	6
1.5	Disclaimer	6
	Pre-qualification and Vendor Sourcing	7
A.	Planning and Preparation.....	8
B.1.	SOW Development	9
B.2.	Contractor Buying	10
B.	Mobilisation	11
C.1.	Contractor Engagement.....	12
C.2.	Worker Information	13
C.3.	Qualifications and Training	14
C.4.	Medicals.....	14
C.5.	Vehicles, Tools & Equipment.....	15
C.6.	Chemicals	15
C.7.	HSE Management Plan	15
C.8.	Pre-Job Conference.....	17
C.9.	Travel & Accommodation.....	17
C.10.	Inductions	18
C.	Manage the Work.....	19
D.1.	HSE Action Plan	20
D.2.	Timesheets & Invoicing.....	22
D.3.	Performance Scorecard and Performance Management	23
D.4.	Yearly or Bi-yearly Medicals	24
D.5.	New Employees and Terminations	24
D.	Review and Contractor Close Out.....	26
E.1.	Performance Review	27
E.2.	Close out Work	28
E.3.	Exit Medicals.....	28



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1. Contractor Engagement Overview

1.1 Objectives

Oyu Tolgoi's service contractors play a key role in our mission to be world class copper business that is safe and sustainable. They provide critical services across our business. The objectives of OT Contractor Engagement are to:

- **Increased Safety Performance** – caring for the safety and wellbeing of both our staff and contractor workforce is our first priority. We want to manage the risks and create a 'zero harm' safety environment for all our workforce
- **Deliver good commercial outcomes** – ensuring we work closely with our contractors to deliver the right business outcomes at value for money
- **One standardised process for Contractor Engagement at Oyu Tolgoi** – have a single way for procuring, mobilising, managing, assessing performance and demobilising our contractor workforce (compliant with Rio Tinto HSEQMS). This is supported by a Central Contractor Engagement Services team there to help both Oyu Tolgoi and contractor organisations.

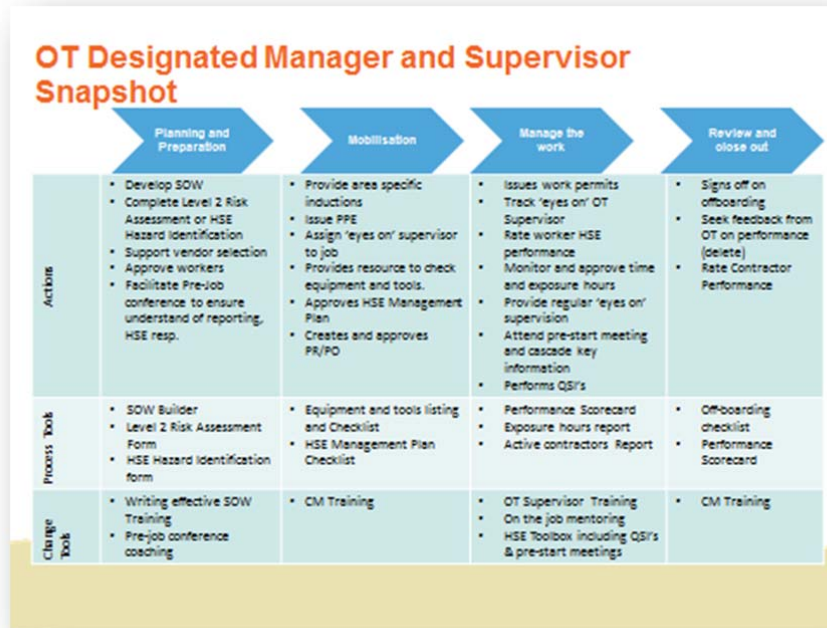
1.2 Process Overview

This document guides you through the 5 steps to Contractor Engagement.

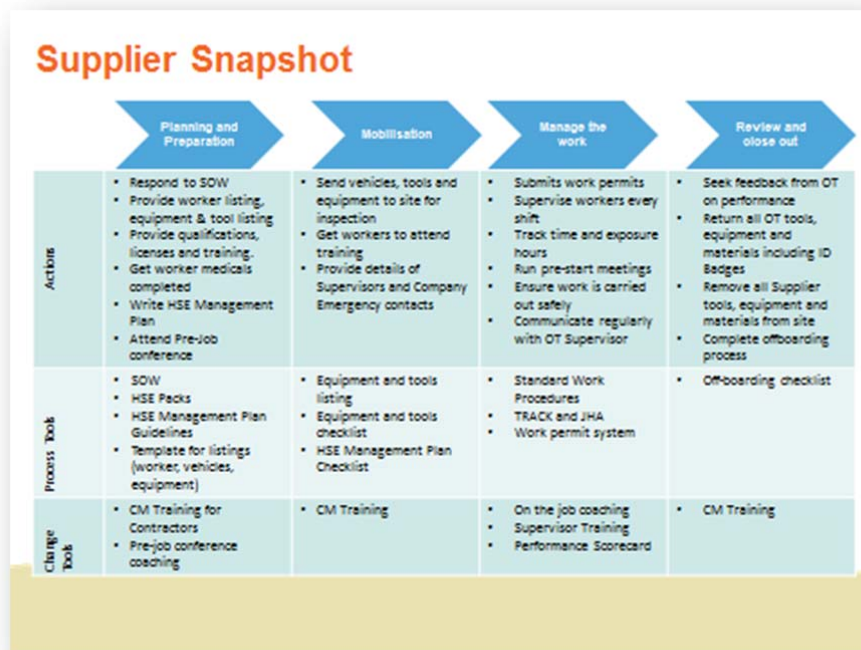


1.3 Key Roles and Responsibilities

1.3.1 Designated Manager



1.3.2 Supplier





1.4 Key Definitions and Terms

For a full listing of definitions and terms, refer to Section 2 Terms and Definitions.

1.5 Disclaimer



General Conditions for Goods and Services (MN)

The conditions specified in the *General Conditions for Goods and Services* details your legal responsibilities when working with Oyu Tolgoi. This handbook **does not supersede** the conditions detailed in *General Conditions for Goods and Services*.



Pre-qualification and Vendor Sourcing

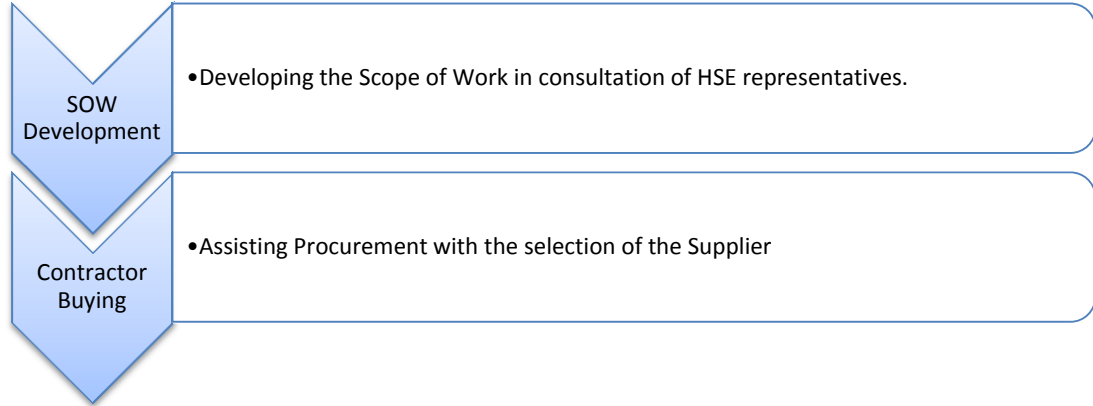
To ensure Oyu Tolgoi works with suitably qualified organisations, the Supplier may be required to go through a pre-qualification process through our service provider Achilles. This is at the discretion of OT Procurement.

If the Supplier has already been through a pre-qualification process, then this will not be repeated for each sourcing event.

A. **Planning and Preparation**

Preparation and planning is the phase where the scope of work (SOW) is developed, the procurement processes are initiated and the Supplier is selected.

The major tasks that the **Designated Manager** is responsible for during preparation and planning are:





B.1. SOW Development

The development of a concise Scope of Work is critical to the success of work carried out by Suppliers. It details the major work tasks, the level of supervision required, the skills and training required, the permits, standards and hazards that are involved in the specific tasks.

Task ID	Description of Activity	General Manager	Designated Manager	Training Superintendent	HR & Training Division	HSE Superintendent	Camp & Site Services	Contracts & Procurement	Department/Operations	CCES
B. Planning and Preparation										
B-01	SOW Development									
B-01-01	Prepare Scope of Work using SOW Builder	A	R			C		C	C	C
B-01-02	Carry out Level 2 Risk Assessment (if required)	A	R			C		C	C	
B-01-03	Send SOW Request with additional documents to CCES	A	R							
B-01-04	Review SOW and additional Documents		A			C		C	C	R
B-01-05	Verify completeness of SOW incl. qualifications, licences and training requirements		A	C		C				R
B-01-06	Compile Additional SOW Documents Pack		A			C				R
B-01-07	Compile General HSE Pack		C			C				AR
B-01-08	Compile SOW Response Templates		C							AR
B-01-09	Compile Pre-Job HSE Pack		C							AR
B-01-10	Send HSE Pack for inclusion in tender/quotation process		I							AR

Designated Manager is responsible for scoping out the work using the SOW Builder.

This should be done in consultation with the **HSE Superintendent**. If your department does not have a HSE Superintendent, contact the **HSE Division** for assistance.

CCES Team also supports the Designated Manager in the development of the SOW.

Designated Manager is responsible for carrying out a Level 2 Risk Assessment if necessary. The Risk Assessment should be used to help develop the SOW.

The SOW Builder and additional documents must be sent to CCES Team who will forward it onto Procurement.



B.2. Contractor Buying

Task ID	Description of Activity	General Manager	Designated Manager	Training Superintendent	HR & Training	HSE Representative	Camp & Site Services	Contracts & Procurement	Department/Operations	CCES
B. Planning and Preparation										
B-02	Contractor Buying									
B-02-01	Include HSE Pack in tender/quotation process							AR		I
B-02-02	Initiate Procurement Processes		A					R		I
B-02-03	Bid evaluation		C					AR		C
B-02-04	Verify response completeness, qualifications, licences and training requirements.		A	C	C					R
B-02-05	Verify HSE Hazard Identification response completeness		A			C				R
B-02-06	Confirm completeness to assist with shortlisting suppliers.		A							R
B-02-07	Contract awarded		I					AR	I	I

Procurement is accountable and responsible for initiating the appropriate procurement processes.

Procurement will attach the information provided by CCES Team to the request for quotation.

Designated Manager and **CCES Team** will be involved in the bid evaluation / selection process.

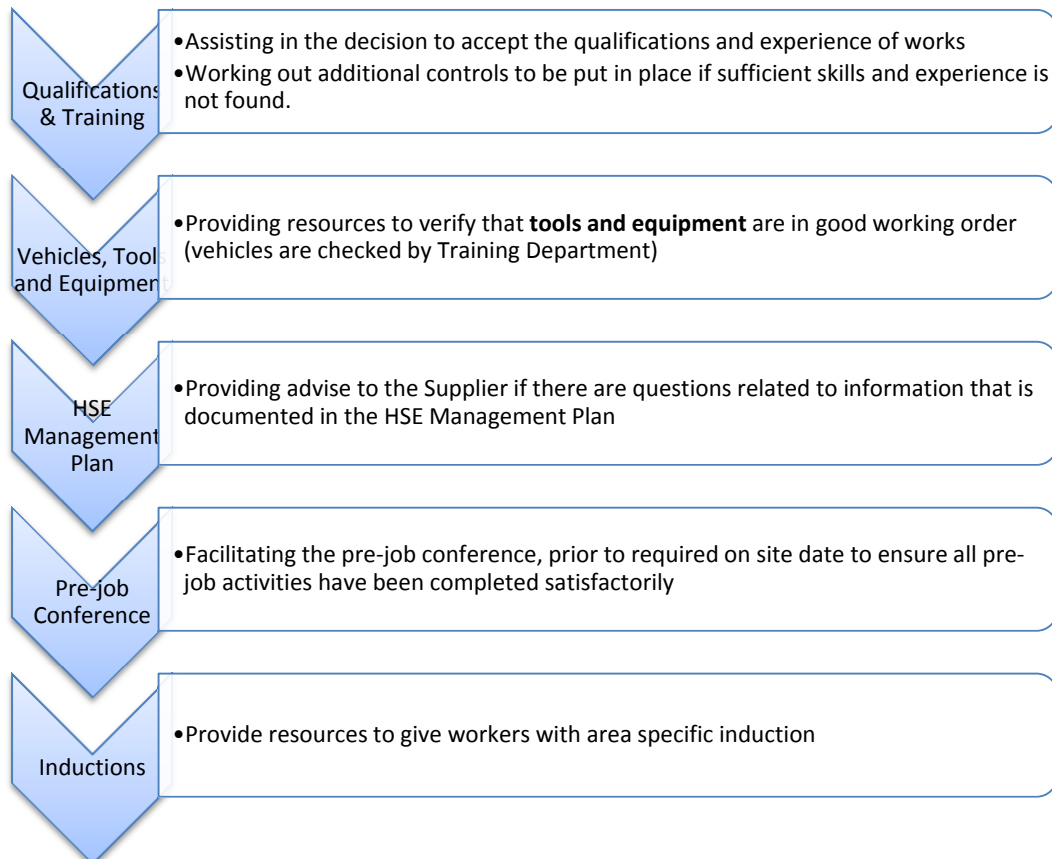
B. Mobilisation

After the contract has been awarded Oyu Tolgoi require further information from the Supplier:

- Workers personal data such as emergency contact details.
- Qualifications and Training of workers so that we can verify their competency and assess what training is relevant to their role at Oyu Tolgoi.
- Medical information and fitness for work so that ensure workers are fit for duty.
- Vehicles, Tools and Equipment that will be brought to site so that we can make sure the vehicle, tools and equipment are safe.
- Chemicals that will be brought to site so that we can ensure they are registered and we understand the requirements for emergency response, and the emergency first aid that would be required should an accident happen.
- HSE Management Plan that outlines the controls, actions and meetings that will be put in place to protect the safety of the workers.

Most of the above tasks are carried out by the **Supplier** and **CCES** Team.

The major tasks that the **Designated Manager** is responsible for during mobilisation phase are:





C.1. Contractor Engagement

Contractor Engagement is where CCES start to engage with the Supplier. **CCES Team** will set up a CE Dashboard and Checklist that shows the progress of the mobilisation activities.

Task ID	Description of Activity	General Manager	Designated Manager	Training Superintendent	HR & Training	HSE	HSE Superintendent	Camp & Site Services	Contracts & Procurement	Department/Operations	CCES	Supplier	OTES
C. Mobilisation													
C-01	Contractor Engagement												
C-01-01	Send Welcome Pack to Supplier		I	I	I						AR		
C-01-03	Update CM Dashboard and Checklist		C	C	C	C	C	C	C	C	AR	C	
C-01-04	Notify key stakeholders if mobilisation progress impacts ROS.		I	I	I	I	I	I		I	AR	I	
C-01-05	Prepare weekly status dashboard report										AR		
C-01-06	Distribute Dashboard Report		I	I	I	I	I	I		I	AR	I	

Designated Manager and other **key stakeholders** will be kept informed by the CCES Team about the progress of mobilisation and engagement.

If progress of mobilisation or engagement affects the ability of the Supplier to meet the **required on site date** the **Designated Manager** will be immediately notified.



C.2. Worker Information

Worker information is gathered so that the workers can be set up in the appropriate IT Systems.

Task ID	Description of Activity	General Manager	Designated Manager	Training Superintendent	HR & Training	HSE	HSE Superintendent	Camp & Site Services	Contracts & Procurement	Department/Operations	CCES	Supplier	OTES
C. Mobilisation													
C-02	Worker Information												
C-02-01	Collect Worker Information										AR		
C-02-02	Fill out Org Structure bucket position request										AR		
C-02-03	Send to Designated Manager for signing		C								AR		
C-02-12	Notify SAP ID's to relevant stakeholders		I								AR		

CCES Team will send org structure bucket request form to the **Designated Manager** for signing if required.



C.3. Qualifications and Training

Worker qualifications and training records will be gathered from Supplier to help verify competency and plan additional training requirements.

OT awareness and competency training **must be completed prior to the commencement of work.**

Task ID	Description of Activity	General Manager	Designated Manager	Training Superintendent	HR & Training	HSE	HSE Superintendent	Camp & Site Services	Contracts & Procurement	Department/Operations	CCES	Supplier	OTES
C. Mobilisation													
C-03	Qualifications & Training												
C-03-01	Collect qualifications and training listing										AR		
C-03-02	Verify Role against Qualifications and Training Matrices		A								R		
C-03-08	Review qualifications and training records		A	R									
C-03-09	Assess verification of competency requirements	A	C	R			I				I		

Designated Manager may be consulted if the qualifications and licenses don't match the requirements stated on the SOW Builder.

Designated Manager may be consulted if there are concerns about the level of competency of the worker.

C.4. Medicals

It is an Oyu Tolgoi requirement that all workers complete a medical before working at site. It is the responsibility of the Supplier to pay for the medicals.

Task ID	Description of Activity	General Manager	Designated Manager	Training Superintendent	HR & Training	HSE	HSE Superintendent	Camp & Site Services	Contracts & Procurement	Department/Operations	CCES	Supplier	OTES
C-04	Medicals												
C-04-11	Send non-compliant status to Supplier		C								AR	C	

Designated Manager will be consulted if a worker has not been cleared as fit for work.

C.5. Vehicles, Tools & Equipment

All vehicles, tools and equipment being brought to site by the Supplier must be inspected and verified in safe working order.

Inspections **must be carried out prior to the commencement of work.**

Task ID	Description of Activity	General Manager	Designated Manager	Training Superintendent	HR & Training	HSE	HSE Superintendent	Camp & Site Services	Contracts & Procurement	Department/Operations	CCES	Supplier	OTES
C-05	Vehicles, Tools & Equipment												
C-05-05	Notify Tools and Equipment inspection required		A								R		
C-05-06	Book Equipment and Tools inspection date		A							R		C	
C-05-07	Notify Supplier of Equipment and Tools Inspection Date										AR	C	
C-05-08	Inspect Equipment and Tools		A							R		C	
C-05-09	Resolve Equipment and Tools issues with Supplier		A							R		R	

Designated Manager will need to provide resources to check the tool and equipment to make sure they are in good working order.

CCES Team will provide the date the tools and equipment will be on site and provide a checklist that needs to be signed by the person checking the tools and equipment. It needs to be returned to the CCES Team.

C.6. Chemicals

A listing of the Chemicals and the MSDS's is provided by the **Supplier**.

CCES Team sends the information to Health and Environment Departments to make sure the chemicals have been registered in ChemAlert and ESIA.



Warning

Be aware that if the chemical has not been used at OT site previously, or if the storage volume has significantly increased, there may be a delay of approval for that Chemical to be taken to site of **up to 8 weeks**.

In these situations permits are required to be issued by the Mongolian Government, which may cause the delays.

A copy of the Chemical listing and MSDS is sent to the **Designated Manager**. The Supplier is also instructed to store a copy of the information in the work area.

C.7. HSE Management Plan

The HSE Management Plan is Health, Safety and Environment management plan for the scope of work. It details the suppliers HSE Org Structure, emergency contact personnel, specific emergency response procedures, safe work practices, permits, hazard identification and hazard controls for the specific work.

Task ID	Description of Activity	General Manager	Designated Manager	Training Superintendent	HR & Training	HSE	HSE Superintendent	Camp & Site Services	Contracts & Procurement	Department/Operations	CCES	Supplier	OTES
C-07	HSE Management Plan												
C-07-01	Develop HSE Management Plan		AC			C	C					R	R
C-07-02	Review HSE Management Plan		A			C	C			R		C	C
C-07-03	Translate HSE Management Plan (if required)		A							R			
C-07-04	Approve HSE Management Plan	A	R			C	C				I		
C-07-05	Store HSE Management Plan										AR		

The **Supplier** is responsible for writing a HSE Management Plan.

The **Designated Manager** provides advice to the Supplier as required.

The **Designated Manager** must approve and sign the HSE Management Plan.

The signed HSE Management Plan is sent to **CCES Team** for storage.



Resources

HSE Management Plan Guideline.pdf

HSE Management Plan Checklist.pdf

C.8. Pre-Job Conference

The Pre-Job Conference is a kick off conference between OT Designated Manager and the Supplier. The HSE Management plan is reviewed and signed off and the completion of mobilisation activities are verified.

Task ID	Description of Activity	General Manager	Designated Manager	Training Superintendent	HR & Training	HSE	HSE Superintendent	Camp & Site Services	Contracts & Procurement	Department/Operations	CCES	Supplier	OTES
C-08	Pre-Job Conference												
C-08-01	Book pre-job conference										AR		
C-08-02	Facilitate pre-job conference		AR										
C-08-03	Attend pre-job conference		AR				R					R	R
C-08-04	Sign HSE Pre-Job Contractor Preparation Checklist		AR				R					R	R
C-08-05	Send HSE Pre-Job Contractor Preparation Checklist to CCES		AR										
C-08-06	Store HSE Pre-Job Contractor Preparation Checklist in Sharepoint										AR		

CCES Team liaises with Designated Manager to determine date and time of the pre-job conference.

CCES Team book the pre-job conference with Supplier, Designated Manager and other stakeholders that the Designated Manager wants at the meeting. CCES Team also distributes the checklists.

Designated Manager facilitates the pre-job conference and sends the signed HSE Pre-Job Preparation Checklist to CCES for storing.



Resources

HSE Pre-Job Preparation Checklist.pdf

HSE Management Plan Checklist.pdf

C.9. Travel & Accommodation

The **CCES Team** will make the travel and accommodation request on behalf of the Supplier.

Travel and accommodation will not be booked until confirmation that training, vehicle inspections and tools and equipment inspections have been booked.



C.10. Inductions

Task ID	Description of Activity	General Manager	Designated Manager	Training Superintendent	HR & Training	HSE	HSE Superintendent	Camp & Site Services	Contracts & Procurement	Department/Operations	CCES	Supplier	OTES
C-10	Inductions												
C-10-01	Book OT and Site Induction		I								RA		
C-10-02	Book area-specific induction									RA			
C-10-03	Notify Supplier of induction dates and times										RA		

CCES Team book workers on the OT Induction and Site Induction as part of the training process.

Designated Manager needs to provide the resources to carry out area specific inductions.

CCES Team will liaise with the Designated Manager to obtain the date that the area specific induction will be carried out. This date will be added to the Suppliers Training Plan.

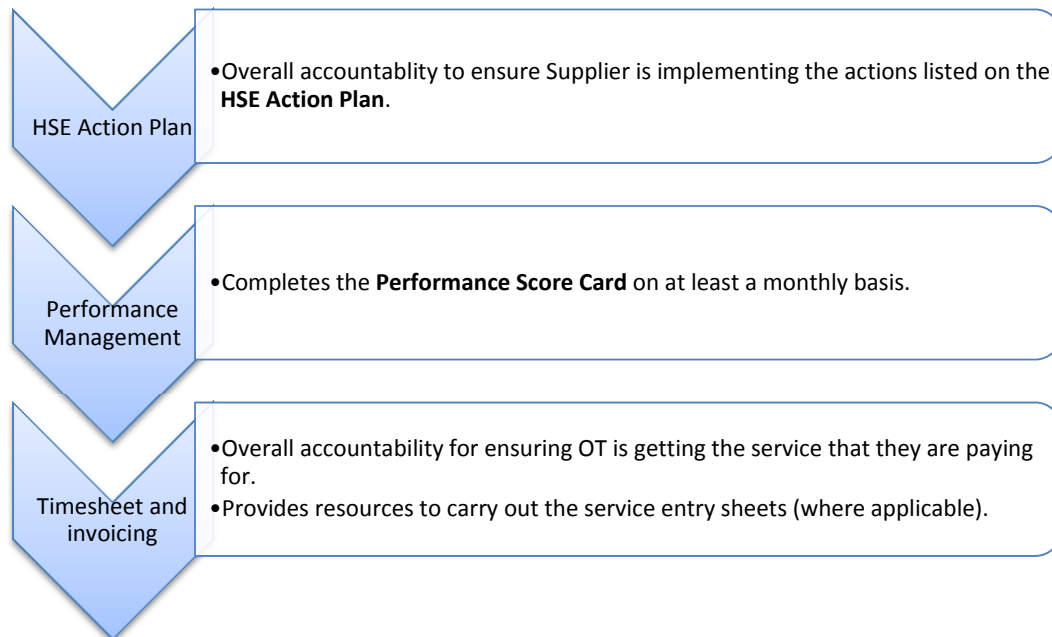
C. Manage the Work

The Manage the Work process includes activities to support our objectives of Contractor Engagement at OT including increasing safety performance and delivering good commercial outcomes.

Once workers have been mobilised to site and have completed all the necessary training, work can commence. This section details the actions that need to be carried out regularly while working with Oyu Tolgoi:

- HSE Action Plan
- Performance Management and Performance Scorecard
- Timesheet and Invoicing
- Yearly or bi-yearly medicals
- New employees and terminations

The major tasks that the **Designated Manager** is responsible for during Manage the Work phase are:



D.1. HSE Action Plan

HSE Action Plan aligns with the Oyu Tolgoi Safety initiatives. It is a practical action plan that the supervision and workers implement on a day to day basis.

Task ID	Description of Activity	General Manager	Designated Manager	Training Superintendent	HR & Training	HSE	HSE Superintendent	Camp & Site Services	Contracts & Procurement	Department/Operations	CCES	Supplier	OTES
D. Manage the Work													
D-01	HSE Action Plan												
D-01-01	Book HSE Action Plan Meeting		A								R		
D-01-02	Review HSE Toolkit		A									R	
D-01-03	Facilitate HSE Action Plan Meeting		A			R							
D-01-04	Attend HSE Action Plan Meeting		A			R	R			R		R	
D-01-05	Finalise HSE Action Plan					C					I	R	
D-01-06	Implement HSE Action Plan		A			C	R				I	R	

Designated Manager has the overall accountability to ensure that the HSE Action Plan is developed and implemented.

CCES Team will book the meeting with Designated Manager, Supplier supervision and managers and HSE representatives.




Resources

HSE Toolkit.pptx

HSE Action Plan Template.xlsx

About the HSE Action Plan



Context and purpose

- Safety is the key priority for Oyu Tolgoi
- We are establishing a number of HSE initiatives across all of Oyu Tolgoi to support our Life Saving Rules, Essential Safety Practices and HSE strategy for contractors. Including:

1. Safety Standards	5. Incident Management
2. Life Saving Rules	6. Action Management
3. Pre Start meeting	7. Pre-Task Hazard Assessment (TRACK)
4. Quality Safety Interaction (QSI)	8. Job Hazard Analysis (JHA)
	9. Permit to Work

- Implementing a core set of HSE processes will align us to leading practice and help us achieve a zero harm work environment for all employees and contractors.

4

The HSE Action Plan outlines how Supplier supervision and workers are going to implement the above initiatives.

Leadership and support is essential to embedding these HSE initiatives and shaping the behaviours of the people.

Leader responsibilities include:

- Promote and support Oyu Tolgoi's Vision – Mission – Values
- Implement the Safety Standards, TRACK, Incident & Action Management and other required HSE processes in your area
- Ensure that all people in your area of accountability *understand* the safety standards, TRACK, Quality Safety Interaction (QSI) and the Incident & Action Management and other required processes
- Educate your team (employees and contractors) on why these standards, tools and processes are important and to *embed life saving behaviours* to keep everyone safe
- *Conduct QSI's* on a regular basis, and ensure employees and contractors are *completing their TRACK* before starting a job



D.2. Timesheets & Invoicing

These activities include making sure that the timesheets and invoices comply and align with the Scope of Work to support the objective of delivering good commercial outcomes.

Task ID	Description of Activity	General Manager	Designated Manager	Training Superintendent	HR & Training	HSE	HSE Superintendent	Camp & Site Services	Contracts & Procurement	Department/Operations	CCES	Supplier	OTES
D. Manage the Work													
D-02	Timesheets & Invoicing												
D-02-01	Ensure Worker SAP ID and Purchase Order Number referenced on timesheet		A								C	R	
D-02-02	Input service entry sheet into RTBS		A							R			
D-02-03	Ensure Purchase Order Number is on invoice and timesheets attached		A								C	R	
D-02-04	Compliance check timesheets and invoices.		AR								R		

It is the **Designated Managers** responsibility to ensure that Oyu Tolgoi are getting the service that they are paying for.

Designated Manager assigns the resources to carry out the service entry in RTBS (if applicable).

CCES Team will, on a monthly basis, carry out a compliance check on invoices and timesheets to check that the workers, timesheets and invoices align. This is a monitoring activity to make sure processes and procedures are working well and that OT is being charged for the time according to the Statement of Work.

D.3. Performance Scorecard and Performance Management

To support our objectives of Contractor Engagement at OT including increasing safety performance and delivering good commercial outcomes, the OT Designated Manager will periodically review a Performance Scorecard with the Supplier.

The performance scorecard is a simple scoring system carried out on a monthly basis to help monitor the quality of work being carried out and to ensure that the HSE Action Plan is effective.

It provides the chance to find areas where improvements can be made and provide feedback between Oyu Tolgoi and the Supplier.

Task ID	Description of Activity	General Manager	Designated Manager	Training Superintendent	HR & Training	HSE	HSE Superintendent	Camp & Site Services	Contracts & Procurement	Department/Operations	CCES	Supplier	OTES
D. Manage the Work													
D-03	Performance Scorecard / Management												
D-03-01	Manage performance to KPI's		A								I	R	
D-03-02	Monitor performance to KPI's	A	R										
D-03-03	Track performance against contract (spend etc)	A	R									R	
D-03-04	Complete monthly performance scorecard	A	R						C		I		
D-03-05	Provide feedback to contractor	A	R										
D-03-06	Inspect work completed against SOW	A	R								I		
D-03-07	Sanction workers for non-conformance	A	R		R	R					I		

CCES Team will provide a schedule for the Performance Scorecards to be carried out.

Designated Manager is responsible for ensuring that the Performance Scorecard is completed on a monthly basis, and providing relevant feedback against performance and the scope of work.

General Manager holds overall accountability for the process.

CCES Team stores the completed monthly scorecards.



Resources

Performance Scorecard.xlsx



D.4. Yearly or Bi-yearly Medicals

Depending on the job-role, yearly or bi-yearly medicals are required for all workers that have worked longer than 12 months at OT. CCES Team monitors the implementation of these medicals. The Supplier is responsible for scheduling and paying for the medicals.

D.5. New Employees and Terminations

From time to time the Supplier may need to send new employee to site due to termination of an existing employee working at Oyu Tolgoi or due to scope change.

Task ID	Description of Activity	General Manager	Designated Manager	Training Superintendent	HR & Training	HSE	HSE Superintendent	Camp & Site Services	Contracts & Procurement	Department/Operations	CCES	Supplier	OTES
D. Manage the Work													
D-05	New Employees and Termination												
E-01-01	Notify CCES that a new worker is starting		AR								I	R	
E-01-02	Initiate mobilisation processes												
E-01-01	Notify CCES that a worker is terminated	A	R								I		
E-01-02	Send notification to IT, OTESS and Osmotion				I			I			AR		I
E-01-03	Confirm record has been closed out in systems				R			R			A		R
E-01-04	Close out record in CM Database										AR		

New employees must be mobilised through the CCES Team.

Designated Manager is accountable for ensuring that the Supplier puts all new employees and terminations through the OTCE Process.

Supplier or Designated Manager must send an email to otcm@ot.mn notifying CCES that a new employee needs to be mobilised to site.

Information will need to be gathered about the new employee and section 0 **Designated Manager** and other **key stakeholders** will be kept informed by the CCES Team about the progress of mobilisation and engagement.

If progress of mobilisation or engagement affects the ability of the Supplier to meet the **required on site date** the **Designated Manager** will be immediately notified.



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Worker Information through to section C.10 Inductions will need to be followed.

Terminated employees need to be closed out in Oyu Tolgoi's various systems and access to site needs to be removed.

Exit Medicals may also be required.

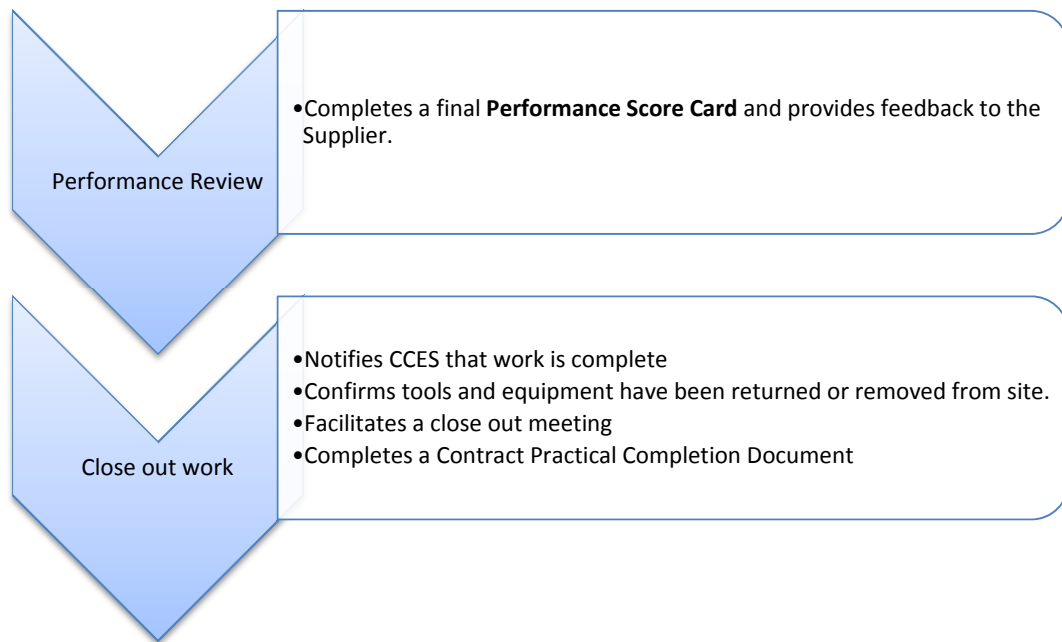
Supplier must send an email to otcm@ot.mn detailing the SAP ID, Birth Date, First Name and Last Name for identification purposes. This is an important step, as Oyu Tolgoi reports the number of workers on site regularly to various stakeholders. If the worker is not closed out in the system it will alter the statistics.

D. Review and Contractor Close Out

When the work has been completed, a final review of performance and contract close out is required. This section details the actions that need to be carried out on work completion:

- Performance Review
- Close out work
- Exit Medicals

The major tasks that the **Designated Manager** is responsible for during Review and Close Out phase are:





E.1. Performance Review

On contract completion a final performance review is carried out.

Task ID	Description of Activity	General Manager	Designated Manager	Training Superintendent	HR & Training	HSE	HSE Superintendent	Camp & Site Services	Contracts & Procurement	Department/Operations	CCES	Supplier	OTESS
E. Review and Close Out													
E-01	Performance Review												
E-01-01	Complete final performance scorecard	A	R						C		I		
E-01-02	Provide feedback to contractor	A	R									C	
E-01-03	Send performance scorecard to CCES		A R										
E-01-04	Store performance scorecard										A R		



E.2. Close out Work

Task ID	Description of Activity	General Manager	Designated Manager	Training Superintendent	HR & Training	HSE	HSE Superintendent	Camp & Site Services	Contracts & Procurement	Department/Operations	CCES	Supplier	OTES
E. Review and Close Out													
E-02	Close out work												
E-02-01	Notify CCES that work is coming to an end	A	R								I		
E-02-04	Confirm OT Tools & Equipment returned to warehouse		AR								I		
E-02-05	Confirm Supplier Tools & Equipment removed off-site		AR								I		
E-02-06	Book close-out meeting		A								R		
E-02-07	Facilitate close-out meeting		AR										
E-02-08	Attend close-out meeting		AR									R	
E-02-09	Complete contract practical completion document	A	R									R	
E-02-10	Notify close-out meeting is complete		AR										

CCES will book a close out meeting with Designated Manager and the Supplier Supervision.

Designated Manager is responsible for facilitating the meeting and completing the Contract Practical Completion Document.

The return of any Oyu Tolgoi **tools and equipment** need to be verified at this meeting and all **identification badges** collected.

E.3. Exit Medicals

Exit Medicals may also be required. CCES Team will notify the Supplier if an exit medical is required the workers and provide the forms to the Supplier.

Designated Manager may be consulted when the *Exit Fitness Report* is received back from the medical practitioner.



Contractor Engagement *Handbook for Designated Managers*

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