



**10100 KEEP CANADA TRAINING
PROGRAM**

Contractor Qualification and Training

**4.1 CONTRACTOR
COMPETENCY ASSURANCE
PLAN**

Revision 0

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1.0 INTRODUCTION

1.1 Purpose

1.1.1 This Contractor Competency Assurance Plan (CCAP) establishes the systems and requirements to ensure that contractors conducting work on behalf of KMC are qualified and perform their assigned tasks in a manner that is safe, ensures the security of the pipeline, and protects the environment.

1.2 Applicability

1.2.1 This CCAP applies to contractors and contractor employees (including subcontractors) performing work for KMC in Canada which, if performed incorrectly, has the potential to negatively affect safety, the security of the pipeline, and the environment.

1.2.2 Competency management requirements for contractors performing work for KMC in the United States are legislated under the Department Of Transportation Qualification of Pipeline Personnel regulation and are therefore exempt from the requirements of this CCAP.

1.3 Definitions

1.3.1 **Competent** means that a contractor or contractor personnel have:

1.3.1.1 the necessary combination of training, qualifications, and experience to perform assigned tasks in accordance with applicable KMC Standards and Procedures, and

1.3.1.2 satisfactorily demonstrated their ability to perform their assigned tasks in a manner that is safe, ensures the security of the pipeline, and protects the environment.

1.3.2 **Controlled Document** means a document (in printed or electronic form) that has undergone a formal review and approval process and which is maintained using methods which track the revisions and historical evolution of the document.

Specific Controlled Document types referred to in this CCAP include:

1.3.2.1 **Standard** – A Controlled Document that establishes KMC's requirements for a process, job, or task.

1.3.2.2 **Procedure** – A Controlled Document that describes how the requirements of Standards are to be met.

Procedures contain step-by-step instructions detailing how a task or job must be performed.

- 1.3.2.3 **Contractor Qualification Specification (CQS)** – A Controlled Document that describes the responsibilities associated with a specific role to be performed by a contractor and specifies the necessary training and qualifications associated with that role as determined by KMC.

Within the scope of this CCAP, applicable Standards and Procedures will be identified by the Hiring Manager as being applicable to the work to be performed by the contractor and the contractor must receive notification from the Hiring Manager of the applicability of such documents.

- 1.3.3 **Document Owner** means the single individual who has the responsibility for issuing and maintaining the document.
- 1.3.4 **Hiring Manager** means the KMC individual who hires a contractor to perform work for KMC.
- 1.3.5 **Qualified Individuals** means KMC employees, contractors, or contractor personnel who have been deemed Competent to perform work.
- 1.3.6 **Qualified KMC Representative** means either:
- 1.3.6.1 a KMC Technician 1 in the same discipline as the contractor(s) undergoing the verification, and who has been deemed a Qualified Individual for the type of work being verified; or
- 1.3.6.2 a KMC employee or another individual designated by the Hiring Manager and who is recognized as having expertise in the type of work being performed by the contractor(s) undergoing the verification.
- 1.3.7 **Span of Control** means the maximum number of nonqualified individuals that a Qualified Individual can observe and direct, which shall be expressed as a ratio of two numbers. For example, a task with a span of control of 1:3 means that one Qualified Individual can observe and direct three nonqualified individuals performing that task.
- 1.3.8 **Subject Matter Expert** means an individual who possesses a recognized level of knowledge, qualifications, experience, and competence on a subject, and is capable of providing essential

information and thoughtful criticism during development and revisions of Contractor Qualification Specifications.

1.4 Abbreviations

1.4.1 **CCAP** – Contractor Competency Assurance Plan (this document)

1.4.2 **CQS** – Contractor Qualification Specifications

1.4.3 **HM** – Hiring Manager

1.4.4 **ISLMS** – Integrated Safety and Loss Management System

1.4.5 **SME** – Subject Matter Expert

2.0 PROGRAM REQUIREMENTS

2.1 General

2.1.1 Minimum qualification requirements shall be established for all contractors performing assigned tasks on behalf of KMC where these tasks, if performed incorrectly, have the potential to negatively affect safety, security of the pipeline and the environment.

2.1.2 Where a subcontractor has been hired by a contractor to perform work as described in paragraph 2.1.1, all requirements of this CCAP shall apply equally to the contractor and subcontractor.

2.1.3 Documented proof of all required and current contractor employee qualification(s) shall be uploaded to the CCAP database prior to the start of work.

2.1.4 The performance of contractor and contractor personnel shall be observed and evaluated to verify that the contractors and contractor personnel are demonstrating Competent performance in the execution of their assigned tasks. Such observation and evaluation shall be completed and documented in accordance with the frequencies and other requirements specified in section 5.0 of this CCAP.

2.2 Emergency Response

2.2.1 In situations involving emergencies, contractors may be authorized to perform emergency response activities on behalf of KMC before all of the requirements of this CCAP have been met. In these

situations the KMC Operations Director, or designate, of the affected region may authorize specified contractors to perform work. After this work has started, all documentation as required by this CCAP shall be completed and, where applicable, uploaded to the CCAP database.

2.3 ISNetworld

2.3.1 ISNetworld has been designated as the provider of the database to be used in support of this CCAP.

2.4 Contractor Qualification Specifications

2.4.1 Competency requirements for the work to be performed by contractors and each role required to perform the work shall be established, described and documented by KMC in the CQS.

2.4.2 CQS's shall be established for each contractor and each contractor personnel role involved in performing the work described in paragraph 2.1.1.

2.4.3 The respective SME, in consultation with other stakeholders as required, shall determine the need to develop a CQS having regard to the specific environmental and safety requirements of the work.

2.4.4 Where the need has been identified to develop a CQS, the respective SME will author, implement, and maintain the CQS in accordance with the requirements of KMC's *Controlled Document Standard*. Refer to section 6.3 for details of CQS development.



For further information on the requirements of maintaining controlled documents, refer to Management Standard [5.1 Controlled Document Standard](#).

2.5 Performance of Tasks by Non-Qualified Contractor Personnel

2.5.1 Performance of tasks by non-qualified contractor personnel is only permitted in cases where:

2.5.1.1 the Span of Control for the task to be performed by contractor personnel has been documented on either the approved KMC procedure(s) or contractor-supplied procedure(s) (approved by KMC) associated with the task being performed; and

2.5.1.2 non-qualified contractor personnel are working within the ratio established pursuant to the Span of Control

applicable to the task being performed by such non-qualified contractor personnel; and

2.5.1.3 the task being performed by the non-qualified contractor personnel is being observed and directed by a Qualified Individual.

2.5.2 The Qualified Individual shall be accountable for each of the tasks being performed and shall be physically present while the task is being performed and shall be able to take immediate action to prevent or mitigate an emergency condition.

2.6 Training for Key KMC Personnel

2.6.1 HM's shall complete training covering the requirements of this CCAP in preparation for hiring contractors.

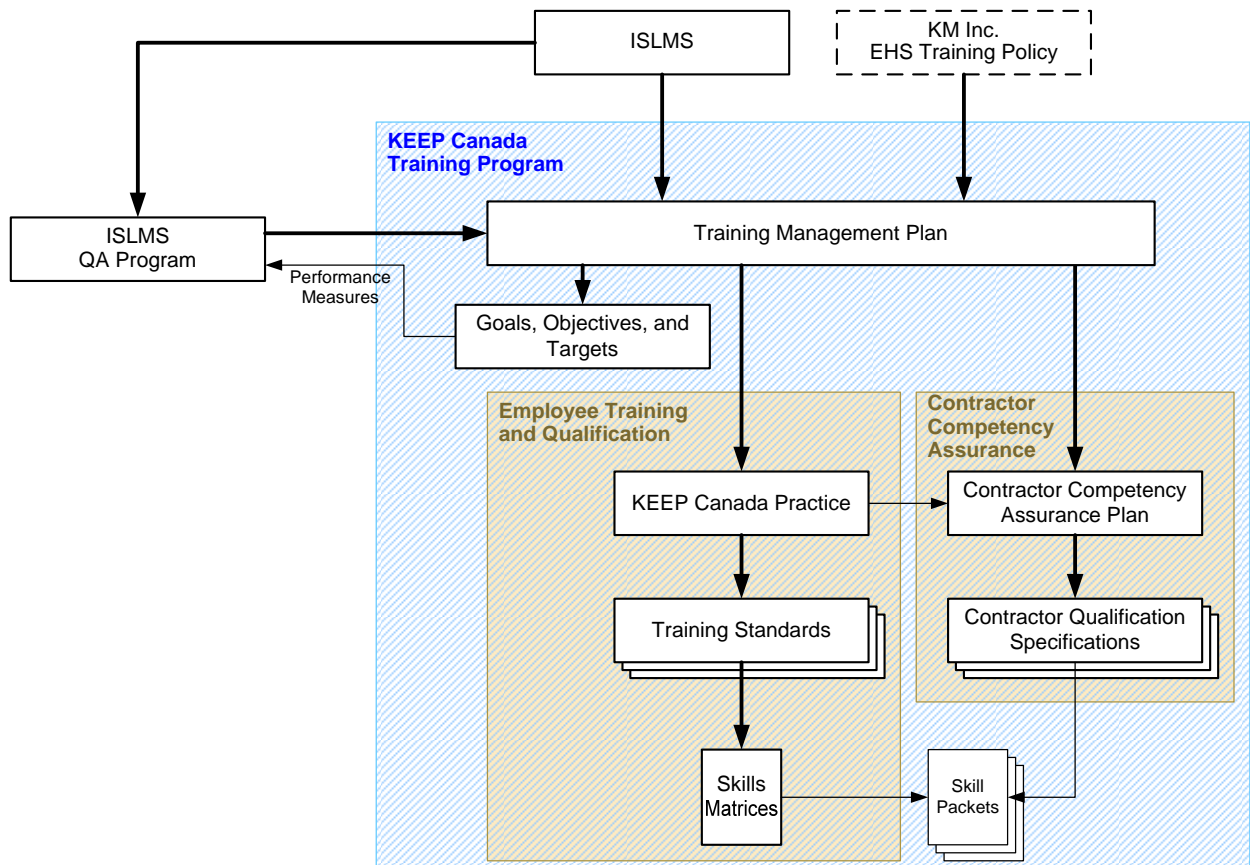
2.6.2 KMC SME's shall complete training covering the requirements of this CCAP in preparation for developing Contractor Qualification Specifications.

2.6.3 KMC Procurement Department personnel directly involved in establishing contracts with contractors shall complete training covering the requirements of this CCAP in preparation for establishing these contracts.

2.6.4 The KMC CCAP Administrator (as described in section 7.5 of this CCAP) shall complete training covering the requirements of this CCAP in preparation for administration of CCAP records and maintenance of controlled CCAP documents.

2.6.5 KMC employees who may be required to perform contractor field verification checks shall complete training covering the requirements of this CCAP in preparation for performing this task.

3.0 COMPONENTS OF THE KEEP CANADA TRAINING PROGRAM



3.1 Components Related to Contractor Competency Assurance


3.1.1 **Training Management Plan** – The *Training Management Plan* is the governing document for the KEEP Canada Training Program. The *Training Management Plan* establishes the requirements implemented by KMC to ensure effective management of the Training Program.

3.1.2 **KEEP Canada Practice** – The *KEEP Canada Practice* establishes the requirements to ensure effective implementation of training. It contains requirements for training and qualification, training resources, methods for delivering and completing training, as well as the roles and responsibilities of key personnel in the training process.

3.1.3 **Contractor Competency Assurance Plan** – The CCAP establishes the systems and requirements to ensure that contractors and contractor personnel conducting work on behalf of KMC are qualified and perform their assigned tasks in a manner that is safe, ensures the security of the pipeline, and protects the

environment. This CCAP has been designed to work within the KEEP Canada Training Program to manage the training and qualifications of KMC's contractors and contractor personnel.

3.1.4 **Contractor Qualification Specifications** – Establish the competency requirements for each contractor role and the specific qualifications required to perform the work.

3.1.5  A description of the other components of the KEEP Canada Training Program can be found in the *Training Management Plan*.

4.0 CONTRACTOR TRAINING

4.1 General

4.1.1 Within the scope of this CCAP, training is broadly categorized as falling into the categories of:

- health and safety, and
- technical (which also includes environmental training)

4.1.2 The HM shall ensure that contractor qualification requirements, including health, safety and technical training, are clearly identified in the form of CQS's. These CQS's are to be provided to KMC's Procurement Department by the HM so that the qualification requirements can be communicated to the contractor and their receipt acknowledged by the contractor as part of the procurement process.

4.1.3 In cases where the HM chooses to coordinate the procurement process directly with the contractor and exclusive of KMC's Procurement Department, the HM is responsible for providing the CQS's referred to in paragraph 4.1.2 to the contractor and ensuring that receipt of the applicable CQS's is acknowledged by the contractor.

4.2 Assessment of Health and Safety Training Requirements

4.2.1 An assessment of both minimum and supplemental health and safety training requirements for contractors shall be done using KMC's Contractor Safety Training Assessment Tool.



For further information refer to the [Contractor Safety Training Assessment Tool](#).

4.2.2 The results of this assessment shall be documented in the CQS.



Instructions for entering information onto the CQS are contained in procedure 4.2 *Contractor Qualification Specifications and Records*.

4.3 Technical Training Requirements

4.3.1 The technical training requirements associated with each role that the contractor, including contractor personnel, is engaged to perform for KMC shall be documented in the CQS.

4.4 Lapse in Qualifications

4.4.1 Contractor and all contractor personnel engaged in performing work for KMC must at all times maintain the necessary health, safety and technical training and other qualifications associated with such work as set forth in the applicable CQS.

4.5 Training Providers

4.5.1 Within the context of this CCAP, the training required to comply with the qualification requirements for contractor and contractor personnel as set forth in the applicable CQS's shall be available from one or more of the following sources as determined by KMC:

- training providers that are generally accessible to industry;
- internally, provided by the contractor; or
- KMC.

4.5.2 KMC will not provide training or compensate contractors to obtain training in cases where the required training is readily available through industry training providers. It is the responsibility of the contractor to ensure all contractor personnel have successfully completed all necessary training prior to commencement of work for KMC.

4.5.2.1 The contractor must provide documentation as confirmation that all contractor personnel engaged in performing the work have successfully completed all necessary training.

4.5.3 In cases where contractor personnel will be performing work for KMC using Procedures developed and approved by the contractor and where KMC has developed Standards applicable to the work:

- 4.5.3.1 the HM (in consultation with the SME, when needed) must review and approve contractor-developed Procedures to verify that such procedures are in accordance with the applicable Standards; and
- 4.5.3.2 the contractor must provide documentation to verify that all contractor personnel engaged in performing the work are trained and qualified to perform the contractor-developed Procedures.
- 4.5.4 Training that the contractor or any contractor personnel have received from other companies that contractor has performed work on behalf of shall not be recognized by KMC.

4.6 KMC-Provided Training

- 4.6.1 In cases where the contractor's personnel will be performing work for KMC using Procedures developed and approved by KMC, KMC will provide training to the contractor's personnel using the same training material that a KMC employee would use to achieve qualification.
 - 4.6.1.1 Completed training documentation (i.e. knowledge evaluations, training record sign off forms) shall be provided to the CCAP Administrator.
- 4.6.2 Training Record Signoff Forms used as part of the KEEP Canada Training Program for KMC employees, shall be used to document the results of training delivered to and completed by contractor personnel. Forms for all contractor personnel who have successfully completed this training shall be uploaded to the CCAP database by the contractor.
- 4.6.3 KMC-provided training is only offered by KMC for, and shall only be considered to be applicable to, the work that the contractor performs for KMC.
- 4.6.4 It is the responsibility of the HM to ensure that prerequisite requirements for the training, as set forth in the applicable KEEP Canada Training Program documentation, have been met by either:
 - 4.6.4.1 successful completion of specified prerequisite training by contractor personnel, or
 - 4.6.4.2 the contractor personnel training and qualifications having been reviewed and evaluated by the HM (in consultation with the applicable SME as required) as

being at least equivalent to the specified prerequisite training.

5.0 MONITORING CONTRACTOR PERFORMANCE

5.1 Field verification checks shall be conducted by a Qualified KMC Representative to ensure work is being performed in accordance with KMC Procedures and/or Standards.

- See section 1.3.6 of this CCAP for a definition of Qualified KMC Representative.

5.1.1 Initial field verification checks shall be performed as soon as possible to the time when the work is first started, but no later than ten working days after the start of work.

5.1.2 Subsequent field verification checks shall be conducted periodically thereafter, at a frequency determined by the HM having regard to the nature of the work being performed, and in any event such checks will be performed at least annually.

5.1.3 The results of field verification checks shall be documented on a *Contractor Field Verification Check* form and uploaded to the CCAP database.

5.1.3.1 Where the results of the field verification check identify any areas of concern, the HM will review the associated details and determine what, if any, follow up may be required.

5.1.4 In cases where a contractor intermittently performs work for KMC, the initial field verification check referred to in paragraph 5.1.1 must be performed at any time the interval between the previous work and the current work exceeds six months.

5.1.5 In some situations, a contractor may perform a specialized type of work for KMC and the expertise required to assess some or all of the technical aspects of that work does not exist within KMC. In these cases the Qualified KMC Representative conducting the field verification checks is only expected to assess those technical aspects in which he/she has expertise. Regardless of the extent of the technical assessment, a full assessment of EHS elements of the work will be performed and based on KMC EHS Standards.

6.0 DEVELOPMENT AND MAINTENANCE OF CCAP DOCUMENTS

6.1 Management of Change

6.1.1 This CCAP and the associated CQS's are Controlled Documents and shall be managed in accordance with the requirements of KMC's *Controlled Document Standard*.



Refer to Management Standard [5.1 Controlled Document Standard](#) for details.

6.2 Review of Plan

6.2.1 This CCAP and the associated CQS's shall be reviewed at least annually by the respective document owner. The review process will be administered using the Ivara maintenance management program.

6.3 Development of Contractor Qualification Specifications

6.3.1 CQS's will be developed by SME's within the respective discipline areas (Pipeline Protection, PLM, PLI, etc.).

6.3.1.1 This SME shall be the Document Owner for the CQS.

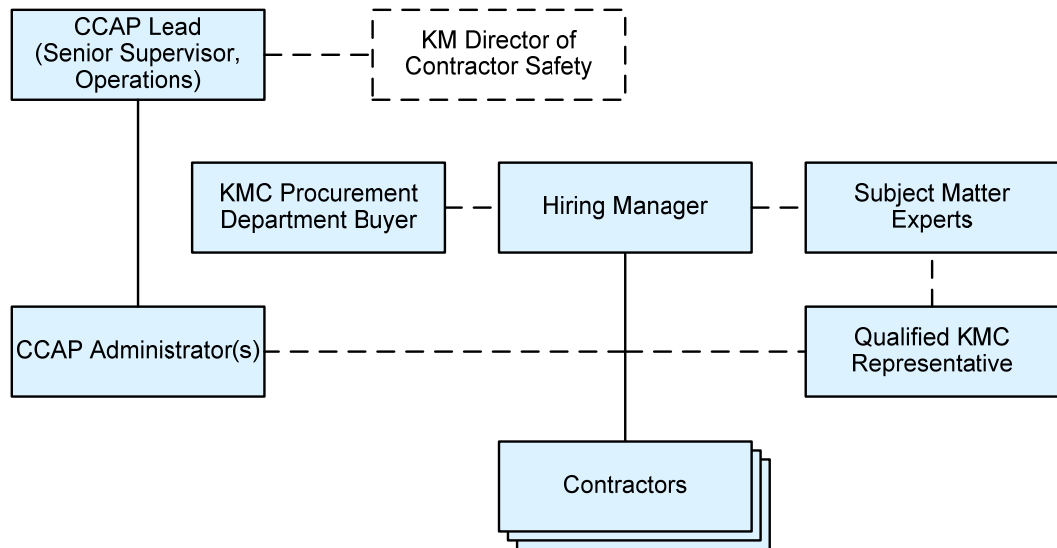
6.3.2 The need for a CQS for a given contractor role will be determined by the appropriate SME with input from other stakeholders as required.

6.3.3 Each CQS shall be developed using a standardized template.



Development of a new CQS shall be in accordance with procedure [4.2 Contractor Qualification Specifications and Records](#).

7.0 ROLES AND RESPONSIBILITIES



7.1 Hiring Manager

7.1.1 The HM shall be responsible for:

7.1.1.1 providing KMC's Procurement Department with applicable competency requirements in the form of CQS's that are to be communicated to the contractor during the procurement process;



In cases where the HM chooses to coordinate the procurement process directly with the contractor and exclusive of KMC's Procurement Department, the HM is responsible for providing the applicable CQS's to the contractor.

7.1.1.2 providing the CCAP Administrator with a complete and accurate copy of all CQS's immediately after a contract has been awarded;

7.1.1.3 ensuring that the contractor and contractor personnel have met the specified qualification requirements (includes health and safety, and technical training) prior to performing any work covered by this CCAP;

7.1.1.4 coordinating the delivery of any training to be provided by KMC (this includes obtaining a trainer), the collection of training record sign off forms showing successful completion of this training and providing copies of these forms to the CCAP Administrator;

7.1.1.5 determining supplemental health and safety training requirements using the KMC Contractor Safety Training

Assessment Tool and documenting the results in the CQS('s) as specified in this CCAP;

- 7.1.1.6 consulting with the supervisor responsible for the facility or right-of-way segment where the work will occur, to obtain agreement regarding the supplemental safety and technical site-specific training and qualification requirements for the associated tasks;
 - 7.1.1.7 ensuring that all completed documentation required by this CCAP is submitted to the CCAP Administrator (including any changes to previously submitted documentation);
 - 7.1.1.8 ensuring that initial and subsequent performance monitoring, including field verification checks, are completed to verify contractor competency;
 - 7.1.1.9 ensuring that only an appropriately qualified KMC representative conducts contractor field verification checks;
 - 7.1.1.10 resolving any CCAP non-compliance issues with the contractor;
 - 7.1.1.11 advising the CAPP Administrator of occurrences of CCAP non-compliance; and
 - 7.1.1.12 coordinating with the contractor to ensure that any planned changes in contractor personnel and personnel qualifications are managed in a way that ensures compliance with this CCAP.
- 7.1.2 The HM may designate others to complete tasks described in section 7.1, however, it is ultimately the responsibility of the HM to ensure these tasks are completed.

7.2 KMC Procurement Department Buyer

7.2.1 The Procurement Department Buyer shall be responsible for:

- 7.2.1.1 providing to the contractor performing the work the competency requirements in the form of CQS's received from the HM; and
- 7.2.1.2 ensuring that the requirements of this CCAP are appropriately reflected in contracts and other documentation as deemed applicable by KMC's Procurement Department.

7.3 Subject Matter Expert

7.3.1 SME's shall be responsible for:

- 7.3.1.1 determining the need for a CQS in their respective area of responsibility;
- 7.3.1.2 the initial development of each CQS;
- 7.3.1.3 arranging for the approval of each CQS; and
- 7.3.1.4 periodic review and maintenance of CQS's in accordance with the requirements of section 6.0 of this CCAP.

7.4 CCAP Lead

7.4.1 The Senior Supervisor, Operations has been designated as the CCAP Lead and is the owner of this CCAP.

7.4.2 The CCAP Lead shall be responsible for:

- 7.4.2.1 periodic review and maintenance of this CCAP to ensure regulatory compliance and in accordance with the requirements of section 6.0 of this CCAP;
- 7.4.2.2 periodic review of the CCAP non-compliance log and related dialog with appropriate KMC stakeholders with the goal of ensuring an increased level of compliance; and
- 7.4.2.3 establishing and monitoring CCAP performance measures as a tool to identify areas for continual improvement.

7.5 CCAP Administrator

7.5.1 The CCAP Administrator shall be responsible for:

- 7.5.1.1 verifying that *Contractor Qualification Record* forms and associated documentation as submitted by the HM are complete and accurately recorded;
- 7.5.1.2 maintaining a current listing of the names of owners of all CCAP documents, including this CCAP and each CQS;
- 7.5.1.3 assigning a CCAP reference number following the notification provided by the HM (described in clause 7.1.1.2 of this CCAP);

- 7.5.1.4 maintaining a current record of CCAP performance measures;
- 7.5.1.5 issuing work orders to the appropriate document owner for the periodic review of each CCAP document in accordance with the requirements of section 6.0 of this CCAP;
- 7.5.1.6 recording occurrences of CCAP non-compliance;
- 7.5.1.7 informing KMC's Procurement Department of any changes to this CCAP that may require a contract amendment to be issued; and
- 7.5.1.8 communicating with CCAP stakeholders as required to identify potential improvements to the CCAP database and to communicate these potential improvements to the CCAP Lead and the KM Director of Contractor Safety.

7.6 Qualified KMC Representative

- 7.6.1 Qualified KMC representatives shall be assigned to perform field verification checks and be responsible for:
 - 7.6.1.1 observing the performance of contractor and contractor personnel and assessing whether they are performing assigned tasks in accordance with approved Standards and/or Procedures;
 - 7.6.1.2 documenting the results of the assessment; and
 - 7.6.1.3 submitting the results of the assessment to the CCAP Administrator.
- 7.6.2 If a KMC representative assigned to perform a contractor field verification check observes that:
 - 7.6.2.1 one or more tasks are not being performed in accordance with approved Standards and/or Procedures; and
 - 7.6.2.2 continuation of the task(s) being performed by the applicable contractor or contractor personnel may, in the judgement of the KMC representative, pose an imminent threat to safety, security of the pipeline, or the environment, then

the KMC representative has the authority and obligation to stop further work associated with that task by the applicable contractor or contractor personnel.

7.7 Contractor

7.7.1 Each Contractor shall be responsible for:

- 7.7.1.1 compliance with the requirements of this CCAP;
- 7.7.1.2 providing only appropriately trained and qualified personnel;
- 7.7.1.3 entering the names and corresponding qualifications for all contractor personnel engaged in performing the work in the CCAP database;
- 7.7.1.4 uploading into the CCAP database documentation that supports proof of each qualification for all contractor personnel; and
- 7.7.1.5 maintaining current information in the CCAP database.

7.8 KM Director of Contractor Safety

7.8.1 The KM Director of Contractor Safety shall be responsible for:

- 7.8.1.1 all maintenance and support associated with the CCAP database; and
- 7.8.1.2 providing training to contractors and KMC personnel in the use of the CCAP database.

8.0 CCAP EFFECTIVENESS**8.1 Performance Measures**

- 8.1.1 Performance measures will be established annually by the CCAP Lead (in consultation with Subject Matter Experts and other stakeholders, as required). These performance measures are intended to provide an indication of the overall effectiveness of this CCAP.
- 8.1.2 Targets shall be established at the start of each calendar year, and the corresponding actual results continuously logged.
- 8.1.3 Performance measure annual targets shall be regularly compared against actual results throughout the year by the CCAP Lead. In cases where actual results deviate from established targets, the reasons for the deviation will be investigated and actions will be taken as required to improve the situation.

- 8.1.4 At the end of each calendar year, performance measures shall be reviewed to determine whether revisions, additions, or deletions are required for the following year. Where changes are made to performance measures, the rationale for making those changes will be documented.
- 8.1.5 The development, ongoing review of and revisions to these performance measures is part of an overall strategy by KMC to continually improve safety and environmental performance and to reduce risk to a level as low as reasonably practicable.
- 8.1.6 A subset of these performance measures (as determined by the CCAP Lead) shall be submitted when required for inclusion in the performance measures data used by ISLMS Quality Assurance Program.



Refer to 3.1 *Quality Assurance Plan* for further details.

9.0 REFERENCES

- 9.1 0100 Integrated Safety and Loss Management Program
Located online in the folder E:\Manuals\ISLMS
- 3.1 *Quality Assurance Plan*
 - 5.1 *Controlled Document Standard*
- 9.2 10100 KEEP Canada Training Program
Located online in the folder E:\Manuals\KEEP Canada
- 4.2 *Contractor Qualification Specifications and Records*
- 9.3 Kinder Morgan Records Management Policy
Located online at http://kmonline/human_resources/HR Policy Manual/RecordsManagementPolicy.pdf
- 9.4 EHS Contractor Safety Training Assessment Tool
Located online at http://kmonline/business_units/KMC/EHS_docs/HS_Contractor Safety Training Assessment Tool.docx