

Arcadis Canada

COR Maintenance Audit

September 11, 17-19, 2019

Calgary Alberta Office

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## TIME LINE

- May 6, 2019
- contacted David McClellan, Arcadis Director of Health and Safety through email to schedule dates for a fall audit.
  - Audit dates for the week of September 16-20<sup>th</sup> were chosen.
  - Dates of September 17-19 were finalized.
- August 27, 2019
- Received a request to interview Senior Manager a week before the audit as he will be out of town during the week of the audit.
- September 3, 2019
- received copies of Arcadis Calgary's organizational chart and employee list
  - Provided David McLennan with a copy of Arcadis' audit letter and list of required documentation for review.
- September 9, 2019
- Confirmed time and date of kick-meeting
- September 11 - 19, 2019
- Conducted audit activities
- September 20 – 30, 2019
- Audit report writing

## COMPANY PROFILE

Arcadis is an international company that delivers consulting, engineering and project management services in the business lines of infrastructure, environment, buildings and water. Arcadis Canada (Alberta) is a division of Arcadis International. There are currently seven employees working for Arcadis in Alberta.

This office is bidding on jobs in Canada. Project Managers in Calgary plan projects and develop reports. The Alberta office manages projects in the Artic, and Western Canada regions.

Arcadis' Alberta region head office is located in Calgary, Alberta. Project sites are public areas or client owned sites. The head office and one client owned field site were included in the scope of the audit.

Arcadis has an intranet site that provides links to company policy standards and H&S training. This site was called the Source which was recently changed to Arcadis Intranet Site. This is the site that has Arcadis policy standards including Health and Safety, Communications, Stewardship Program, H&S posters, and Safety Shares. On the main page there is a link to 4-Sight. 4-Sight is a database that includes tools used for reducing incidents that lead to loss. There are links to Job Safety Analysis (JSAs), Task Improvement Process (TIPs) and near misses and incident reporting which are entered into the database by the worker and they assign (tag) their Supervisor who is notified. This system will evaluate leading indicators and trending data which helps the company know where to focus risk-prevention activities. When required an investigation occurs through review, approval and verification of corrective action. Workers will also notify their Supervisor immediately when incidents occur. The quality review process keeps senior managers informed on current issues as well as potential issues. Arcadis has a Stop-Work Authority program that empowers all employees to stop work if they feel their safety or the safety of co-workers, clients, subcontractors or the public is compromised. Employee Responsibilities state that all employees must understand that they have the authority, right and responsibility to stop work. Before every task the employee is to stop and **TRACK** - **T**hink through the task, **R**ecognize the hazards, **A**ssess the risk, **C**ontrol the hazards and **K**eeep health and safety first in all things. Arcadis' behaviour based HSMS is based on TRACK, STOP WORK authority and JSAs. When employees arrive at a field site the JSAs are reviewed in the tailgate meeting and if changes are required they are "dirtied" to reflect the current situations. Dirtied JSAs are added to the HASP project file for further reference.

A Health and Safety Plan (HASP) is developed for each project identifying responsibilities, hazards and health and safety policies and procedures for the project. JSA's for the task are required and the potential hazards identified. The appropriate JSA's are included in the HASP. The hazards are evaluated and prioritized using a Hazard Assessment Recognition and Control (HARC) matrix. Training required for the

site is also identified in the HASP. All employees, contractors and visitors must review the HASP prior to attending the site, attend a morning tailgate meeting and sign in and out of the site. A number of sites are client owned, clients retain Prime on these sites.

The Resource Manager in Calgary is responsible for operations in the Alberta and Saskatchewan offices. The Calgary office has bi-weekly safety meetings, attended by all Calgary and Saskatchewan based staff in person or by Skype. Monthly JHSC meetings are held corporately, in addition there is a 5 member JHSC for the Alberta and Saskatchewan employees who meet monthly.

It is Arcadis' policy that every meeting attended by three or more individuals must start with a safety moment.

The equipment used by Arcadis Canada (Alberta) are vehicles (rented or personal) to use when making site visits, and office equipment – computers and a photocopier. All sampling equipment (i.e. groundwater, soil) is rented on an as needed basis.

Arcadis Canada (Alberta) offices operates one shift in the office and field sites operating 5 days a week from 8:00 am to 4:30 pm.

There are seven employees based out of this office at this time:

One - Resource Manager (Senior Management/Manager); One - Technical Support 2 Project Specialist (Site Supervisor); One – Senior Management Consultant (worker); One - Environmental Scientist 2 (worker); One – Project Environmental Scientist (worker), One - Associate Project Manager seconded to Imperial Oil (worker); One - part-time Administrative Assistant (worker). All employees were interviewed.

The Resource Manager was asked Senior Manager and Manager questions. The Technical Support 2 Project Specialist was interviewed as Supervisor. Each Arcadis field worker has the potential to be designated as a Site Supervisor.

Personal Protective Equipment is not required in the office. It is required in the field and varies by the hazards of the site being visited and is determined by the completed HASP, it may include hardhat, hearing protection, eye protection, foot protection, high visibility vests, fire retardant coveralls and respirators.

Definitions as listed in the Arcadis Health and Safety Management System Standard -

HARC – Hazard Analysis and Risk Control – A process that includes the identification of hazardous activities, assesses the unmitigated and mitigated risk of those activities, and outlines control methods,

HASP – Health and Safety Plan - A document that dictates the health and safety requirements of a particular project. A HASP must be written for each project prior to starting the work.

JSA's – The application of the HARC process at the task level. A JSA, is a documented TRACK. A JSA is a technique that focuses on job tasks as a way to identify hazards before they occur. It focuses on the relationship between the worker, the task, the tools, and the work environment. Ideally, after uncontrolled hazards are identified the worker will take steps to eliminate or reduce them to an acceptable risk level. (Conducted through inspection of field sites).

Additional definitions –

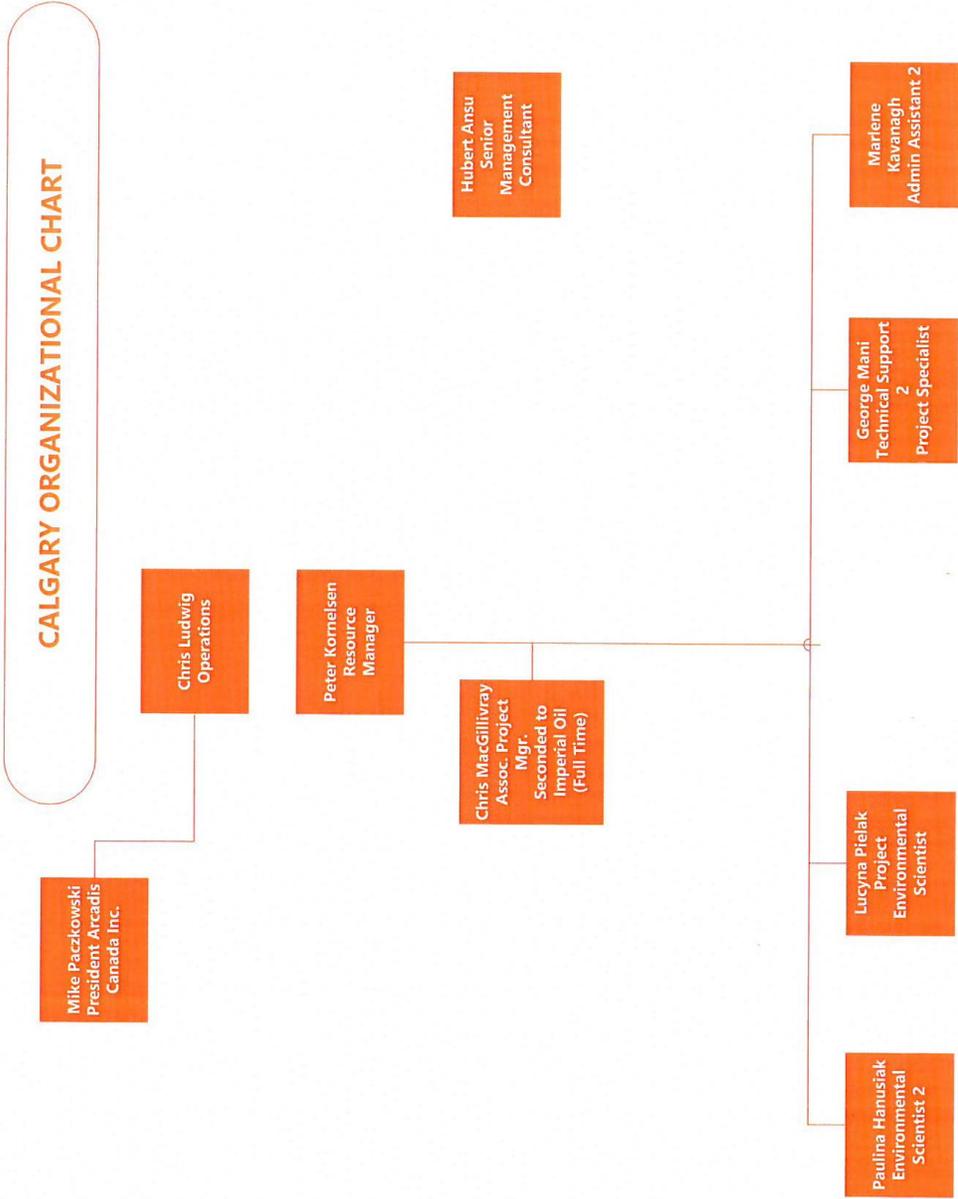
4-Sight Arcadis' database which includes project files, job safety analysis and investigation reports

Arcadis Intranet Site - Corporate Intranet site

TIPs – Task Improvement Process - A process that includes peer learning and feedback on critical safety behaviors. Procedure recommends a TIP to be completed at the end of every project. Managements sets annual safety goals targets for the number of TIPS to be completed by an employee.

TRACK – An acronym describing the behavior-based self-assessment of H&S risks and hazard assessments: **T**hink through the task, **R**ecognize the hazard, **A**ssess the risk, **C**ontrol the hazard, and **K**eeP health and safety first in all things. TRACK is an informal undocumented hazard assessment.

EFHSH – Arcadis provides a field health and safety handbook to all employees called the Employee Field Health & Safety Handbook. Employees are required to have this handbook in their field kits on site at all times.





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September 3, 2019

Arcadis Canada Inc.  
7326 10 Street NE Suite 320  
Calgary, Alberta  
T2E 8W1  
Attn: David McClellan

Re: COR Maintenance Audit – Alberta Safety Council (CP)

Dear David:

Thank you for allowing Erco Safety this opportunity to perform an audit on ARCADIS Canada's Health and Safety program. This letter is to confirm that a maintenance audit will occur at your location in Calgary on September 17-19, 2019. The purpose of this audit is to meet the maintenance requirements of your COR. The results of this audit will recognize areas of strengths and opportunities for improvement in the corporate Health and Safety Program. The audit instrument will be the Partnership Audit tool (2018) with the Alberta Safety Council as your chosen Certifying Partner.

ARCADIS Calgary will be in the scope of this audit. Currently there are eight employees and as per audit protocol all eight employees will be interviewed. During the audit I will require certain documentation for review. I have attached a list of documentation required. The audit process also includes interviewing employees and an observation tour of the office and a field site. I will require a private area to review documentation and to conduct interviews.

When I have completed the audit process I will conduct a post audit summary to present my preliminary findings.

As with all standard evaluation processes, all information collected from the documents, interviews and observations will be kept strictly confidential. Interview notes will not

refer to interviewees by name. All working notes will be destroyed once the final report has been provided.

When on site activities are completed the audit process allows 21 days to complete the audit report and forward it to the Alberta Safety Council for Quality Assurance Review. At that time I will provide you with an electronic copy of the full report.

Thank you again for this opportunity.

Sincerely,

A handwritten signature in cursive script that reads "Betts Passmore". The signature is written in black ink and has a fluid, connected style.

Betts Passmore  
Auditor, Erco Safety

## **AUDITING SCHEDULE**

- September 11, 2019 - Interview of Senior Management
- September 17, 2019 - Document review
- September 18, 2019 - Document review  
- Interviews
- September 19, 2019 - Office observations  
- Field observations  
- Post audit summary
- September 20, 2019 - Report writing

# Document List

This list has been developed directly from the Partnerships audit instrument. Examples of specific types of documentation that may be used for validation are listed.

QUESTIONS	DOCUMENTATION REVIEWED
1.1	Health and Safety Policy.
1.5	Written statement of responsibilities, job descriptions, employee contracts, and manuals, staff handbooks, etc.
1.12	Health and Safety meeting minutes.
2.1	Inventory of job positions, task or job inventories.
2.2, 2.3, 2.4 3.1,	<p>Completed formal hazard assessment forms. These may be titled formal hazard assessments, job safety analysis, etc.</p> <p>Note that site specific hazard assessments cannot be used to score these questions.</p>
2.8	<p>Training records of individuals conducting formal hazard assessments.</p> <p>Course material for hazard assessment training.</p>
2.9	Formal hazard assessment policy and/or process.
2.11	Documents outlining the policy/process and procedure for conducting site specific hazard assessments.
2.12, 2.13	Completed site specific hazard assessments.
3.3	Completed formal hazard assessment forms, job procedures, work practices, rules, job schedule or rotation of workers, training records.
3.8	Documents outlining the policy and/or process for the preventative maintenance process.
3.9	Preventative maintenance records of equipment, tools, and PPE. Work order records, defective equipment tags, written procedures/policy regarding the removal of defective equipment.
3.11, 3.12, 3.17	Violence Prevention Plan that includes policies and procedures
3.14, 3.15, 3.17	Harassment Prevention Plan that includes policies and procedures

QUESTIONS	DOCUMENTATION REVIEWED
4.1, 4.2, 4.3, 4.4, 4.9, 4.13	HSC and/or HSR policies, procedures, terms of reference, meeting minutes, etc.
4.5	Written statement of the HSC and/or HS representative duties and responsibilities
4.6	Training records of HSC members and/or HS representatives
4.9	HSC meeting minutes
4.12	Documentation that supports corrective action were completed in a timely manner, e.g. feedback forms, emails, HSC meeting minutes, communications, etc.
4.14	Meeting minutes and formal inspections
5.1	Application forms (blank), hiring records, training records, copies of trade certificates/diplomas/degrees, proof of apprenticeship program, driver's license, etc.
5.2,	Orientation records, orientation checklist, orientation package/contents.
5.4, 5.5, 5.9	Department/job specific training material and training records.
5.8	Completed competency assessments.
6.1	Policy and/or process to address the protection of others not under the employer's direction.
6.2, 6.3	Policy and/or process for monitoring, evaluating and selecting other employers and/or self-employed persons
6.4	Orientation records, orientation checklist, orientation package/contents for visitors, other employees and/or self-employed persons.
6.8	Process for non-compliance of other employers and/or self-employed persons at the work site.
7.1	Health and Safety Policy and Procedures Manual, Inspection Policy and/or Process, inspection records, inspection schedule.
7.2	Inspection checklist (blank and completed), inspection reports.
7.3	Training records of individuals designated to conduct inspections.
7.4	Completed inspection reports, checklists, or forms.

QUESTIONS	DOCUMENTATION REVIEWED
8.1	Emergency Response Plans and/or Procedure
8.2	Emergency Response Plan and/or Procedure
8.5	Emergency Response drill records, minutes of meetings, emergency response table-top review exercises.
8.6	Drill - Emergency response records, minutes of meetings documenting review of drills, documents outlining corrective action or change in procedure as a result of the drills.
8.7	Actual Emergency - Response records, minutes of meetings documenting review of actual emergencies, documents outlining corrective action or change in procedure as a result of the actual emergency.
8.8	First aid regulations, first aid certificates, first aid training records, shift schedules of certified first aiders.
9.1, 9.5	Incident reporting procedure and/or process, reporting form (blank/completed).
9.3, 9.9	Completed incident investigation forms
9.4	Completed near miss and incident forms.
9.5	Incident investigation procedures.
9.6	Training records of individuals conducting investigations, investigation training course material.
9.9, 9.10, 9.11, 9.12	Investigation report forms (completed), investigation reports, memos outlining implementation of corrective action, minutes of meetings outlining results of investigation.
10.3	Company specific monthly, quarterly or annual health and safety reports, analysis of injury reports, graphical reports of health and safety statistics to show trends.
10.5	Previous health and safety system evaluations.
10.7, 10.8	Health and safety action plans.

**SECTION B**

**AUDIT INFORMATION**

# Alberta Safety Council

## HEALTH & SAFETY SYSTEM AUDIT SUMMARY SHEET

<input type="checkbox"/> External Baseline for COR <input checked="" type="checkbox"/> External Progress <input type="checkbox"/> Internal Progress <input type="checkbox"/> Limited Scope <input type="checkbox"/> Internal/External Auditor Qualification <input type="checkbox"/> External Recertification for COR			
<b>Employer Legal Name <u>As registered with WCB</u></b>	Arcadis Canada Inc.		
<b>Employer name <u>As it is to be entered on COR</u></b>	Arcadis Canada Inc.		
<b>Address</b>	7326 – 10 Street NE, Suite 320		
<b>City/Town</b>	Calgary, Alberta	<b>Postal Code:</b>	T2E 8W1
<b>Phone &amp; Area Code</b>	403-271-7110	<b>Fax:</b>	403-271-7216
<b>E-mail</b>	David.McClellan@arcadis.com		
<b>Contact Name &amp; Title &amp; Phone #</b>	David McClellan, Director of Health and Safety, O – 905-764-9380, C – 647-523-6444		
<b>WCB Number</b>	409916/6	<b>Industry Code (s):</b>	86414
		<b>Total Number of Employees:</b>	7
<b>COR # &amp; expiry date</b>	20180928-8141 Expiry September 28, 2021		
<b>On-site data gathering start date</b>	September 11, 2019	<b>On-site data gathering end date</b>	September 19, 2019
<b>Total number of worksites</b>	2	<b>Were worksites active when audited</b>	yes
<b>Description of worksites/Facilities in scope</b>	<p>Calgary Office – reception, two private offices, kitchen, photo copier/supply room; bullpen where all other employees have desk/work stations, located on 3<sup>rd</sup> floor. In the parkade there is a field equipment room which stores additional PPE supplies, field equipment bags, sampling bottles, hand tools, extra office equipment.</p> <p>Field Site – located on the CP rail yard in SE Calgary. At this site there is a building where the process is to take water out of the ground that contains elevated level of chlorine solvents from another place on site, the process removes and treats the water from the line and returns it to the ground. 70 gals of water per minute is treated.</p>		
<b>Name and Date of Employee trained in HSPB</b>	David McClellan, Director of Health and Safety has completed an equivalent courses in Ontario. This has been approved by Alberta Safety Council through email communications. Arcadis has agreed to provide this training to a Calgary staff member prior to the next audit.		

# Alberta Safety Council

## HEALTH & SAFETY SYSTEM AUDIT SUMMARY SHEET

Auditor Name	Betts Passmore		
Company	Erco Safety		
Address/Town/City	420 Tanner Drive, Airdrie, Alberta	Postal Code	T4A 2E8
Phone & Area Code	587-329-1464	Fax	None
E-mail	<a href="mailto:info@ercosafety.ca">info@ercosafety.ca</a>		
Training, Ticket # & expiry date	External Safety Auditor Course, Partnership PA-E-1204-04, Expires September 26, 2019		
Date & Employer Name of last audit	October 1-3, 2018. Martin-Brower of Canada		

### AUDIT TEAM (IF APPLICABLE)

Auditor Name(s)	Auditor Type (internal/external)	Certification Number/ *Training Date

*\*The following section is only to be completed by an External Auditor during an External Audit year.\**

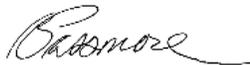
### External Auditor Conflict of Interest Waiver

Conflict of interest exists when the auditor has a relationship with the employer that may unduly influence the results of the audit.

Free from conflict of interest is defined as:

1. The auditor has no employment or direct contractual relationship with the employer other than the auditor relationship, within the same 12-month period.
2. Auditor was not involved in establishing or implementing the health and safety system being audited in the last year.

Your signature below attests to the fact that you are free from conflict of interest in the performance of this external audit. If you are unsure, please contact The Alberta Safety Council and discuss the circumstances with the Program Coordinator.



Signature of External Auditor \_\_\_\_\_ Date September 11, 2019

# Scope of Audit

## Interview & Site Sampling

To be completed for each industry code audited.

### Audit scope

- Interviewed all shifts. Arcadis Calgary office operates Monday through Friday, 08:00 to 16:30
- Interviewed new hires and experienced employees. Interviewed all employees

Numbers of employees at time of audit - Seven. Number of employees at Peak Activities - Seven

List ALL departments, active worksites, and locations	Location (enter one location, e.g. Edmonton, etc.)	Sites Visited (enter yes or no for each)	Number of Senior Managers		Number of Managers		Number of Supervisors		Number of Workers								
			Total Managers		Total Managers Interviewed		Total Supervisors		Full Time		Part Time		Casual		Shift		
			Interviewed	Not Interviewed	Interviewed	Not Interviewed	Interviewed	Not Interviewed	Interviewed	Not Interviewed	Interviewed	Not Interviewed	Interviewed	Not Interviewed	Interviewed	Not Interviewed	
Head Office/Shop:	Calgary	Yes	1	0	0	1	1	5	5								
Department/Work Site	Ogden	Yes															
Field site – CP Rail																	
Department/Work Site																	
Department/Work Site																	
Department/Work Site																	
<b>TOTALS</b>			1	0	0	1	1	5	5								

## Executive Summary

A COR Maintenance Audit was performed on Arcadis' Health and Safety Management System on September 11 and 17-19, 2019. The scope of the audit included the Calgary office and a CP Rail field site. The audit instrument used was the Partnership Audit Instrument, 2018.

Arcadis has a strong behaviour based culture that was evident during audit proceedings. The overall health and safety management system has a strong foundation with continued input from all employees. Arcadis' management continues to work on revising the US based Standards to a Canadian based documents. During the audit process a number of strengths were identified.

A summary of key existing strengths include

- Arcadis' health and safety policy contains all required statements and was signed by the newly appointed President in June of 2019. This is a demonstration of senior management's commitment to the health and safety program.
- Managers, supervisors and workers participate in formal hazard assessments through JSAs. Employees have the right to know the hazards they may be exposed to. Involving employees in the process allows them to exercise their right to know. It also increases their awareness to the hazards and allow them the opportunity to take measures to protect themselves.
- Changes to hazard controls are communicated to employees ensuring they are aware of the controls in place to protect them. Employees are using the established controls to keep themselves safe.
- The JHSC holds JHSC meetings and conducts formal inspections as written in the terms of reference. Complying with the terms of reference is a demonstration of their commitment to the overall health and safety.
- Arcadis' training system included modules for manager and supervisors to support them in their roles. Providing management with tools to be successful Stewards of Arcadis' health and safety program.
- Arcadis has excellent communication lines with their sub-contractors. Maintaining open lines of communications ensures health and safety information is consistently exchanged to ensure a safe work environment.
- Arcadis' Inspection policy includes all areas of operations and employee levels. The policy also states the frequency the inspections are to be conducted. Ensuring sites and facilities are inspected on a regular basis will assist in identifying new hazards.
- Annual emergency response drills are conducted in the office. The drills identified and correct any deficiencies in the response. Conducting drills and reviewing them for deficiencies ensures issues can be resolved before an actual response.
- Arcadis procedures require the investigation of incidents, illnesses, near misses and work refusals. Investigations can assist in determining the root cause and the breakdown in the OHSMS which will allow management the opportunity to take action to correct the deficiency.
- Arcadis' Management maintains and analyses health and safety statistics monthly. Analysing OHS statistics can provide an organization with a historical measurement on the improvement of OHSMS and the overall safety of the workplace.

The strengths of Arcadis' health and safety management system and BBS culture is recognized through the audit results. Worker involvement is very strong, providing them with opportunities for participation and ownership in health and safety.

During the audit process it was identified that there are areas for improvement. A summary of the suggestions for improvement include:

- New Alberta OH&S Legislation was amended to include a worker's three rights. The right to know the hazards, the right to participate in health and safety activities and the right to refuse. In order to ensure employees exercise their rights they must have an understanding of what those rights are and how they relate to them individually. 29% of employees responded positively that they are aware of their OHS rights. It is recommended that management includes a worker's three rights in the list of responsibilities.
- Providing employees with training in the formal hazard assessment process ensures a thorough consistent process. During the audit process no documentation was provided to verify employees leading the hazard assessment process have been trained. It is recommended that Arcadis provides formal hazard assessment training to all employees leading the process.
- The new Alberta legislation also includes requirements for investigation of workplace violence and harassment. Arcadis' Violence Prevention and Harassment Prevention Procedures has not been written as per legislative requirements. The policy does not include informing parties involved, the results of the investigation and corrective actions. It is recommended that management revises their policies to include all required statements.
- JHSC members are representatives of all employees. In order for employees to know how the committee best represents them, employees should know the activities the committee participates in. 71% of employees interviewed were aware of the activities of the JHSC. It is recommended that management review the responsibilities of the JHSC with all employees. Terms of Reference could be reviewed during the office bi-weekly meeting to ensure all employees are aware of the committee's activities.
- It is the responsibility of the employer to ensure employees are competent in their tasks to protect their health and safety. Performing competency evaluations is a tool to assess the workers competency. During documentation review no documentation was provided to verify that competency assessments are conducted. It is recommended that management develops and conducts competency assessments for their employees.
- Providing contractors with information on the procedure that will be followed to address non-compliance when working for Arcadis, will allow the contractor to be knowledgeable of the consequences. During documentation review there was no documentation was provided to confirm there is a process in place to address non-compliance of a contractor on site. It is recommended that management considers amending their contractor agreements to include consequences for non-compliance of a contractor.
- To be proactive and to observe and correct hazards, the formal inspections should be conducted on a regular basis. Conducting the inspections in compliance of the policy shows commitment to the overall health and safety of the workplace. Formal inspections are carried out by workers 83% of the time in accordance to the policy. It is recommended that management and the JHSC ensure that workplace formal inspections are completed at the frequency stated in policies.
- Arcadis has an appropriate number of trained first aid responders which meets legislative requirement. One employee in the office is trained. To cover for vacation and field visits it is recommended that management considers increasing the number of trained first aiders in the office.
- Providing key personnel with formal training on investigation techniques will improve the quality and thoroughness of the investigation. The training should not just be how to complete the investigation documentation but, should cover the techniques used to conduct a proper investigation. There are no

documents available to confirm key employees have been trained in investigation techniques. It is recommended that Arcadis provides training in investigation techniques to all individuals that have the responsibility to conduct investigations.

- Communicating audit results to employees raises awareness through the organization of the COR process. Sharing results also provides employees with an opportunity to participate in the process to improve the OHSMS. 71% employees interviewed responded that the results of the audit or action plan is communicated to employees. It is recommended that management reviews the results of this audit process. Results could be discussed in the JHSC meetings and during the Corporate Townhall meetings.

I would like to thank the Director of Health and Safety and the Admin Assistant for their assistance during the audit site activities. I would also like to thank all of Arcadis' employees for their assistance and cooperation during the audit process.

Thank you.

A handwritten signature in cursive script that reads "Betts Passmore".

Betts Passmore  
Auditor  
Erco Safety

## Scoring Summary

**Employer Name:** Arcadis Canada Limited

**Dates of Audit:** September 11, 17, 18, 19, 2019

**Lead Auditor:** Betts Passmore

**Additional Auditor(s):** None

**Scope of Audit:** WCB Number 409916/6 Industry Code(s) 86414

Element Number	Total Points Possible	Points not Applicable (N/A)	Total Points Available	Total Points Scored	Percentage
1. Management Leadership and Organizational Commitment	105	0	105	101	96
2. Hazard Assessment	160	0	160	141	88
3. Hazard Control	150	0	150	137	91
4. Joint Work Site Health and Safety Committee and/or Health and Safety Representatives	100	10	90	85	94
5. Qualifications, Orientation and Training	100	0	100	90	90
6. Other Parties at or in the Vicinity of the Work Site	70	0	70	65	93
7. Inspections	70	0	70	69	99
8. Emergency Response	75	5	70	70	100
9. Incident Investigation	100	10	90	82	91
10. System Administration	70	0	70	63	90
<b>Total Audit Points</b>	<b>1000</b>	<b>25</b>	<b>975</b>	<b>903</b>	<b>93%</b>

# STRENGTHS AND SUGGESTIONS FOR IMPROVEMENTS

## 1. MANAGEMENT LEADERSHIP AND ORGANIZATIONAL COMMITMENT

<b>Element Score:</b>	<b>96%</b>	<b>Total Points:</b>	<b>105</b>	<b>Point Scored:</b>	<b>101</b>
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### Existing Strengths:

Arcadis' health and safety policy contains all required statements and was signed by the newly appointed President in June of 2019. This is a demonstration of senior management's commitment to the health and safety program.

The Health and Safety Policy is communicated to employees during meetings and orientations. It is made available to employees on the intranet, during training and in manuals. Employees are able to describe key statements from the policy.

Specific health and safety responsibilities are written for Senior Managers, Managers, Supervisors and Workers. The written responsibilities provide more detailed responsibilities covered in the health and safety policy.

Employees understand their company assigned and legislated health and safety responsibilities. This allows employees to work in compliance of company and legislated responsibilities.

Managers and supervisors understand their health and safety responsibilities for workers under their supervision.

Employees are evaluated on their health and safety performance.

Senior management communicates Arcadis' commitment to health and safety monthly, and demonstrates their commitment to health and safety through Stewardship.

Current Legislative H&S legislation is available in the office and in the field kits. Ensuring employees have the ability to review legislation if a concern is raised.

Management participates in meetings where health and safety is discussed. The Resource Manager is the co-chair of the site JHSC. He is also a member of the Corporate JHSC.

Arcadis provides resources required to ensure the safety of their employees. When sufficient resources are provided it assists ensuring a safe work environment for employees, visitors, the public and stakeholders.

## Suggestions for Improvements:

Question 1.6 – New Alberta OH&S Legislation was amended to include a worker’s three rights. The right to know the hazards, the right to participate in health and safety activities and the right to refuse. In order to ensure employees exercise their rights they must have an understanding of what those rights are and how they relate to them individually. 29% of employees responded positively that they are aware of their OHS rights. It is recommended that management includes a worker’s three rights in the list of responsibilities.

In addition the terminology for the right to refuse unsafe work was changed in the amendments. It is now the right to refuse dangerous work. It is recommended that management revises their policy to be in line with the new terminology and educated employees on this change. Educating employees will assist in increasing their knowledge of their rights and what the right to refuse means.

## 2. HAZARD ASSESSMENT

<b>Element Score:</b>	<b>88%</b>	<b>Total Points:</b>	<b>160</b>	<b>Point Scored:</b>	<b>141</b>
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### Existing Strengths:

Arcadis has developed an inventory of all jobs. Identifying all jobs in the organization is the first step in ensuring all hazards are identified and controlled.

Senior management is knowledgeable about the high hazard tasks related to Arcadis operations. With this knowledge senior management is able to ensure the high hazard tasks have appropriate controls in place to protect the worker.

Managers, supervisors and workers participate in formal hazard assessments through JSAs. Employees have the right to know the hazards they may be exposed to. Involving employees in the process allows them to exercise their right to know. It also increases their awareness to the hazards and allows them the opportunity to take measures to protect themselves.

Arcadis has a process in place for conducting site-specific hazard assessments, which are conducted in accordance with the policy.

Controls have been identified for site specific hazard assessments. Employees are involved in site-specific hazard assessments through the tailgate meetings. Implementing and communicating controls assist in ensuring a safe work environment.

Arcadis has a system in place for workers to report newly identified hazards. Reporting newly identified hazards ensures controls can be determined and implemented to provide a safe work environment.

### Suggestions for Improvements:

Question 2.2 - Identifying all tasks performed in an organization is the first step in hazard identification. Through documentation it was confirmed that 95% of tasks have been identified with each job. Tasks missing include performing Fire Warden and Emergency Response duties and working alone in the office. It is recommended that Arcadis Management and JHSC review all tasks performed by employees and ensure these tasks are included on the HARC Activity Matrix. Management and the JHSC could request employees to develop a list of tasks they perform and compare that list to the Activity matrix to ensure all tasks are identified.

Question 2.3 – Through document review it was noted that 95% of health and safety hazards have been identified for tasks. Missing safety hazards include workplace violence and harassment from individuals when employees visit field sites. It is recommended that a review of JSAs and the HARC Activity Matrix be completed to include the hazard of workplace violence. Identifying all hazards employees are exposed to will decrease the potential for injuries or losses related to the hazards.

Question 2.4 – Evaluating hazards according to risk will assist Arcadis in continuing to be proactive in managing and controlling the risks and providing a safe work environment for all. This question is scored dependent on question 2.3 therefore full points cannot be awarded. It is recommended that Arcadis continues to apply the HASP and HARC process to all JSAs.

Questions 2.8 – Providing employees with training in the formal hazard assessment process ensures a thorough consistent process. During the audit process no documentation was provided to verify employees leading the hazard assessment process have been trained. It is recommended that Arcadis provide formal hazard assessment to all employees leading the process.

Question 2.9, 2.10 – To ensure JSAs remain current with accurate information it is important they are reviewed on a regular basis. Provincial OH&S legislation note when formal hazard assessments should be reviewed. Arcadis' written policies do not include the criteria for the review of hazard assessments. It is recommended that management revises the Hazard Assessment Standard to include when hazard assessments (JSAs) are to be reviewed.

### 3. HAZARD CONTROL

<b>Element Score:</b>	<b>91%</b>	<b>Total Points:</b>	<b>150</b>	<b>Point Scored:</b>	<b>137</b>
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#### Existing Strengths:

Management has ensured all identified hazard controls have been implemented. Identifying and implementing controls assist in ensuring a safe work environment.

Changes to hazard controls are communicated to employees ensuring they are aware of the controls in place to protect them. Employees are using the established controls to keep themselves safe.

Management enforces the use of controls. Ensuring employees are using the controls increases the potential of keeping them free from injury and the company loss free.

Arcadis has a process for preventative maintenance and employees follow the process. Arcadis also has a process to ensure defective equipment is taken out of service. Ensuring defective equipment is locked out and repaired will assist in ensuring a safe work environment.

Violence and Harassments policies and procedures have been reviewed at a minimum of every three years.

#### Suggestions for Improvements:

Question 3.1 – To ensure the protection of employees it is vital to implement all controls that have been identified. This question is dependent on scoring in question 2.3 and therefore full points could not be awarded. It is recommended that when hazards are evaluated and prioritized, that the controls are identified and implemented.

Question 3.12, 3.15 – The new Alberta legislation also includes requirements for investigation of workplace violence and harassment. Arcadis' Violence Prevention and Harassment Prevention Procedures have not been written as per legislative requirements. The policy does not include informing parties involved, the results of the investigation and corrective actions. It is recommended that management revises their policies to include all required statements to ensure compliance with legislation. Ensuring there is a process to informed involved parties of the result can also provide employees with confidence that their concern has been investigated and a corrective actions taken to address the situation.

Question 3.13 – Training employees in workplace violence prevention provides them with the knowledge and tools on how to respond if an incident should occur. 71% of employees commented positively that they have received training in the corporate Violence Prevention Plan. It is recommended that management considers including the Violence Prevention training to new employee's orientation training and their annual refresher training to keep the information fresh.

#### 4. JOINT WORK SITE HEALTH AND SAFETY COMMITTEE (HSC) AND HEALTH AND/OR SAFETY REPRESENTATIVES (HS REPRESENTATIVES)

<b>Element Score:</b>	<b>94%</b>	<b>Total Points:</b>	<b>90</b>	<b>Point Scored:</b>	<b>85</b>
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#### Existing Strengths:

Arcadis has seven employees working out of their Calgary office. They have established a JHSC that includes members from their Calgary and Saskatoon office.

Arcadis JHSC terms of reference have been written to include all legislative requirements. Writing inclusive terms of reference ensures the committee is aware of their responsibilities.

The JHSC holds JHSC meetings and conducts formal inspections as written in the terms of reference. Complying with the terms of reference is a demonstration of their commitment to the overall health and safety.

Co-Chairs of the JHSC have received training on their duties and responsibilities and all JHSC members understand their duties and responsibilities.

Arcadis has a procedure in place for the JHSC to address employee concerns related to their health and safety program. Employees bring forth their concerns verbally or through emails. When a procedure is in place it ensures the committee is able to fulfil their duties and responsibilities.

The JHSC has a process to make health and safety recommendations to management. The terms of reference also includes a dispute resolution process.

The names of the JHSC members has been posted on the safety board in the employee kitchen.

#### Suggestions for Improvements:

Question 4.10 – JHSC members are representatives of all employees. In order for employees to know how the committee best represents them, employees should know the activities they participate in. 71% of employees interviewed were aware of the activities of the JHSC. It is recommended that management review the responsibilities of the JHSC with all employees. Terms of Reference could be reviewed during the office bi-weekly meeting to ensure all employees are aware of the committee's activities.

Question 4.14 – Resolving health and safety concerns in a timely manner is a demonstration of the value of employee participation and input into the overall health and safety program. Through review of documentation it was verified that 50% of health and safety concerns are resolved in a timely manner. It is recommended that the JHSC and management consider developing a system to ensure health and safety concerns are resolved in

a timely manner. Concerns are noted in the JHSC meeting minutes. The responsibility to resolve the concern could be noted with a target date and reviewed at the next meeting to ensure it have been resolved.

## 5. QUALIFICATIONS, ORIENTATION AND TRAINING

<b>Element Score:</b>	<b>90%</b>	<b>Total Points:</b>	<b>100</b>	<b>Point Scored:</b>	<b>90</b>
<b>Existing Strengths:</b>					
<p>Arcadis has a hiring process that ensures employees have the qualifications and training to perform their jobs safely. Qualified competent employees increase the potential of having a safe work environment.</p> <p>Managers and Supervisors ensure that orientation are completed prior to the new hire starting their duties.</p> <p>Arcadis' training system included modules for manager and supervisors to support them in their roles. Providing management with tools to be successful Stewards of Arcadis' health and safety program.</p> <p>Employees receive job-specific training. Arcadis has a base training requirement and additional training is provided as per HASP requirements. Providing job specific training ensures employees have the knowledge to perform their tasks safety.</p> <p>Job-specific training requires a practical demonstration and a process to assess competency. Conducting a practical demonstration assists in ensuring the employee is competent in their new tasks.</p> <p>Annual refresher training is provided to all employees. Providing refresher training ensures employees knowledge is kept current and relevant.</p>					
<b>Suggestions for Improvements:</b>					
<p>Question 5.2 – Workers in the province of Alberta have three basic OHS rights. The right to know, the right to participate and the right to refuse. Arcadis' orientation process does not include employees' three OHS rights. It is recommended that management revises the orientation process to ensure the employees' three OHS rights are included. Including the three rights in the orientation will ensure employees are aware of their rights and their opportunity to exercise these rights. Exercising ones OHS rights is a foundation of behaviour based safety and when employees know these rights it will assist in strengthening Arcadis' BBS.</p> <p>Question 5.8 – It is the responsibility of the employer to ensure employees are competent in their tasks to protect their health and safety. Performing competency evaluations is a tool to assess the workers competency. During documentation review, no documentation was provided to verify that competency assessments are conducted. It is recommended that management develops and conducts competency assessments for their employees. It is also recommended that the assessments are documented.</p>					

## 6. OTHER PARTIES AT OR IN THE VICINITY OF THE WORK SITE

<b>Element Score:</b>	<b>93%</b>	<b>Total Points:</b>	<b>70</b>	<b>Point Scored:</b>	<b>65</b>
<b>Existing Strengths:</b>					
<p>Arcadis has a policy in place to address the protection of sub-contractors on their client owned sites. The process includes the criteria for evaluating and selecting sub-contractors to perform the work.</p> <p>Arcadis' process is to monitor contractors on field sites at all times, ensuring they are working safely and following procedures. This procedure assists in ensuring a safe work environment.</p> <p>Safety orientations are provided for visitors and contractors.</p> <p>Arcadis has excellent communication lines with their sub-contractors. Maintaining open lines of communications ensures health and safety information is consistently exchanged to ensure a safe work environment.</p> <p>Arcadis health and safety information, including their health and safety policy is readily available for their sub-contractors.</p>					
<b>Suggestions for Improvements:</b>					
<p>Question 6.8 – Providing contractors with information on the procedure that will be followed to address non-compliance when working for Arcadis will allow the contractor to be knowledgeable of the consequences. During documentation review there was no documentation provided to confirm there is a process in place to address non-compliance of a contractor on site. It is recommended that management considers amending their contractor agreements to include consequences for non-compliance of a contractor.</p>					

## 7. INSPECTIONS

<b>Element Score:</b>	<b>99%</b>	<b>Total Points:</b>	<b>70</b>	<b>Point Scored:</b>	<b>69</b>
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### Existing Strengths:

Arcadis' Inspection policy includes all areas of operations and employee levels. The policy also states the frequency the inspections are to be conducted. Ensuring sites and facilities are inspected on a regular basis will assist in identifying new hazards.

Checklists are used for the office and field site inspections. Individuals conducting inspections have been trained. When checklists are used by trained employees it can increase the potential of a thorough inspection process.

Arcadis' inspection process ensures that deficiencies are corrected in a timely manner. Correcting deficiencies in a timely manner assists in maintaining a safe work environment and can reduce the potential of incurring a loss.

### Suggestions for Improvements:

Question 7.4c – To be proactive and to identify and correct hazards the formal inspections should be conducted on a regular basis. Conducting the inspections in compliance with the policy shows commitment to the overall health and safety of the workplace. Formal inspections are carried out by workers 83% of the time in accordance to the policy. It is recommended that management and the JHSC ensure that workplace formal inspections are completed at the frequency stated in policies.

## 8. EMERGENCY RESPONSE

<b>Element Score:</b>	<b>100%</b>	<b>Total Points:</b>	<b>70</b>	<b>Point Scored:</b>	<b>70</b>
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### Existing Strengths:

Arcadis has written emergency response plans for all potential emergencies. When all potential types of emergency response are included in the ERP it increases the potential of a timely appropriate response that will in turn reduce the potential for injuries or losses.

The Emergency Response plan includes communication systems, emergency phone numbers, emergency response personnel, appropriate responses and monitoring the effectiveness of the plan.

Employees have received appropriate training for their duties in an emergency response. All employees are aware of their responsibilities and duties. When employees are aware of and trained in their responsibilities it will allow them to respond in an appropriate manner.

Annual emergency response drills are conducted in the office. The drills identified and corrected any deficiencies in the response. Conducting drills and reviewing them for deficiencies ensures issues can be resolved before an actual response is required.

The number of employees trained in first aid meet the legislative requirements. First aid supplies and equipment also meet the legislative requirements. Ensuring sufficient supplies are available can assist in ensuring a small injury does not escalate to a more serious one due to lack of supplies or training.

### Suggestions for Improvements:

Question 8.8 – Arcadis has an appropriate number of trained first aid responders which meets the legislative requirement. One employee in office trained. To cover for vacation and field visits it is recommended that management considers increasing the number of trained first aiders in the office.

## 9. INCIDENT INVESTIGATION

<b>Element Score:</b>	<b>91%</b>	<b>Total Points:</b>	<b>90</b>	<b>Point Scored:</b>	<b>82</b>
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### Existing Strengths:

Arcadis' policy requires the reporting of incidents, near misses, illness and work refusals. Employees are able to explain what this reporting process is. When incidents are reported it provides management with the opportunity to investigate to prevent a recurrence.

Employees are reporting incidents, illnesses, near misses and work refusals.

Arcadis procedures require the investigation of incidents, illnesses, near misses and work refusals. Investigation can assist in determining the root cause and the breakdown in the OHSMS which will allow management the opportunity to take action to correct the deficiency.

Managers and Site Supervisors participate in investigations. Participating in investigations is a legislative and Arcadis responsibility for management.

Investigations identify root causes. When root causes are identified it ensures that the OHSMS system breakdown is identified and not just the symptoms of the breakdown.

Completed investigation results are communicated to employees through meetings and Safety Shares. Communication of investigation results allows employees the opportunities to take measures to protect themselves from being hurt in a similar manner.

### Suggestions for Improvements:

Question 9.6 – Providing key personnel with formal training on investigation techniques will improve the quality and thoroughness of the investigation. The training should not just be how to complete the investigation documentation but, should cover the techniques used to conduct a proper investigation. There are no documents available to confirm key employees have been trained in investigation techniques. It is recommended that Arcadis provides training in investigation techniques to all individuals that have the responsibility to conduct investigations.

Question 9.8 – When workers other than the injured are involved in the investigation process it can potentially offer valuable insight into incident causation from the point of view of an experienced co-worker. Workers responded 80% positive that workers other than the injured are involved in the investigation process. Workers stated their JHSC representative is involved in the investigation process, however a number of workers thought only the injured person was involved. It is recommended that management continues to ensure JHSC members are included in the investigation process. It is also recommended that management reviews the JHSC responsibilities with all employees in order to increase awareness in employees of the committee's responsibilities and activities.

Question 9.9 – To complete the investigation process, corrective action should be determined and implemented to prevent a recurrence. 86% of reviewed investigation reports recommended corrective actions. It is recommended that management ensures corrective action is implemented and consistently enforced. This will reduce the potential of a recurrence and keep employees safe while performing their tasks.

Question 9.11 – Implementing corrective actions in a timely manner will reduce the potential of a recurrence. When there is a delay in implementing corrective actions not only could there be a recurrence but the injury could be more severe. 40% documentation confirmed corrective action is implemented in a timely manner. It is recommended that management ensures that follow-up occurs on completed investigations to ensure the corrective action is implemented.

Question 9.12 – When management reviews and signs off on investigation reports it assists them in identifying trends and areas where additional resources may be needed to prevent a recurrence. It also provides management the opportunity to ensure the investigation have been fully completed. 71% of completed investigation reports reviewed were totally completed. It is recommended that management ensures the investigation report is completed including identifying root causes and corrective action prior to signing off and closing the investigation.

## 10. SYSTEM ADMINISTRATION

<b>Element Score:</b>	<b>90%</b>	<b>Total Points:</b>	<b>70</b>	<b>Point Scored:</b>	<b>63</b>
<b>Existing Strengths:</b>					
<p>Management communicates health and safety issues to workers and workers are able to provide feedback on health and safety issues. These systems are fundamentals of the worker's right to know and participate in health and safety.</p> <p>Health and safety information is readily available to employees on the intranet site and in project HASPs. This also supports the worker's right to know.</p> <p>Arcadis' Management maintains and analyses health and safety statistics monthly. Analysing OHS statistics can provide an organization with a historical measurement on the improvement of OHSMS and the overall safety of the workplace.</p> <p>Senior management is held accountable for the implementation of Arcadis' OHSMS. Being held accountable ensures management is meeting their company and legislative responsibilities for the overall improvement of the OHSMS.</p> <p>Arcadis' management ensures annual evaluations are made on their OHSMS. Conducting annual evaluations is a demonstration of management's commitment to the safety management program and continual improvement within the organization.</p> <p>Management has developed an audit action plan from the previous audit. Developing an action plans identifies areas of improvement in order to have continual improvement in the OHSMS.</p>					
<b>Suggestions for Improvements:</b>					
<p>Question 10.6 – Communicating audit results to employees raises awareness through the organization of the COR process. Sharing results also provides employees with an opportunity to participate in the process to improve the OHSMS. 71% of employees interviewed responded that the results of the audit or action plan is communicated to employees. It is recommended that management reviews the results of this audit process with all employees. Results could be discussed in the JHSC meetings and during the Corporate Townhall meetings.</p> <p>Question 10.8 – Implementing the action plan will assisting in continual improvement of the OHSMS. It can assist in strengthening the foundation of the OHSMS and provide the company with the greatest return of investment from the audit process. Through documentation review it was noted that 63% of action items have been implemented. It is recommended that management ensures an action plan is development and implemented from the suggestions for improvement in this audit report. It is also recommended that management considers assigning this task to JHSC members and other employees. Involving employees in the implementation of the action plan is part of their right to participate and can strengthen Arcadis' BBS.</p>					

## Conclusion

I would like to express my appreciation for the cooperation and assistance provided by Arcadis' Director of Health and Safety and Calgary's Admin Assistant. Arcadis' senior management is very engaged and displays a strong commitment to the overall health and safety of all employees in the Alberta region. I am confident with the commitment displayed during the audit process there will be continued improvement in Arcadis' Health and Safety Management System.

A health and safety program is a living document and in order to have a successful Health and Safety Management System, there must be on-going effort for the continued development and improvement of the program. Implementing suggestions for improvement from this audit will assist in the continual growth and strengthening of Arcadis' program and their behaviour based culture.

A number of employees commented favorably on the extensive training program Arcadis provides their employees. Training is ongoing and ensures employees have the tools and resources to ensure a safe work environment. Employees appreciate the behaviour base system in place and are satisfied with the level of participation they have to maintain their safety and the safety of their co-workers and stakeholders.

As the foundation of Arcadis' program remains solid and I am confident that if there is continual commitment, development and improvement in this program it will become even stronger, providing a safe work environment for employees, stakeholders and the public.

Congratulations on your score. This audit report will now be forwarded to the Alberta Safety Council for quality assurance review. A final report will be provided to you when it has completed the quality assurance review.

Thank you for allowing Erco Safety the opportunity to conduct your maintenance audit.

Sincerely,



Betts Passmore  
Auditor  
Erco Safety

# **SECTION C**

# **AUDIT INSTRUMENT**

*(Audit Instrument Package)*

# Alberta Safety Council Audit Instrument

## 1. MANAGEMENT LEADERSHIP AND ORGANIZATIONAL COMMITMENT

Management commitment and leadership is the essential foundation for a successful occupational health and safety management system (OHSMS). Management and employees working cooperatively together is required for a health and safety system to succeed.

Questions	Score	Instructions	Notes
<p>1.1 Is there a written Health and Safety Policy signed by the current senior manager?  <b>(5 points)</b></p>	5	<p><b>Verified by reviewing written policy.</b></p> <p>To award the 5 points, the policy must be signed by the current senior manager, and <b>must include:</b></p> <ul style="list-style-type: none"> <li>• declaration of management commitment to health and safety that addresses physical, psychological, and social well-being</li> <li>• general health and safety responsibilities of managers, supervisors, workers and contractors</li> <li>• expectation that employees will comply with applicable legislation and the organization's own health and safety standards</li> </ul> <p><b>Points are awarded based on 100% positive indicators from documentation.</b></p>	<p><b>Doc</b> – 100% positive - Review of Arcadis' Health and Safety Commitment which includes Arcadis' H&amp;S vision and H&amp;S safety policy.</p> <p>Statements in the policy include that Management will strive to achieve zero incidents in everything Arcadis does ensuring the health, safety and well-being of employees and stakeholders.</p> <p>The responsibilities of the organization and individuals is to keep H&amp;S first in all they do. Proactively recognize hazards, assess the risks and control those risks and exercise authority to stop work. Stakeholders (Contractors) are encouraged to align with Arcadis H&amp;S culture and to collaborate to achieve zero incidents.</p> <p>Arcadis (Management) and employees are to comply with applicable legal and other H&amp;S requirements wherever they work.</p> <p>Arcadis' policy is signed off by M. Paczkowski, President in June 2019.</p> <p>Arcadis' H&amp;S policy includes statements that meet all scoring criteria.</p> <p>5/5 points awarded</p>

1.2	Is the Health and Safety policy readily available to employees? <b>(0-5 points)</b>	5	<p><b>Verified by observation.</b></p> <p>The current policy may be posted on bulletin boards, in lunchrooms and/or any areas accessible to employees. It may also be in employee handbooks, safety manuals, and/or downloaded or stored electronically.</p> <p>Notes must describe where the policy is located, and how it is made accessible to all employees at that location. Provide Examples.</p> <p><b>Points are awarded based on the percentage of locations the policy was available.</b></p>	<p><b>Obs – 100%</b> positive verifications through observations that Arcadis' Health and Safety policy is readily available to all employees.</p> <p>The policy is posted in the employee kitchen in the office. It is available in the Employee Field Health and Safety Handbook (EFHSH) which is provided to all employees when they are hired. It is also available on the Arcadis Intranet Site.</p> <p>5/5 points awarded.</p>
1.3	Is the health and safety policy communicated to employees? <b>(0-5 points)</b>	5	<p><b>Verified by senior manager, manager, and supervisor interviews.</b></p> <p>Interviewees must be able to describe how they ensure that the policy is communicated to employees. Provide examples.</p> <p><b>Points are awarded based on the percentage of positive responses.</b></p>	<p><b>Int – 100%</b> positive responses from management and supervisor interviews confirmed that the health and safety policy is communicated to employees.</p> <p>Arcadis reviews their health and safety policy during orientation training. Portions of the policy are also communicated in corporate Townhall meetings and office health and safety meetings.</p> <p>5/5 points awarded</p>
1.4	Are employees aware of the health and safety policy's content? <b>(0-5 points)</b>	5	<p><b>Verified by employee interviews.</b></p> <p>Employees must be able to explain, in general terms, the policy's content. Provide examples.</p> <p><b>Points are awarded based on the percentage of positive responses.</b></p>	<p><b>Int - 100%</b> positive responses from employee interviews confirmed employees are aware of the policy content.</p> <p>Comments from employees included using TRACK to strive for zero incidents. Management is committed the health and safety of employees and stakeholders. Everyone is responsible for safety and employees are responsible for the stewardship of the program.</p> <p>5/5 points awarded.</p>

1.5	<p>Have specific health and safety responsibilities been written for all levels? <b>(0-10 points)</b></p>	10	<p><b>Verified by reviewing documentation</b>, other than the policy (e.g. job descriptions, and health and safety manuals, staff handbooks, etc.).</p> <p>There must be responsibilities written for all applicable employee levels and provide examples for each level:</p> <ul style="list-style-type: none"> <li>• Senior Managers</li> <li>• Managers</li> <li>• Supervisors</li> <li>• Workers</li> </ul> <p><b>Points awarded based on the percentage of positive indicators.</b></p>	<p><b>Doc</b> – 100% positive - Review of Arcadis Health and Safety Management System HS Standard CAN HSMS000 Section 5 Responsibilities for</p> <p><b>Senior Managers</b> (Senior Leadership) are responsible to conduct periodic reviews of the H&amp;S Vision, Policy and Program. Are to establish specific H&amp;S objectives and targets and tracking, monitoring and acting on H&amp;S performance data. Ensure adequate resources, budget and competences are made available to ensure H&amp;S policy requirements are met. Must regularly conduct Task Improvement Processes (TIPs). Ensure reporting of all incidents and near misses and ensure all incidents are investigated and root cause established.</p> <p><b>Managers</b> – (Principals in charge and PMs) are responsible for incorporating H&amp;S into the Go/No Go initial proposal planning decision in all phases of projects from planning to close-out. Managers are to be a visible steward of H&amp;S, ensure employees have appropriate training, qualifications and PPE; ensure all incidents and near misses are reported and investigated; and ensure project Health and Safety Plans (HASPs) are developed for every project.</p> <p><b>Supervisors</b> – all Arcadis employees have the potential to be the supervisor on a field site. Review of the EFHSH Section III states that Site Supervisors are to conduct a pre-workshift tailgate meeting. SS are to report all incidents and near misses and ensure all are investigated and root cause established. Employees are to regularly conduct TIPs on fellow employees and contractors on site.</p> <p><b>Workers</b> – employees are responsible for reading, understanding and adhering to established regulatory H&amp;S standards, and project-specific H&amp;S plans. Employees are to communicate H&amp;S concerns to their supervisor, PM, H&amp;S committee or H&amp;S department. All employees are responsible for using TRACK, revising real time H&amp;S tools (dirty JSAs), conduct regular and as conditions change tailgate</p>
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				<p>meetings; and mitigate unsafe conditions by exercising their authority to “Stop Work” where unsafe conditions cannot be managed or mitigated.</p> <p>Arcadis’ standards have written responsibilities for all level of employees.</p> <p>10/10 points awarded</p>
1.6	<p>Do employees understand their:</p> <p>a. Individual OHS rights <b>(0-5 points)</b></p> <p>b. Company assigned health and safety responsibilities <b>(0-5 points)</b></p> <p>c. Legislated health and safety responsibilities <b>(0-5 points)</b></p>	<p>1</p> <p>5</p> <p>5</p>	<p><b>Verified by employee interviews.</b></p> <p>Employees must be able to identify the three OHS rights (right to know, right to participate, right to refuse dangerous work), what their company designated health and safety responsibilities are (e.g. report incidents, follow safe work procedures, participate in inspections, take required training, etc.), and legislation that applies to the work they do. Provide examples.</p> <p><b>Points are awarded based on the percentage of positive responses.</b></p>	<p><b>Int – verified through employee interviews.</b></p> <p>a - 29% positive that employees understand their three rights. Positive responses for the three rights included the right to know the hazards, participate in health and safety activities and refuse unsafe work.</p> <p>1/5 points awarded</p> <p>b -100% positive employees understand their Arcadis assigned health and safety responsibilities. Employees are to exercise their Stop Work Authority when required, use TRACK daily in all activities and report to Management all injuries and health and safety concerns.</p> <p>5/5 points awarded</p> <p>c -100% positive that employees understand their legislative health and safety responsibilities. Responsibilities include refusing unsafe work and employees are not to ask individuals to perform unsafe work. Complying with legislation, example confined space entry and using fall protection when required.</p> <p>5/5 points awarded</p>

1.7	Do managers and supervisors understand their responsibility for the health and safety of the workers under their supervision? <b>(5 points)</b>	5	<p><b>Verified by manager and supervisor interviews.</b></p> <p>Managers and supervisors must be able to describe how they ensure the health and safety of the employees under their supervision. Provide examples.</p> <p><b>Points are awarded based on a minimum 80% positive responses.</b></p>	<p><b>Int</b> - 100% positive responses from manager and supervisor interviews that they understand their responsibility of the health and safety of the workers under their supervision.</p> <p>Responsibilities include ensuring their employees are trained and following the training they have been provided with. Management is not to ask employees to do any task that is unsafe or that they are not trained to perform. Management must provide a safe work environment for employees.</p> <p>5/5 points awarded.</p>
1.8	Are employees evaluated on their individual health and safety performance? <b>(0-10 points)</b>	10	<p><b>Verified by employee interviews.</b></p> <p>Employees at all levels must be able to explain how their occupational health and safety performance is evaluated. These can include:</p> <ul style="list-style-type: none"> <li>• Performance appraisals</li> <li>• Discipline policy/process for non-performance</li> <li>• Letters from employer</li> <li>• Positive reinforcement by supervisors</li> <li>• Job safety observations</li> <li>• Management and supervisor reviews, etc.</li> </ul> <p>Provide examples.</p> <p><b>Points are awarded based on the percentage of positive responses.</b></p>	<p><b>Int</b> - 100% positive responses from employee interviews that employees are evaluated on their health and safety performance.</p> <p>Corporately annual health and safety activity quotas are set for every level of employees. These quotas are for TIPS and development and review of HASPs. The number of activities an employee is to complete is determined by the employee's pay grade.</p> <p>Employees commented that they are evaluated on how they meet their annual quotas and by peer TIPS performed on them during normal work activities.</p> <p>10/10 points awarded.</p>
1.9	Does senior management communicate to employees, at least annually, the organization's commitment to health and safety? <b>(10 points)</b>	10	<p><b>Verified by employee interviews.</b></p> <p>Notes must include examples of how senior management communicates health and safety commitment. Provide examples.</p> <p><b>Points are awarded based on a minimum 80% positive responses.</b></p>	<p><b>Int</b> - 100% positive responses from employee interviews that senior management communicates Arcadis' commitment to health and safety.</p> <p>Arcadis Canada conducts monthly Townhall meetings that are chaired by the President. Each meeting starts with a health and safety moment presented by the President. The President and Director of Health and Safety regularly sends out communications on health and safety issues.</p> <p>10/10 points awarded</p>

1.10	Does senior management demonstrate commitment to occupational health and safety? <b>(10 points)</b>	10	<p><b>Verified by employee interviews.</b></p> <p>Employees must identify how senior management demonstrates their commitment to health and safety (e.g. site tours, participate in inspections or committees, using hazard controls, etc.). Provide examples.</p> <p><b>Points are awarded based on a minimum 80% positive responses</b></p>	<p><b>Int</b> - 100% positive responses from employee interviews that senior management demonstrates a commitment to health and safety.</p> <p>Senior managers demonstrates their commitment by chairing meetings, discussing safety at every opportunity and by performing TIPs on their employees.</p> <p>10/10 points awarded.</p>
1.11	Is current health and safety legislation readily available at all work sites? <b>(5 points)</b>	5	<p><b>Verified through observation at work sites.</b></p> <p>The current occupational health and safety legislation (e.g. federal and/or provincial) appropriate to the operation of the work site(s) must be readily available.</p> <p>Provide examples.</p> <p><b>Points are awarded based on 100% positive indicators from observations.</b></p>	<p><b>Obs</b> - 100% positive observations confirmed the current copy of the Alberta occupational health and safety act, regulations and code is available in binder format in the boardroom.</p> <p>A copy of the Alberta code handbook is also available to employees in their field kits.</p> <p>5/5 points awarded.</p>
1.12	Does management participate in meetings where health and safety is discussed? <b>(0-10 points)</b>	10	<p><b>Verified by review of health and safety meeting minutes.</b></p> <p>To award points there must be documented evidence of management participation in meetings where health and safety is on the agenda.</p> <p><b>Points are awarded based on the percentage of positive indicators of sampled meeting minutes.</b></p>	<p><b>Doc</b> – 100% positive that management participates in meetings where health and safety is discussed.</p> <p>Review of the JHSC meeting minutes confirmed that the Resource Manager in Calgary is the management co-chair and attended every meeting that was conducted over the last year.</p> <p>Bi-weekly meetings in the Calgary office are maintained on the SharePoint drive. Review confirmed that the Resource Manager attends the meetings. Each meeting starts with a safety moment and safety issues and concerns are discussed with staff at this meeting.</p> <p>10/10 points awarded.</p>

1.13	Does the employer provide resources needed to implement and improve health and safety? <b>(0-10 points)</b>	10	<p><b>Verified by employee interviews.</b></p> <p>Interviewees must be able to describe health and safety resources provided (e.g. paid time, equipment, training, materials, and budget dedicated to health and safety needs, etc.). Provide examples.</p> <p><b>Points are awarded based on the percentage of positive responses.</b></p>	<p><b>Int</b> - 100% positive responses from employee interviews that Arcadis provides sufficient resources for health and safety.</p> <p>Examples included the Arcadis Intranet site, training programs and all the tools and equipment needed to perform their jobs safely.</p> <p>10/10 points awarded.</p>
	<b>TOTAL POINTS POSSIBLE: 105</b>	<b>101</b>		

Total points possible 105 - Points not applicable (N/A) 0 = Total points 105

Total points scored = 101

(divided by) \_\_\_\_\_ x 100 = FINAL SCORE 96 %

Total points possible = 105

## 2. HAZARD ASSESSMENT

A **formal hazard assessment** takes a close look at the overall operations of an organization to identify hazards, measure risk (to help prioritize hazards), and develop, implement and monitor related controls. Worker jobs or types of work are broken down into separate tasks. Formal hazard assessments are detailed, can involve many people, and will require time to complete.

A **site-specific hazard assessment** (also called field-level) is performed before work starts at a site and at a site where conditions change or when non-routine work is added. This flags hazards identified at the location (e.g. overhead powerlines, poor lighting, wet surfaces, extreme temperatures, the presence of wildlife), or introduced by a change at the work site (e.g. scaffolding, unfamiliar chemicals, introduction of new equipment). Any hazards identified are to be eliminated or controlled right away, before work begins or continues.

Questions		Score	Instructions	Notes
2.1	Have jobs been inventoried for the purpose of formal hazard assessments? <b>(0-10 points)</b>	10	<p><b>Verified by reviewing documentation.</b></p> <p>Notes must include examples of the jobs/positions identified, and any that were missed.</p> <p><b>Points are awarded based on the percentage of jobs and occupations inventoried compared to the number required as identified on staff listings or organizational charts.</b></p> <p>Sampling is not acceptable for this question.</p>	<p><b>Doc</b> – 100% positive that Arcadis has all jobs inventoried in the Calgary office. Review of the Calgary Organizational Chart the positions included are a Resource Manager, Assoc. Project Mgr. (seconded to Imperial Oil); Senior Management Consultant; Environmental Scientist 2, Environmental Scientist, Technical Support 2 Project Specialist and an Admin Assistant 2.</p> <p>10/10 points awarded.</p>

2.2	Has the employer compiled a list of tasks associated with each job? <b>(0-20 points)</b>	19	<p><b>Verified by review of formal hazard assessments.</b> The various tasks associated with each occupation/job must be identified. Notes must include examples, and list any tasks that were missed.</p> <p><b>Points are awarded based on the percentage of tasks identified for jobs in the inventory. The maximum score allowed for this question will be determined by the total percentage awarded in question 2.1.</b></p> <p>For example, if only 50% of the points are awarded in question 2.1 (e.g. 5 points), then a maximum of 50% (e.g. 10 points) can be awarded in question 2.2.</p>	<p><b>Doc</b> – 95% positive that Arcadis has a list of tasks associated with each job. Review of the project HASPs it was verified that all tasks have been identified for the jobs at Arcadis. Review of the associated JSA for the HASPs include more detail for the tasks. Examples of tasks include for the CP Lease Inspections the task of driving to site and general inspections. Tasks included in JSA include inspecting building and walking the site. For Baseline Assessment the task of sampling wells using peristaltic pumps, well installation, development and purging using manual methods. For the Office work tasks include general office work. For the office these tasks include walking in the office, filing, lifting and carrying items and ladder use.</p> <p>Tasks for field positions are captured and well documented. Office tasks missing are the performing of Fire Warden duties/Emergency response and working alone.</p> <p>19/20 points awarded.</p>
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<p>2.3</p>	<p>Are health and safety hazards identified for the tasks associated with each job? <b>(0-20 points)</b></p>	<p>18</p>	<p><b>Verified by review of formal hazard assessments</b> to confirm that <b>both</b> health and safety hazards have been identified for tasks where applicable. (Confirmed by question 2.2).</p> <p>Notes must include examples of both health and safety hazards identified. A health hazard is anything that could harm someone's health, either immediately or over time. A safety hazard is anything that could cause injury or damage.</p> <p>Consider the four categories for health and safety hazards, which include:</p> <ul style="list-style-type: none"> <li>• Physical (e.g. radiological, working at heights, lifting heavy loads, extreme temperatures, violence, ergonomics, etc.)</li> <li>• Chemical (e.g. fumes, vapours, gases, waste products, etc.)</li> <li>• Biological (e.g. bodily fluids, viruses, bacteria, moulds, etc.)</li> <li>• Psychological (e.g. harassment and bullying, stress, fatigue, etc.)</li> </ul> <p>Provide examples and % for health hazards and % for safety hazards. Score is based on combined %</p> <p>Note: All hazard categories may not be applicable to every task identified on formal hazard assessments.</p> <p><b>Points are awarded based on the average percentage of tasks for which hazards have been identified. The maximum score allowed for this question will be determined by the total percentage awarded in question 2.2.</b></p> <p>For example, if only 50% of the points are awarded in question 2.2 (e.g. 10 points), then only 50% (e.g. 10 points) can be awarded in question 2.3.</p>	<p><b>Doc</b> – 95% positive that health and safety hazards have been identified for all tasks. Review of completed HASPs and JSAs verified the hazards that have been identified.</p> <p>For the hazard general inspections the hazards include uneven or slippery terrain, working in buildings in poor condition, working in the vicinity of rail yard equipment, exposure to heat, cold, sun, weather, insects, spiders, and snakes. For Well development and sampling hazard include RSI, chemical, and falls. For office work hazards include violence in unsafe area, falls, RSI and noise.</p> <p>Hazards not captured include workplace violence when performing tasks at a client owned field site.</p> <p>Audit protocol requires question 2.3 to be scored dependent on percentage awarded in question 2.2. The maximum available points from 2.3 cannot exceed the total number of points awarded in 2.2 therefore maximum points available are 19.</p> <p>18/20 points awarded</p>
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2.4	<p>Have the identified health and safety hazards been evaluated according to risk? <b>(0-10 points)</b></p>	9	<p><b>Verified by review of formal hazard assessments</b> to confirm that each hazard identified in question 2.3 has been assessed for risk to determine priority using a consistent approach.</p> <p>System should include an assessment of the:</p> <ul style="list-style-type: none"> <li>- Potential consequences of exposure to the hazard (Severity).</li> <li>- Likelihood of an incident occurring (Probability).</li> <li>- Degree of exposure to the hazard (Frequency).</li> </ul> <p>Notes must describe the system in use.</p> <p><b>Points are awarded based on the percentage of health and safety hazards that have been assessed/prioritized.</b></p> <p>The <b>maximum</b> percentage allowed for this question cannot exceed the percentage awarded in question 2.3.</p>	<p><b>Doc</b> – 100% all identified hazards have been evaluated according to risk. Review of Arcadis HARC program and the Activity Matrix for use in the HARC program confirms all identified health and safety hazards have been evaluated according to risk.</p> <p>Arcadis uses a risk matrix to evaluate the hazard. Each hazard is looked at individually starting with the consequences to people and property assessed separately.</p> <ul style="list-style-type: none"> <li>1 – Slight or no health effect/slight or no damage</li> <li>2 – Minor Health effect/minor damage</li> <li>3 – Major health effect/local damage</li> <li>4 – Fatalities/major damage</li> </ul> <p>Likelihood that the incident will occur is also looked at in the matrix. Each column is assigned a value (in brackets) for evaluation.</p> <ul style="list-style-type: none"> <li>A (0) – Almost Impossible</li> <li>B (1) – Possible but unlikely</li> <li>C (2) – Likely to happen</li> <li>D (4) – Almost certain to happen</li> </ul> <p>When the evaluation is done the number for the consequence is multiplied to the likelihood numerical value. 0-3 is considered low risk, 4-6 medium risk and 8-12 high risk.</p> <p>The risk assessment matrix is also color coded. Low is green, yellow for medium and red for high. A matrix is included in each HASP along with a hazard analysis of each hazard including the risk assessment unmitigated and mitigated.</p> <p>As this scoring cannot exceed the percentage awarded in question 2.3 which is 90%, maximum points available is 9.</p> <p>9/10 points awarded.</p>
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2.5	Is senior management knowledgeable about the high hazard tasks related to their operations? <b>(10 points)</b>	10	<b>Verified by senior manager interviews.</b> Senior management must be knowledgeable of the high hazard (critical) tasks related to their operations (identified in question 2.4). Provide examples. <b>Points are awarded based on a minimum 80% positive responses.</b>	<b>Int</b> - 100% positive responses from senior management that they are knowledgeable about the high hazard risks related to their operations. Examples of high hazard tasks include working around electrical and rotating equipment in the drilling rigs and field sites. Working in remote areas also have the high hazard of spider, tick and fly bites.  10/10 points awarded.
2.6	Do the following participate in the formal hazard assessment process? a. Managers <b>(10 points)</b> b. Supervisors <b>(10 points)</b>	10  10	<b>Verified by manager/supervisor interviews.</b> Confirm that management and supervisory levels are involved in the formal hazard assessment process, and/or in the regular review of formal hazard assessments. Provide examples. <b>Points are awarded based on a minimum 80% positive responses.</b>	<b>Int</b> - 100% positive responses from manager and supervisor interviews that they participate in the formal hazard assessment process. Participation is in the development of project specific HASP and the dirtying and review of the JSA for the project. TRACK is also an element of the hazard assessment process that managers and supervisors participate in.  10/10 points awarded
2.7	Have workers participated in the development, and/or review of the formal hazard assessments. <b>(0-10 points)</b>	10	<b>Verified by worker interviews.</b> Workers must be able to describe how they participated in the development and/or review and revision of the formal hazard assessments and the identification of controls. Provide examples. <b>Points are awarded based on the percentage of positive responses.</b>	<b>Int</b> - 100% positive responses from worker interviews that they have participated in the development and review of formal hazard assessments. Arcadis workers participate in TRACK and pre-shift tailgate meetings to identify hazards and formally document the hazards and controls by dirtying the JSAs.  10/10 points awarded.

2.8	<p>Are employees designated to lead the formal hazard assessment process trained? <b>(0-5 points)</b></p>	0	<p><b>Verified by review of formal hazard assessments and training records.</b></p> <p>Employees who lead the formal hazard assessment process (e.g. managers, supervisors, team leaders, etc.) must be trained.</p> <p>Refer to completed formal hazard assessments to determine who lead employees are, then refer to the training records to determine if these employees have completed training. Training may be done internally or by a third party provider.</p> <p><b>Points are awarded based on the percentage of positive indicators.</b></p>	<p><b>Doc</b> – 0% positive. Review of training records and Arcadis’ Hazard Assessment Standards could not verify training is provided to individuals leading the formal hazard assessment process.</p> <p>Resource Manager and the Environmental Scientist 2 have completed the AMSHA JHSC training program that covers hazard assessments.</p> <p>All Arcadis employees are required to develop HASP for projects and follow the HARC procedure for the hazard assessment process. TRACK is the basis of the hazard assessment process. TRACK is an undocumented hazard assessment. Arcadis’ Hazard Assessment Standard states all employees will be provided training in the undocumented TRACK process and that formal training in HARC is not required.</p> <p>0/5 points awarded</p>
2.9	<p>Is there a written policy and/or process to review formal hazard assessments? <b>(5 points)</b></p>	0	<p><b>Verified by review of formal hazard assessment policy and/or process.</b></p> <p>Documentation must confirm a requirement to review formal hazard assessments, and includes the following criteria:</p> <ul style="list-style-type: none"> <li>• On a regular basis to keep the results up-to-date</li> <li>• When changes are made to the operation or work-related process</li> <li>• When a new work process is introduced</li> <li>• When site-specific hazard assessments identify a new hazard</li> <li>• When an inspection identifies a new hazard</li> <li>• When an investigation identifies a new hazard</li> </ul> <p><b>Points are awarded based on 100% positive indicators from documentation.</b></p>	<p><b>Doc</b> – 0% positive that Arcadis’ written policy includes a process to review formal hazard assessments. Arcadis’ formal hazard assessment process is through HARC and development and dirtying of JSAs. Review of Arcadis Hazard Identification Risk Assessment and Risk Control Standard CAN HSMS002. This document states that Corporate H&amp;S with Operational and Practice Experts will review and update, as required, the corporate HARC listing on an annual basis. Procedures required that JSAs are reviewed daily at tailgate meetings to document changes.</p> <p>The process does not meet the scoring criteria, therefore 0/5 points are awarded.</p>



2.12	<p>Have site-specific hazard assessments been:</p> <p>a. conducted before work begins on the day of the job? <b>(5 points)</b></p> <p>b. repeated if changes are introduced? <b>(5 points)</b></p>	<p>5</p> <p>5</p>	<p><b>Verified by review of completed site-specific hazard assessments.</b></p> <p>If site specific hazard assessments were not required in the previous 12 months, this question may be marked not applicable (n/a). Provide justification.</p> <p><b>Points are awarded based on 100% positive indicators from documentation.</b></p>	<p><b>Doc</b> – 100% positive site-specific hazard assessments are conducted before work begins.</p> <p>a - Review of daily Tailgate Meeting minutes confirm that site-specific hazard assessments have been completed prior to work starting at the site.</p> <p>5/5 points awarded.</p> <p>b –100% positive site-specific hazard assessments are repeated when changes occur. Review of General Field Health and Safety requirements in the EFHSH. It is Arcadis' policy and procedure that additional Tailgate meetings be conducted when there are changes to the site. This process would include repeating the site-specific hazard assessment process.</p> <p>5/5 points awarded.</p>
2.13	<p>Have controls been identified for site specific hazard assessments? <b>(0-5 points)</b></p>	<p>5</p>	<p><b>Verified by review of documentation.</b></p> <p>Site-specific hazard assessment records must identify controls.</p> <p><b>Points are awarded based on the percentage of positive indicators.</b></p> <p>If site specific hazard assessments were not required in the last 12 months, this question may be marked not applicable (n/a). Provide justification.</p>	<p><b>Doc</b> – 100% positive controls have been identified for the hazards listed on the site specific hazard assessment. Review of completed Tailgate Meeting minutes the Baseline ESA – controls for the hazards include utility locates prior to work and 5m clearance, no smoking on site, eye protection, hand protection, communication devices, traffic control devices (cones).</p> <p>5/5 points awarded.</p>

2.14	Do site-specific hazard assessments involve affected employees at the work site? <b>(0-10 points)</b>	10	<b>Verified by manager/supervisor and worker interviews.</b> Interviewees must be able to describe how they participate in the site specific hazard assessment process. Provide examples. <b>Points are awarded based on the percentage of positive responses.</b> If site specific hazard assessments were not required in the last 12 months, this question may be marked not applicable (n/a). Provide justification.	<b>Int</b> - 100% positive responses from manager, supervisor and worker interviews that site specific hazard assessments involve affected employees. Site specific hazard assessments are reviewed at the daily tailgate meeting which all employees and Arcadis contractors must attend prior to work commencing.  10/10 points awarded.
2.15	Is there a system in place for workers to report newly identified hazards? <b>(0-10 points)</b>	10	<b>Verified by worker interviews.</b> Workers must be able to describe the system to report unsafe or unhealthy conditions and practices. <b>Points are awarded based on the percentage of positive responses.</b>	<b>Int</b> - 100% positive responses from worker interviews that there is a method for workers to report newly identified hazards. The process is through TRACK. When a worker identifies the new hazard through TRACK the worker will exercise their Stop Work Authority to report the hazard. Workers will control the new hazards if they able to. It not they will contact the PM, Resources Manager and/or the Director of Safety to determine a control.  10/10 points awarded
<b>TOTAL POINTS POSSIBLE: 160</b>		<b>141</b>		

### Audit Score

Total points possible 160 - Points not applicable (N/A) 0 = Total points 160

Total points scored = 141

(divided by) \_\_\_\_\_ x 100 = FINAL SCORE 88 %

Total points possible = 160

### 3. HAZARD CONTROL

If an identified hazard cannot be eliminated, controls are implemented to reduce the risk of the hazard. Implementation of hazard controls will result in the reduction of incidents. Three methods of control are: Engineering (i.e. elimination, substitution, guards, ventilation, sound barriers, etc.); Administrative (i.e. safe work practices, job procedures, job rotation, training, etc.); Personal Protective Equipment (i.e. eye protection, hearing protection, gloves, fire retardant coveralls, etc.).

Questions	Score	Instructions	Notes
<p>3.1</p> <p>Have controls been identified for the hazards listed in the formal hazard assessments? <b>(0-10 points)</b></p>	<p>9</p>	<p><b>Verified by review of formal hazard assessments.</b></p> <p>Hazard assessments <u>must</u> include controls for each hazard identified, including engineering, administrative, and PPE controls where applicable.</p> <p><b>Points are awarded based on the percentage of hazards for which controls have been identified in question 2.3. The maximum percentages allowed for this question will be determined by the percentage awarded in question 2.3.</b></p> <p>See question 2.3 for an example on calculating score.</p>	<p><b>Doc</b> – 100% positive controls have been identified for the hazards listed in the HASPs and JSAs. Review of the Baseline ESA it includes the control of the Utility Locates – the Utility Clearance HS Standard has been developed and attached to the HASP. Other controls for this HASP include training. The H&amp;S Orientation Program, WHMIS, Defensive Driving, First Aid and eRailsafe. Standard PPE is required that consists of hard hat, high visibility vest, 8” steel toed boots and appropriate gloves. Traffic cones are available in the employees’ vehicle. Review of the Office JSA controls identified for the hazards include adhering to good housekeeping practices, storing heavy items on lower shelves, using a ladder, and using a dolly or cart to transfer items. Guards are in place on rotating equipment.</p> <p>Audit protocol requires question 3.1 to be scored dependent on percentage awarded in question 2.3. The maximum available points from 3.1 cannot exceed the total % of points awarded in 2.3 therefore maximum points available are 9.</p> <p>9/10 points awarded</p>

3.2	Have the identified engineering controls been implemented? <b>(0-20 points)</b>	20	<p><b>Verified by observation.</b></p> <p>Refer to question 3.1 to obtain a sample of engineering controls, and verify through observation that they have been implemented. Auditors must include high hazard items in the sample to verify they have been given priority. Provide examples.</p> <p><b>Points are awarded based on the percentage of engineering controls sampled from the formal hazard assessment that have been observed.</b></p>	<p><b>Obs</b> - 100% positive observations that engineering controls have been implemented. Cones are available for traffic control, in addition employees use their vehicle as a barricade. Stand up desk are available in the office. Guards are installed on rotating equipment. Shut off valves are installed on piping at the field sites.</p> <p>20/20 points awarded</p>
3.3	Have the identified administrative controls been implemented? <b>(0-20 points)</b>	20	<p><b>Verified by review of documentation</b></p> <p>Refer to question 3.1 obtain a sample of administrative controls to verify through a review of documentation. Auditors must include high hazard items in the sample to verify they have been given priority.</p> <p><b>Points are awarded based on the percentage of administrative controls sampled from the formal hazard assessments that have been verified through documentation.</b></p>	<p><b>Doc</b> – 100% positive identified administrative controls have been implemented. Review of a list of Arcadis’ standards and training records and compared the list to the requirement of the HASPs confirmed the controls have been implemented.</p> <p>For the high electrical hazard employees have been provided with electrical training and only employees with this training are permitted on the site. Arcadis also has an Electrical Safety Standard. Additional administration controls include Ladder Safety Standard, Power and Hand Tools Standard and Working at Heights.</p> <p>20/20 points awarded.</p>
3.4	Have the identified personal protective equipment (PPE) controls been implemented? <b>(0-20 points)</b>	20	<p><b>Verified by observation.</b></p> <p>Refer to question 3.1 to obtain a sample of controls, and verify through observation that they have been implemented. Auditors must include high hazard items in the sample to verify they have been given priority. Provide examples.</p> <p><b>Points are awarded based on the percentage of controls sampled from the formal hazard assessment that have been observed.</b></p>	<p><b>Obs</b> - 100% positive observations that PPE controls have been implemented. Standard PPE required at all sites is hard hat, hearing protection, 8” steel toed boots, high visibility vest and gloves for the tasks being performed.</p> <p>20/20 points awarded</p>

3.5	<p>Are changes to hazard controls communicated to affected employees? <b>(0-5 points)</b></p>	5	<p><b>Verified by employee interviews.</b> Interviewees must be able to explain how they were informed of a change to hazard controls relevant to their job tasks. If no changes have been made, interviewees must be aware of how they will be informed of changes. Provide examples. <b>Points are awarded based on percentage of positive response.</b></p>	<p><b>Int</b> - 100% positive responses from employee interviews that changes to hazard controls are communicated to affect employees. Communication is done through the review of the HASP prior to attending the site. At the site TRACK is done, JSAs dirtied with changes and discussed at the pre-work tailgate meetings.  5/5 point awarded.</p>
3.6	<p>Are employees using the established hazard controls? <b>(0-5 points interview)</b> <b>(0-10 points observation)</b></p>	5 10	<p><b>Verified by employee interviews and observation.</b> Interviewees must confirm their use of hazard controls. Observe employees performing their jobs, and verify they are <b>using</b> the established hazard controls identified in the interviews. Provide examples. Score: 0 - 5 points for interviews 0 - 10 points for observations <b>Points are awarded based on the percentage of positive responses and positive indicators from observations.</b></p>	<p><b>Int</b> - 100% positive responses from employee interviews that employees are using established controls. Employees are using TRACK in everything they do. On site employees are dirtying JSAs and communicating the change to the PM.  5/5 points awarded  <b>Obs</b> - 100% positive employees are using established controls. During observation it was confirmed TRACK is used in every task, vehicles were used as barricades. Employees were all wearing the required PPE. Site Supervisor conducted a tailgate meeting prior to the observed task starting.  10/10 points awarded.</p>
3.7	<p>Do managers/supervisors enforce the use of hazard controls? <b>(0-5 points)</b></p>	5	<p><b>Verified by managers/supervisor and worker interviews.</b> Managers/supervisors must be able to give examples of how they enforce the use of controls. Workers must be able to describe the enforcement process. Provide examples. <b>Points are awarded based on the percentage of positive responses.</b></p>	<p><b>Int</b> - 100% positive responses from managers, supervisors and workers that managers and supervisors enforce the use of controls. Enforcement is done through observations and the completion of the TIPs process.  5/5 points awarded</p>

3.8	<p>Is there a process in place for preventative maintenance of equipment, vehicles, facilities, and tools? <b>(5 points)</b></p>	5	<p><b>Verified by review of policy and/or process documents.</b> Documentation must include a policy and/or process requiring ongoing preventative maintenance for vehicles, equipment, facilities, and tools. (e.g.: overhead doors, cranes, localized ventilation, forklifts, power tools, etc.). There must be maintenance schedules where applicable. <b>Points are awarded based on 100% positive indicators from documentation.</b></p>	<p><b>Doc</b> – 100% positive there is a process for preventative maintenance. Arcadis rents all sampling equipment. Employees use personal vehicles or rental vehicles to go to field sites. Employees are required to complete vehicle inspections – weekly or daily depending on the length of the project and how much driving they are doing. These are requirements of the Motor Vehicle Safety Program Standard.</p> <p>Office equipment is linked through WIFI to the vendor who performs preventative maintenance on the equipment.</p> <p>The office facilities are maintained by the building management.</p> <p>5/5 points awarded.</p>
3.9	<p>Is the preventative maintenance process in use? <b>(0-5 points)</b></p>	5	<p><b>Verified by review of documentation.</b> Documentation must confirm that preventative maintenance is being performed according to the schedule as identified in question 3.8. Points are awarded based on the percentage of positive indicators.</p>	<p><b>Doc</b> – 100% positive preventative maintenance process is in use.</p> <p>During the audit the printer vendor arrived to address a concern with the printer.</p> <p>Review of HASPs in the Appendix there were copies of the vehicle inspections conducted.</p> <p>5/5 points awarded.</p>
3.10	<p>Is there a system that ensures defective equipment, vehicles, facilities, and tools are taken out of service? <b>(0-10 points)</b></p>	10	<p><b>Verified by worker interviews.</b> Worker interviews must be able to describe when and how defective equipment, vehicles, facilities, and tools are removed from service or for repair. (e.g. tag out, lock out, energy isolation, etc.). Provide examples. <b>Points are awarded based on the percentage of positive responses.</b></p>	<p><b>Int</b> - 100% positive responses from worker interviews that there is a system in place to ensure defective equipment is taken out of service. Electrical systems have lock outs on the panels, piping have shut off valves. Flow systems have blinds built in that can be shut off on the computer. Defective items will be tagged to notify others that the equipment is not to be used.</p> <p>10/10 points awarded.</p>

3.11	Is there a written Violence Prevention Policy as per legislative requirements? <b>(5 points)</b>	5	<p><b>Verified by review of documentation</b></p> <p>As part of an employer's violence prevention plan, a policy must be in place that includes (but is not limited to):</p> <ul style="list-style-type: none"> <li>• commitment to eliminating or controlling the violence</li> <li>• responsibility to investigate any incidents of violence</li> <li>• commitment to maintain confidentiality of personal information of those involved, where appropriate.</li> <li>• statement that the policy is not intended to discourage a worker from exercising their rights</li> </ul> <p><b>Points are awarded based on 100% positive indicators.</b></p>	<p><b>Doc – 100%</b> that Arcadis' Violence Prevention Policy meets legislative requirements. Review of Arcadis' Respect in the Workplace policy which is owned by the HR department.</p> <ul style="list-style-type: none"> <li>- The policy states that management is committed to ensuring all people are treated with dignity, respect and free of discrimination and workplace violence. The policy includes work place violence and threats.</li> <li>- A formal investigation will commence and will be the responsibility of the Director of HR.</li> <li>- All persons involved with a complaint are required to maintain confidentiality. Confidentiality will be maintained throughout the investigatory process to the extent practicable and appropriate under the circumstances.</li> <li>- The policy includes a statement that the employee will not be reprimanded for reporting an act of violence.</li> </ul> <p>Arcadis' policy contains all four required statements.</p> <p>5/5 points awarded</p>
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3.12	Are there Violence Prevention Procedures written as per legislative requirements? <b>(5 points)</b>	0	<p><b>Verified by review of documentation</b></p> <p>As part of an employer's violence prevention plan, a procedure must be in place that includes (but is not limited to):</p> <ul style="list-style-type: none"> <li>• the hazards related to specific, general, or potential violence</li> <li>• eliminating or controlling the hazard of violence</li> <li>• how to obtain immediate assistance when an incident of violence occurs</li> <li>• how to report violence</li> <li>• investigating an incident of violence, and implementing controls as appropriate</li> <li>• informing the parties involved of the results of the investigation, and corrective actions.</li> </ul> <p><b>Points are awarded based on 100% positive indicators</b></p>	<p><b>Doc</b> – 0% positive that Arcadis' Violence Prevention procedures include all legislative requirements. Review of the HR Respectful Workplace policy to confirm statements included in the policy. These statements include</p> <ul style="list-style-type: none"> <li>- hazard related to violence are not described.</li> <li>- Management is committed to ensuring all people are treated with dignity, respect and free of discrimination and work place violence. Disrespectful behaviour will not be tolerated.</li> <li>- The policy does not include instructions on obtaining immediate assistance when violence occurs.</li> <li>- Employees are to report to their Manager, HR department or through Arcadis' Integrity Line.</li> <li>- Management and HR are responsible for the investigation process and implementing controls</li> <li>- The policy does not include informing parties involved the results of the investigation and corrective actions.</li> </ul> <p>0/5 points awarded.</p>
3.13	Are employees trained in the Violence Prevention Plan? <b>(0-5 points)</b>	4	<p><b>Verified by employee interviews.</b></p> <p>Employees must be able to explain, in general terms, the plan content, such as how they report violence and how to they would obtain immediate assistance. Provide examples.</p> <p><b>Points are awarded based on the percentage of positive responses.</b></p>	<p><b>Int</b> - 71% positive responses from employee interviews that they have been trained on the Corporate Violence Prevention Plan. Arcadis has an on-line Violence Prevention training modules that employees take in orientation. Violence is not tolerated and must be reported.</p> <p>4/5 points awarded.</p>

3.14	Is there a Harassment prevention policy as per legislative requirements? <b>(5 points)</b>	5	<p><b>Verified by review of documentation</b></p> <p>Documentation must confirm the Harassment Prevention policy includes the following criteria:</p> <ul style="list-style-type: none"> <li>• commitment to eliminating or controlling the harassment</li> <li>• responsibility to investigate any incidents of harassment and take corrective actions</li> <li>• commitment to maintain confidentiality of personal information of those involved where appropriate.</li> <li>• statement that the policy is not intended to discourage a worker from exercising their rights</li> </ul> <p><b>Points are awarded based on 100% positive indicators</b></p>	<p><b>Doc</b> – 100% positive that the Harassment prevention policy includes all legislative requirements. Review of Arcadis' Respect in the Workplace HR.4.23 Policy. Required statements included in the policy are</p> <ul style="list-style-type: none"> <li>- Management is committed to ensure all people are treated with dignity, respect and free of discrimination and workplace violence. The definitions of the policy include bullying and harassment.</li> <li>- Management and the HR department have the responsibility to investigate any incidents of harassment and to tack corrective action.</li> <li>- All persons involved with a complaint are required to maintain confidentiality.</li> <li>- The policy states that employees will not be reprimanded for reporting harassment.</li> </ul> <p>5/5 points awarded.</p>
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3.15	Are there Harassment Prevention Procedures written as per legislative requirements? <b>(5 points)</b>	0	<p><b>Verified by review of documentation</b></p> <p>Documentation must confirm there are Harassment Prevention procedures written for the following</p> <ul style="list-style-type: none"> <li>• how to report harassment</li> <li>• documenting, investigating and preventing harassment</li> <li>• informing the parties involved of the results of the investigation, and corrective actions.</li> </ul> <p><b>Points are awarded based on 100% positive indicators</b></p>	<p><b>Doc</b> – 0% positive that there are Harassment Prevention Procedures written to include all legislative requirements. Arcadis' Respect in the Workplace policy was reviewed to confirm is all legislative requirements are included in the policy. Statements included in the procedures include –</p> <ul style="list-style-type: none"> <li>- employees can attempt to diffuse the situation and if the situation continues they are to contact their Manager or HR.</li> <li>- Management is committed to preventing harassment. A formal investigation will be conducted through recording facts, times, dates, witnesses or physical evidence.</li> <li>- The procedures do not include a statement about informing parties involved of the results and correct actions.</li> </ul> <p>0/5 points awarded.</p>
3.16	Are employees trained in the Harassment Prevention Plan? <b>(0-5 points)</b>	4	<p><b>Verified by employee interviews.</b></p> <p>Employees must be able to explain, in general terms, the plan content, such as how they report harassment. Provide examples.</p> <p><b>Points are awarded based on the percentage of positive responses.</b></p>	<p><b>Int</b> - 71% positive responses from employee interviews that employees are trained in the Harassment Prevention Plan. During orientation all employees complete the online Violence Prevention module that includes harassment. Harassment is not tolerated, the Respect in the workplace policy must be followed at all times.</p> <p>4/5 points awarded.</p>
3.17	Have the Violence and Harassment Policies and Procedures been reviewed? <b>(5 points)</b>	5	<p><b>Verified by review of documentation</b></p> <p>The violence and harassment policies and procedures must be reviewed:</p> <ul style="list-style-type: none"> <li>• when an incident occurs related to violence and/or harassment; or</li> <li>• if the HSC or HS representative recommend a review; or</li> <li>• at least every 3 years.</li> </ul> <p><b>Points are awarded based on 100% positive indicators</b></p>	<p><b>Doc</b> – 100% positive the Violence and Harassment Policies and Procedures have been reviewed. Review of Respectful workplace standard it was developed in 2017. There has been no incident reported and the JHSC has not recommended a review. The next review would be required by 2020.</p> <p>5/5 points awarded.</p>

<b>TOTAL POINTS POSSIBLE: 150</b>	137		
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Audit Score

Total points possible 150 - Points not applicable (N/A) 0 = Total points 150

Total points scored = 137

(divided by) \_\_\_\_\_ x 100 = FINAL SCORE 91 %

Total points possible = 150

#### 4. JOINT WORK SITE HEALTH AND SAFETY COMMITTEES (HSC) AND HEALTH AND SAFETY REPRESENTATIVES (HS REPRESENTATIVES)

Joint Work Site Health and Safety Committees are a key element of the internal responsibility system. It brings work site parties together to work on topics such as hazard identification and control, investigation of health and safety incidents, and responding to reports of dangerous work. If the employer has 1-4 employees as determined through the audit scope, this element may be marked not applicable.

Questions		Score	Instructions	Notes
4.1	Does a policy or procedure include all legislated requirements for an HS representative? <b>(5 points)</b>	NA	<p><b>Verified by review of documentation.</b></p> <p>A policy or procedure for the HS representative(s) must include:</p> <ul style="list-style-type: none"> <li>• Requirement to appoint a representative(s)</li> <li>• Reporting to management</li> <li>• Term of office</li> <li>• Training Requirements</li> </ul> <p><b>Points are awarded based on 100% indicators from documentation.</b></p> <p>If the employer is <b>only required to have an HSC, this question may be marked not applicable (n/a).</b> Provide justification.</p>	There are 7 employees in the Arcadis Calgary office. Arcadis Calgary has developed a JHSC committee as per company corporate policy.
4.2	Has an HS representative been appointed? <b>(5 Points)</b>	NA	<p><b>Verified by review of documentation.</b></p> <p>Review any policies, procedures, meeting minutes or documentation that can verify that the HS representative has been appointed as per legislated requirements.</p> <p><b>Points are awarded based on 100% indicators from documentation.</b></p> <p>If the employer is <b>only required to have an HSC, this question may be marked not applicable (n/a).</b> Provide justification.</p>	There are 7 employees in the Arcadis Calgary office. Arcadis Calgary has developed a JHSC committee as per company corporate policy.
4.3	Do the terms of reference for the HSC include all legislated requirements? <b>(5 points)</b>	5	<p><b>Verified by review of documentation.</b></p> <p>Terms of reference for the HSC must include:</p> <ul style="list-style-type: none"> <li>• Memberships structure requirements</li> <li>• Membership succession strategy</li> <li>• Committee dispute resolution process</li> </ul>	<p><b>Doc</b> – 100% positive that the JHSC terms of reference includes all legislative requirements. Review of the JHSC Terms of Reference for the Calgary office. This document includes statements for all the legislative requirements.</p> <p>Statements in the terms of reference include the committee structure and the succession strategy.</p>

			<ul style="list-style-type: none"> <li>• Coordinating with the employer's other work site HSCs or representatives</li> <li>• Meeting frequencies</li> <li>• Meeting quorum</li> <li>• Reporting to management</li> <li>• Term of office</li> <li>• Training requirements for co-chairs and members</li> <li>• Worker confidentiality</li> </ul> <p><b>Points are awarded based on 100% indicators from documentation.</b></p> <p>If the employer is <b>only required to have an HS representative(s), this question may be marked not applicable (n/a).</b> Provide justification.</p>	<p>Committee dispute resolution is for either co-chair to make unilateral written recommendation to Management. The committee members will participate in the Canada-wide monthly JHSC meetings and will liaise with different JHSC on field sites to address health and safety concerns. The committee may make written recommendations to management and management must respond within 30 days. Terms of office are a minimum of one year. Co-chairs will be provided training with respect to their duties and function. Training is encouraged for other committee members. The committee will ensure worker confidentiality when required.</p> <p>5/5 points awarded.</p>
4.4	Has the HSC been established as required in the terms of reference? <b>(5 points)</b>	5	<p><b>Verified by review of documentation</b></p> <p>Review terms of reference and meeting minutes to determine that there is an established HSC.</p> <p><b>Points are awarded based on 100% indicators from documentation.</b></p> <p>If the employer is <b>only required to have an HS representative(s), this question may be marked not applicable (n/a).</b> Provide justification.</p>	<p><b>Doc – 100% positive a JHSC has been established as required in the terms of reference. Review of the JHSC Terms of Reference and JHSC meeting minutes confirms that a Calgary JHSC has been established with 2 members as per TOR requirements.</b></p> <p>5/5 points awarded.</p>
4.5	Does the HSC hold meetings as identified in the terms of reference? <b>(0-5 Points)</b>	5	<p><b>Verified by review of documentation.</b></p> <p>Review committee meeting minutes to confirm the meeting frequency is being met as per the HSC Terms of Reference. HSC meetings must be held at least quarterly.</p> <p><b>Points are awarded based on percentage of positive indicators from documentation.</b></p> <p>If the employer is <b>only required to have a HS Representative(s), this question may be marked not applicable (n/a).</b> Provide justification.</p>	<p><b>Doc – 100% positive the JHSC holds meetings as per Terms of Reference. Review of the JHSC meeting minutes confirms that a JHSC meeting is held at a minimum of every three months.</b></p> <p>5/5 points awarded.</p>

4.6	<p>Are formal inspections completed prior to HSC meetings? <b>(0-5 points)</b></p>	5	<p><b>Verified by review of documentation.</b> There should be a connection between formal inspections and the HSC meetings. Inspection frequencies should not be limited by HSC meeting frequencies; however, an inspection(s) must take place prior to each scheduled HSC meeting.</p> <p><b>Points are awarded based on percentage of positive indicators from documentation.</b> If the employer is <b>only required to have a HS representative(s), this question may be marked not applicable (n/a).</b> Provide justification.</p>	<p><b>Doc</b> – 100% formal inspections are completed prior to the JHSC meeting. Review of inspection reports, all inspections were conducted by the Administrative Assistant prior to the JHSC meeting.</p> <p>5/5 points awarded.</p>
4.7	<p>Have duties been written for the HSC and/or HS representative(s)? <b>(5 Points)</b></p>	5	<p><b>Verified by review of documentation.</b> Duties of the HSC and/or HS representative(s) must be written and <b>must</b> include:</p> <ul style="list-style-type: none"> <li>• Responding to workers health and safety concerns and complaints</li> <li>• Participation in hazard and control identification</li> <li>• Developing and promoting health and safety education and training</li> <li>• Conducting inspections of the work site</li> <li>• Participation in investigations</li> <li>• Developing and promoting health and safety measures, and check effectiveness</li> <li>• Making recommendations to improve the health and safety management system</li> <li>• Maintaining records pertaining to the committee associated with the above duties</li> </ul> <p><b>Points are awarded based on 100% positive indicators from documentation</b></p>	<p><b>Doc</b> – 100% positive duties have been written for the JHSC. Review of the Terms of Reference, this document includes duties for the Management Co-Chair, the Worker Co-chair and the committee as a whole. The duties include all the legislative required duties of the committee</p> <p>5/5 points awarded.</p>

4.8	Have the HSC members and/or the HS representative(s) been trained in their duties and responsibilities? <b>(0-10 points)</b>	10	<b>Verified by review of documentation.</b> Review training records for committee members and/or the HS Representative(s). <b>Points are awarded based on percentage of positive indicators.</b>	<b>Doc</b> – 100% positive HSC co-chairs have received training on their duties and responsibilities. Review of certificates the management and worker co-chair have both completed the Joint Health and Safety Committee training provided by the Alberta Municipalities Health and Safety Association.  10/10 points awarded.
4.9	Do the HSC members and/or HS representative(s) understand their duties and responsibilities? <b>(0-10 points)</b>	10	<b>Verified by HSC and/or HS representative(s) interviews</b> Interviewees must be able to describe their general duties and responsibilities. (e.g. participation in hazard identification, investigations, and inspections, development and promotion of hazard controls, handling health and safety concerns, etc.) <b>Points are awarded based on percentage of positive responses.</b>	<b>Int</b> - 100% positive responses from the JHSC members in regards to their duties and responsibilities.  Committee members conduct facility inspections, address health and safety concerns and work together with management to improve workplace safety.  10/10 points awarded.
4.10	Do HSC members and/or the HS representative(s) participate in health and safety activities? <b>(0-10 points)</b>	7	<b>Verified by employee interviews.</b> Interviewees must be able to confirm the committee members and/or representative(s) are involved in health and safety activities. Provide examples. <b>Points are awarded based on the percentage of positive responses.</b>	<b>Int</b> - 71% positive responses from employee interviews that committee members are involved in health and safety activities. Members are involved in improving safety, incident investigations and facility inspections.  7/10 points awarded.
4.11	Is there a policy or procedure in place for the HSC and/or HS representative(s) to address employee concerns related to the health and safety system? <b>(5 points)</b>	5	<b>Verified by review of documentation.</b> There must be a policy or procedure in place for the receipt, consideration, and disposition of concerns and complaints regarding the health and safety of workers. <b>Points are awarded based on 100% positive indicators from documentation.</b>	<b>Doc</b> – 100% positive Arcadis' policy for JHSC address employee concerns related to the health and safety system. Review of Arcadis JHSC terms of reference it states – the committee is an advisory body and their main function is to identify, evaluate and make recommendations concerning health and safety hazards and issues in the workplace. Committee members will seek input from staff regarding the program and concerns. Issues will be brought forward at meetings.  5/5 points awarded

4.12	How do employees bring forward health and safety concerns and complaints? <b>(0-10 points)</b>	10	<b>Verified by employee interviews.</b> Employees must be able to explain how they bring forward health and safety concerns and complaints to the HSC and/or HS representative(s). <b>Points are awarded based on the percentage of positive response</b>	<b>Int</b> - 100% positive responses from employee interviews on how they bring forward health and safety concerns and complaints. Employees can attend the JHSC meetings, speak to a committee member or email their manager or Director of health and safety.  10/10 points awarded.
4.13	Is a process in place for the HSC and/or HS representative(s) to make health and safety recommendations to management? <b>(0-10 points)</b>	10	<b>Verified by manager/supervisor interviews</b> Interviewees must be able to explain how they receive recommendations from the HSC and/or HS representative(s) regarding the health and safety of employees.	<b>Int</b> - 100% positive responses from manager and supervisor interviews that the committee are able to make recommendations to management. Co-chairs will email Director of health and safety with recommendations.  10/10 points awarded.
4.14	Are health and safety concerns/complaints resolved in a timely manner? <b>(0-5 Points)</b>	3	<b>Verified by review of documentation.</b> Consider the complexity of the concerns/complaints to determine timeliness. <b>Points are awarded based on percentage of positive indicators.</b> This question may be marked “n/a” if there were no concerns/complaints in the previous 12 months. Provide justification.	<b>Doc</b> – 50% positive health and safety concerns are resolved in a timely manner. Review of meeting minutes – Oct 2018 – peep hole to be installed in the office door for security reasons. This was completed prior to the next meeting. Also, a comment in the minutes was the JHSC worker rep and Admin Assistant are working on a HASP for the office. The HASP was completed and final review was done by 12/12/18. HASPs are generally completed in a timelier manner.  3/5 points awarded.
4.15	Have the names and contact information of the HSC members and/or the HS representative(s) been posted? <b>(0-5 points)</b>	5	<b>Verified by observation.</b> The names and the contact information for the HSC members and/or the HS representative(s) must be conspicuously posted at each represented work site. Provide examples. <b>Points are awarded based on the percentage of work sites that have contact information posted.</b>	<b>Obs</b> - 100% positive the names and contact information of the JHSC members is posted on the health and safety board in the office kitchen.  5/5 points awarded.

	<b>TOTAL POINTS POSSIBLE: 100</b>	<b>85</b>		
<b>Audit Score</b>				
<p>Total points possible : <u>100</u> - Points not applicable (N/A) <u>10</u> = Total points <u>90</u></p> <p>Total points scored = <u>85</u></p> <p>(divided by) <span style="margin-left: 200px;">x 100 = FINAL SCORE : <u>94 %</u></span></p> <p>Total points possible = <u>90</u></p>				

## 5. QUALIFICATIONS, ORIENTATION AND TRAINING

Qualifications, orientations and training are essential to ensure employees perform their job tasks in a safe and healthy manner. An employer is responsible to ensure the employee is competent.

Questions	Score	Instructions	Notes
5.1	<p>Is there a process to ensure employees are qualified for the position for which they are being considered? <b>(5 points documentation)</b> <b>(0-10 points interview)</b></p>	<p><b>Verified by review of documentation and manager/supervisor interviews.</b></p> <p>A process must exist that requires a check for qualifications required for the job/tasks (e.g. degrees, diplomas, certificates, trade certificates, apprenticeship program, diplomas, driver's licenses, etc.).</p> <p><b>Points are awarded based on 100% positive indicators from documentation.</b></p> <p>Managers/supervisors must be able to describe the process used to verify that employees have the qualifications required to do the job for which they are being hired. Provide examples.</p> <p>Score: 5 points for documentation 0 - 10 points for interviews</p> <p><b>Documentation points are awarded based on 100% positive indicators. Interview points are awarded based percentage of positive responses.</b></p>	<p><b>Doc</b> – 100% that Arcadis has a process in place to ensure employees are qualified and trained to perform their jobs safely. Review of the Arcadis blank application for employment. The form sections included a valid driver license, how long the applicant has had their driver licence and if it has ever been suspended or revoked. Employees are required to drive to field sites. The application form also requests information on Professional Licenses/ Certifications, Education, special skills, and former employers. Back checks are completed on all employees prior to job offers.</p> <p>5/5 points awarded for documentation.</p> <p><b>Int</b> – 100% positive responses from manager and supervisor interviews that there is a process to ensure employees are qualified for the positions they are being considered for. Prospective employees are required to have a degree in Environmental Science. Their education credentials are confirmed.</p> <p>10/10 points awarded for interviews.</p>

5.2	<p>Does the orientation process cover OHS rights, and critical health and safety information prior to starting regular duties? <b>(5 points)</b></p>	0	<p><b>Verified by review of documentation.</b> The OHS rights, and critical health and safety information must be reviewed with the employee prior to beginning regular duties. These <b>must</b>, at minimum include:</p> <ul style="list-style-type: none"> <li>• Right to know</li> <li>• Right to participate</li> <li>• Right to refuse dangerous work</li> <li>• Emergency response procedures</li> <li>• Rules of enforcement</li> <li>• Critical hazards</li> <li>• Hazard reporting</li> <li>• Incident reporting</li> </ul> <p><b>Points are awarded based on 100% positive indicators from documentation.</b></p>	<p><b>Doc</b> – 0% positive the orientation process covers OHS rights, and critical health and safety information. Review of Arcadis Supervisor Orientation checklist confirms emergency response procedures, rules of enforcement, critical hazards, hazard and incident reporting is covered during orientation.</p> <p>Workers OHS rights are not covered during orientation.</p> <p>0/5 points awarded.</p>
5.3	<p>Do managers/supervisors ensure orientations were conducted prior to employees starting regular duties? <b>(0-10 points)</b></p>	10	<p><b>Verified by manager/supervisor and worker interviews.</b> Managers/supervisors and workers must be able to describe the process used to ensure workers have received orientation prior to employees starting regular duties. Provide examples. <b>Points are awarded based on the percentage of positive responses.</b></p>	<p><b>Int</b> - 100% positive responses from manager, supervisor and worker interviews confirmed that orientations are conducted prior to employees starting their regular duties. On a new hires first day they sit with their manager or supervisor and work through the orientation checklist. Online training starts and a set number of modules must be completed prior to a site visit.</p> <p>10/10 points awarded.</p>

5.4	<p>Are managers/supervisors provided with training to support them in their role?</p> <p><b>(0-5 points documentation)</b> <b>(0-10 points interview)</b></p>	<p>5</p> <p>10</p>	<p><b>Verified by review of training documents and manager/supervisor interviews.</b></p> <p>Managers/supervisors must be provided training specific to their role (e.g. incident investigation, hazard identification, communications, conducting meetings, supervisory techniques, enforcement and discipline, legislation, etc.).</p> <p>Score: 0-5 for documentation 0-10 for interviews</p> <p>To confirm which training is deemed appropriate to their role, refer to employer's defined roles and responsibilities in question 1.5, job descriptions, job competencies, etc. Link this back to training documents and interviews. Provide examples.</p> <p><b>Documentation points are awarded based on percentage of positive indicators. Interview points are awarded based on the percentage of positive responses.</b></p>	<p><b>Doc</b> – 100% managers and supervisors are provided with training to support them in their role. Review of training records confirm managers and supervisors receive training to support them in their role. Training includes recognizing and preventing harassing behaviour, project management, H&amp;S Orientation: Plan – communications, Tailgate meetings, Stewardship and near miss investigation training.</p> <p>5/5 points awarded for documentation.</p> <p><b>Int</b> – 100% positive responses from manager and supervisor interviews that they have received training to support them in their role. For site supervisors they are provided training required for each individual project. Managers have participated in Workplace Harassment and Violence Canadian Manager edition.</p> <p>10/10 points awarded.</p>
5.5	<p>Do employees receive job-specific training when they are a new employee, assigned new tasks, or when an operational change affects their work?</p> <p><b>(0-10 points documentation)</b> <b>(0-10 points interview)</b></p>	<p>10</p> <p>10</p>	<p><b>Verified by review of training documents and employee interviews.</b></p> <p>Employees must be trained in the hazards and controls associated with their job. Examples may include a combination of reviewing policies, procedures, practical demonstrations, safe work practices, hazard assessments and training (e.g. WHMIS 2015, Confined Space Entry, TDG, tasks specialized to the employer, using specialized tools and equipment, etc.). Provide examples.</p> <p>Score: 0-10 for documentation 0-10 for interviews</p> <p><b>Documentation points are awarded based on the percentage of positive indicators. Interview points are based on the percentage of positive responses.</b></p>	<p><b>Doc</b> – 100% positive employees receive job-specific training. Review of training certificates of a field employee in the Calgary office. Certificates confirm employees are provided with job-specific training. In addition to all Arcadis H&amp;S training individuals are provided with H2S Alive, Ground Disturbance and Electrical Safety courses offered by third party vendors. These courses are provided to employees if the HASP requires the training for the employee to be on the project site.</p> <p>10/10 points awarded for documentation.</p> <p><b>Int</b> - 100% positive responses from employee interviews that they receive job specific training. Arcadis has a comprehensive online training system. Employees also take required courses from third party vendors like Ground Disturbance and Electrical Safety.</p> <p>10/10 points awarded for interviews.</p>

5.6	Does job-specific training include a practical demonstration? <b>(0-10 points)</b>	10	<p><b>Verified by worker interviews.</b> Training must include a practical demonstration to confirm that employees have acquired the necessary knowledge or skill related to the subject-matter. Provide Examples.</p> <p>Due to the nature of some tasks, a practical demonstration may not be suitable (e.g. working at the computer, etc.). However, there are tasks that require job-specific or specialized training to ensure the worker can competently complete the task (e.g. tasks associated with forklifts, ladders, hand tools, pallet wrappers, etc.). In these situations, a practical demonstration would be suitable.</p> <p><b>Points are awarded based on the percentage of positive responses.</b></p>	<p><b>Int</b> - 100% positive responses from worker interviews that job-specific training includes a practical demonstration. When an employee is trained in sampling and troubleshooting they are required to perform a practical demonstration.</p> <p>10/10 points awarded</p>
5.7	Is there a process to assess competency of new and re-assigned workers? <b>(0-10 points)</b>	10	<p><b>Verified by manager/ supervisor interviews.</b> Managers and supervisors must be able to describe how they determine the competency of their workers (e.g. on-the-job training, task observation, test, etc.). Reassignment can include a new job, task, or when a worker moves to a new location. Provide examples.</p> <p><b>Points are awarded based on the percentage of positive responses.</b></p>	<p><b>Int</b> - 100% positive response from manager and supervisor interviews that there is a process to assess competency of employees. Site Supervisors will accompany the new hire to the site and observe their behaviour and actions. For new employees developing HASPs, there is a review process of the document to ensure the competency of the individual developing it.</p> <p>10/10 points awarded.</p>
5.8	Are competency assessments conducted? <b>(0-5 points)</b>	0	<p><b>Verified by reviewing documentation.</b> Verify that competency assessments are being conducted as identified by the employer. Refer to question 5.7.</p> <p><b>Points are awarded based on the percentage of positive indicators.</b></p>	<p><b>Doc</b> – 0% positive competency assessments are conducted. Arcadis has hired new Environmental Scientists that are training on sampling techniques. Site Supervisors will accompany the new employee to the site and watch them sample. This process could be documented on a TIPs. No TIP was provided to confirm this process occurred for the recent new hires.</p> <p>0/5 points awarded.</p>

5.9	Is required refresher training provided? <b>(0-10 points)</b>	10	<p><b>Verified by reviewing documentation.</b></p> <p>An organization may choose to set timelines in their policies for in-house refresher training. Some certifications (e.g. First Aid, trade certificates, etc.) also have requirements for re-training/refresher training on a set schedule. Employers must document any refresher training requirements, and ensure schedules are met.</p> <p><b>Points are awarded based on the percentage of positive indicators.</b></p>	<p><b>Doc</b> – 100% positive refresher training is provided. Review of training records and certificates confirmed that refresher training for WHMIS 2015, H2S Alive, Fall Protection, and Ground Disturbance are examples of re-fresher training provided.</p> <p>10/10 points awarded.</p>
<b>TOTAL POINTS POSSIBLE: 100</b>		<b>90</b>		

**Audit Score**

Total points possible 100 - Points not applicable (N/A) 0 = Total points 100

Total points scored = 90

(divided by) \_\_\_\_\_ x 100 = FINAL SCORE 90 %

Total points possible = 100

## 6. OTHER PARTIES AT OR IN THE VICINITY OF THE WORK SITE

Other employers, and/or self-employed persons, visitors, and external worksite parties must be included in the employer's health and safety management system.

This element may not be marked not applicable.

	Question	Score	Instruction	Notes
6.1	<p>Is a policy and/or process in place to address the protection of others not under the employer's direction? <b>(10 points)</b></p>	10	<p><b>Verified by review of documentation.</b> The policy and/or process must take into account the protection of other workers not under the employer's direction, visitors and other persons in the vicinity of work that is being carried out. <b>Points are awarded based on 100% positive indicators from documentation.</b></p>	<p><b>Doc</b> – 100% positive Arcadis has a process to address the safety of contractors. The process is that all Contractors must review the HASP prior to conducting work on the client owned sites. Review of Section N Subcontractors in the EFHSH, it states all Arcadis subcontractors must attend a daily pre-work tailgate meetings. Subcontractors are responsible for complying with any regulatory requirement applicable to services provided. If the subcontractor's procedures conflicts with Arcadis, the more stringent guidance will be adopted. Subcontractors are to identify and address any hazards they know about to the Arcadis PM or task manager and to the Site Safety Officer (SSO) prior to beginning work operations. Subcontractors have the authority to stop work if unsafe situations arise.</p> <p>Also reviewed the Arcadis Contractor Safety Management Program. This is a US document revised in 2017 and has not been implemented in Canada. The Calgary office does follow the procedure outlined in this document. It is recommended that Arcadis Canada considers adapting this program in Canada.</p> <p>10/10 points awarded.</p>

6.2	<p>Is a process in place that includes criteria for evaluating and selecting other employers and/or self-employed persons</p> <p><b>(5 points)</b></p>	5	<p><b>Verified by review of documentation.</b></p> <p>An employer must identify what requirements they use to evaluate and select other employers and/or self-employed persons in order to allow them to conduct work at the employer's work site.</p> <p><b>Points are awarded based on 100% positive indicators from documentation.</b></p> <p>If the auditor can confirm the audited employer does not use other employers and/or self-employed persons, this question may be marked not applicable (n/a). Provide justification.</p>	<p><b>Doc</b> – 100% positive that Arcadis has a process in place for evaluating and selecting contractors. Review of Arcadis' Contractor files confirms there is a process in place for selecting contractors. Contractors must have WCB, CGL insurance and employees must have the appropriate training and certificates for the work being contracted.</p> <p>5/5 points awarded</p>
6.3	<p>Is a policy and/or process in place that includes a system for monitoring other employers and/or self-employed persons</p> <p><b>(5 points documentation)</b></p> <p><b>(0-5 points interview)</b></p>	5  5	<p><b>Verified by review of documentation and manager/supervisor interviews.</b></p> <p>A process to monitor health and safety performance and correct identified deficiencies is in place for other employers and/or self-employed persons during the period of the contracted services.</p> <p>Score: 5 for documentation 0-5 for interviews</p> <p><b>Points are awarded based on 100% positive indicators from documentation. Interview points are based on the percentage of positive responses.</b></p> <p>If the auditor can confirm the audited employer does not use other employers and/or self-employed persons, this question may be marked not applicable (n/a). Provide justification.</p>	<p><b>Doc</b> – 100% positive the process is in place for monitoring contractors while working for Arcadis. Arcadis' process is that if a sub-contractor is on site performing work for Arcadis a minimum of one Arcadis employee must be on site at all times. Tailgate meeting minutes confirm this procedure is being followed.</p> <p>5/5 points awarded for documentation.</p> <p><b>Int</b> – 100% positive responses from manager/supervisor interviews that there is a process in place to monitor Arcadis contractors while working on client owned sites. Site supervisors stated they must be on site at all times when contractors are working, monitoring their work.</p> <p>5/5 points awarded for documentation.</p>

6.4	<p>Are health and safety orientations provided to:</p> <ul style="list-style-type: none"> <li>a. Visitors? <b>(10 points)</b></li> <li>b. Other employers and/or self-employed persons? <b>(5 points)</b></li> </ul>	<p>10</p> <p>5</p>	<p><b>Verified by review of documentation.</b></p> <p>Confirm orientations are provided to other employers and/or self-employed persons, and visitors (e.g. visitor logs, contractor sign off, etc.)</p> <p><b>Points are awarded based on 100% positive indicators from documentation.</b></p> <p>If the auditor can confirm the audited employer does not use other employers and/or self-employed persons, part b of this question may be marked not applicable (n/a). Provide justification.</p>	<p><b>Doc</b> – 100% positive health and safety orientations are provided to visitors and contractors.</p> <p>a - Review of the Safe Visit – Health and Safety Instructions For Visitors To Our Building brochure. Based on Arcadis' Vision statement the company is committed to protecting employees, clients and sub-contractors from accident and illness. The brochure includes procedures for evacuation, shelter in place, fire, telephone treats, natural gas odors and the evacuation route map. All visitors with or without access cards are required to sign in at the front desk. The Brochure also includes emergency numbers and the address of the nearest hospital.</p> <p>10/10 points awarded for visitors.</p> <p>b - Review of tailgate meeting minutes verified that contractors must meet with Arcadis representatives, attend the daily pre-shift tailgate meetings and sign the meeting minutes. An orientation to the site and hazards is part of the tailgate meeting process.</p> <p>5/5 points awarded for contractors.</p>
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6.5	<p>Does the employer communicate with external work site parties regarding:</p> <ul style="list-style-type: none"> <li>a. Their health and safety responsibilities while on site? <b>(0-5 points)</b></li> <li>b. Work site hazards and controls? <b>(0-5 points)</b></li> <li>c. When there are changes to the site? <b>(0-5 points)</b></li> </ul>	<p>5</p> <p>5</p> <p>5</p>	<p><b>Verified by interviewing managers/supervisors.</b></p> <p>Interviewees must be able to describe the process in use and provide examples of how external work site parties are made aware of their health and safety responsibilities, work site hazards and controls, and any changes that may affect their health and safety. Provide examples.</p> <p><b>Work site parties can include other employers and/or self-employed persons, suppliers, prime contractors, etc. conducting activities at a work site or receiving products.</b></p> <p><b>Points are awarded based on the percentage of positive responses.</b></p>	<p><b>Int</b> - 100% positive responses from manager/supervisor interviews that Arcadis communicates with external work parties regarding –</p> <p>a – Health and safety responsibilities are covered in the HASP and reviewed during the tailgate meetings. 5/5 points awarded.</p> <p>b – Worksite hazards are reviewed using TRACK, reviewing the JSA and covering the hazards and controls at the tailgate meeting. 5/5 points awarded.</p> <p>c – When changes on the site occur the Site Supervisor will TRACK, revise the JSA and/or tailgate meeting form and conduct another meeting with all employees and contractors on site. 5/5 points awarded.</p>
6.6	<p>Is the health and safety policy communicated to other employers and/or self-employed persons? <b>(0-5 points)</b></p>	<p>5</p>	<p><b>Verified by senior manager, manager/supervisor interviews.</b></p> <p>Interviewees must be able to describe how they ensure that the policy is communicated to other employers and/or self-employed persons.</p> <p><b>Points are awarded based on the percentage of positive responses.</b></p> <p>Provide examples.</p> <p>If the auditor can confirm the audited employer does not use other employers and/or self-employed persons, this question may be marked not applicable (n/a). Provide justification.</p>	<p><b>Int</b> - 100% positive responses from senior manager and manager/supervisor interviews that the health and safety policy is communicated to contractors. The health and safety policy is attached to the Sub-Contractor agreement that must be signed by all sub-contractors. The policy is also reviewed at the kick-off meeting prior to starting the project.</p> <p>5/5 points awarded.</p>

6.7	Is health and safety information readily available to affected external work site parties? <b>(0-5 points)</b>	5	<p><b>Verified by manager/supervisor interviews.</b></p> <p>Health and safety information (e.g. Hazards assessments, inspections, emergency response procedures, safe work practices/procedures, investigations, HSC and/or HS representative meeting minutes etc.) is readily available to affected external work site parties.</p> <p>Work site parties can include other employers and/or self-employed persons, suppliers, prime contractors, etc. conducting activities at a work site or receiving products. Provide examples.</p> <p><b>Points are awarded based on the percentage of positive responses.</b></p>	<p><b>Int</b> - 100% positive responses from manager/supervisor interviews that health and safety information is made readily available to contractors. The HASP is reviewed by contractors prior to entering the site. A copy of the HASP is available on site at all times.</p> <p>5/5 points awarded.</p>
6.8	Is a process in place to address non-compliance of other employers and/or self-employed persons under the direction of the contracting employer? <b>(5 Points)</b>	0	<p><b>Verified by review of documentation.</b></p> <p>The contracting employer must have a process to deal with other employers and/or self-employed persons when there is non-compliance to the employer's OHSMS.</p> <p><b>Points are awarded based on 100% positive indicators from documentation.</b></p> <p>If the auditor can confirm the audited employer does not use other employers and/or self-employed persons, this question may be marked not applicable (n/a). Provide justification.</p>	<p><b>Doc</b> – 0% positive there is a process in place to address non-compliance of a contractor under the direction of Arcadis. Review of the responsibilities of sub-contractors in the EFHSH, it states that sub-contractors are to follow Arcadis' Health and Safety Policies and Procedures unless the contractors is more stringent. No documentation was provided to verify there is a process in place to address non-compliance of other employers or contractors.</p> <p>0/5 points awarded.</p>
<b>TOTAL POINTS POSSIBLE: 70</b>		65		

**Audit Score**

Total points possible 70 - Points not applicable (N/A) 0 = Total points 70

Total points scored = 65

(divided by) \_\_\_\_\_ x 100 = FINAL SCORE 93 %

Total points possible = 70

## 7. INSPECTIONS

The formal inspection process can proactively identify new potential hazards, as well as confirm the effectiveness of controls already in place.

	Questions	Score	Instructions	Notes
7.1	<p>Is there an inspection policy and/or process that states the frequency of inspections and includes the following:</p> <p>a. All areas of the operation? <b>(0-5 points)</b></p> <p>b. All employee levels? <b>(0-5 points)</b></p>	<p>5</p> <p>5</p>	<p><b>Verified by review of inspection policy and/or process.</b></p> <p>a. The frequency is established by the employer based on the level of risk. Different inspection frequencies for different areas may be established. For example, a shop may require more inspections than the administrative office. Inspection policies and/or processes must include the frequency of inspections for each area.</p> <p>b. Participation by all levels (m/s/w) is not expected for every inspection, but each level should be assigned some responsibility in the inspection process in order to award points for all parts of this question.</p> <p>Provide justification.</p> <p><b>Points are awarded based on the percentage positive indicators from documentation.</b></p>	<p><b>Doc</b> – 100% positive Arcadis Inspection policy states the frequency of inspections in all areas of operation and for all employee levels. Review of Can HSMS000 Section 5 Responsibilities and the Employee Field Health &amp; Safety Handbook (EFHSH).</p> <p>For Managers, the EFHSH states Managers will conduct hazard assessments, including inspections and audits (formal inspections) of Arcadis project sites. This process is done through TIPS. Managers have an annual quota to meet per year for TIPS based on their pay level. This is where frequency is stated.</p> <p>For Supervisors, the SS will use TRACK to identify hazards through inspection of the field sites prior to the daily pre-shift tailgate meeting with all employees and contractors on site.</p> <p>For workers, the JHSC shall inspect the work place at least monthly. Workers at field sites are considered the site supervisor and will use TRACK to identify hazards through pre-shift inspection of the site.</p> <p>a - Policy is written for all areas of operations with the frequency established through quotas for TIPS for all levels of employees.</p> <p>5/5 points awarded.</p> <p>b - Processes are written for all employees levels.</p> <p>5/5 points awarded.</p>

7.2	<p>Are checklists or forms used for formal inspections? <b>(5 points)</b></p>	5	<p><b>Verified by review of completed inspection checklists or forms.</b> An inspection checklist or form customized to the scope of the inspection must be in place and in use. Checklists may be work site, department, operation-specific, employee observation, etc. <b>Points are awarded based on 100% positive indicators from documentation.</b></p>	<p><b>Doc</b> – 100% positive that checklists are used for formal inspections. Review of the Monthly Inspection Form for the office. It is a site specific checklist. Including general housekeeping, fire safety, First Aid, Warehouse and Storage buildings, Employee Kitchen, Board Meeting Room and Office.</p> <p>Sites are client owned. Inspections are done through TRACK and using the TIPs process. The TIP sheet includes proper number of barricades, right tools and equipment selected for the job, Housekeeping performed – work areas and pathways clear of hazards, uneven surfaces addressed; Slip/trip/fall hazards addressed; proper energy control; protected from overhead/underground utilities; fall from elevated height prevention and Any addition safety issues identified.</p> <p>5/5 points awarded</p>
7.3	<p>Have individuals leading formal inspections received training? <b>(0-10 points)</b></p>	10	<p><b>Verified by review of inspection and training records.</b> Identify employees leading inspections, and verify they have completed training. <b>Points are awarded based on the percentage positive indicators from documentation.</b></p>	<p><b>Doc</b> – 100% positive that employees leading the inspection process have received training. Review of the training records for all Calgary based employees confirmed that all employees have received TRACK and TIPs training that are the basis for the inspection process. The individual conducting the office inspections was provided hands on training after TRACK and TIPs training to complete the process.</p> <p>10/10 points awarded</p>

7.4	<p>Are formal inspections carried out in accordance with the policy and/or process by:</p> <ul style="list-style-type: none"> <li>a. Managers? <b>(0-5 points)</b></li> <li>b. Supervisors? <b>(0-5 points)</b></li> <li>c. Workers? <b>(0-5 points)</b></li> </ul>	<p>5 5 4</p>	<p><b>Verified by review of inspection records.</b> Records must show participation from each level, and the frequency stated in the policy and/or process is being met (question 7.1). To award points for part “a” of this question, there must also be documented evidence that inspections conducted by management include a component of employee observation (behaviours and conditions). <b>Points are awarded based on the percentage positive indicators from documentation</b></p>	<p><b>Doc</b> – Review of completed TIPs, Tailgate meetings and the Office Inspection reports to confirm if the formal inspections are carried out in accordance to Arcadis’ policies.</p> <p>a - 100% positive for Managers. The Resource Manager completed a TIP at a client owned site on May 28, 2019. A TIP is a behaviour and conditions observation.</p> <p>5/5 points awarded for managers.</p> <p>b -100% positive for supervisors. The Site Supervisor completed the pre-shift inspection for the CN Lease Inspections on December 20 and 21, 2019</p> <p>5/5 points awarded for supervisors</p> <p>c - 83% positive for workers. The worker responsible for office inspections completed 10/12 inspections in the last year.</p> <p>4/5 points awarded for workers</p>
7.5	<p>Is there a system to correct deficiencies identified through formal inspections? <b>(0-5 points)</b></p>	<p>5</p>	<p><b>Verified by manager/supervisors interviews.</b> Interviewees must be able to describe the how they ensure deficiencies identified through formal inspections will be corrected. <b>Points are awarded based on the percentage of positive responses.</b></p>	<p><b>Int</b> - 100% positive responses from manager/supervisor interviews that there is a system in place to ensure deficiencies identified through formal inspections are corrected. Office deficiencies are documented, assigned person responsible and an action date determined. The report is reviewed at the JHSC meeting. Confirmation of correction occurs at the next meeting. For site inspections, Stop Work Authority is exercised until the deficiency is corrected.</p> <p>5/5 points awarded.</p>

7.6	Have deficiencies identified through formal inspections been corrected? <b>(0-25 points)</b>	25	<p><b>Verified by observations.</b></p> <p>Observe whether sampled deficiencies identified in the inspection reports have been corrected.</p> <p><b>Points are awarded based on the percentage of positive indicators from observations.</b></p> <p>Provide examples.</p> <p>Where no deficiencies are identified or not observable, this question may be marked not applicable (n/a). Provide justification.</p>	<p><b>Obs</b> - 100% positive observations that the deficiencies listed on the office inspection checklist have been corrected. It was noted on the August inspection sheet that there were cables running across the floor in the boardroom. A small cupboard was brought in and all electronics put in the cupboard under the video screen instead of having them running across the room.</p> <p>Also noted was an assortment of cables in the small storeroom. The cables were there for e-cycling and have been removed.</p> <p>25/25 points awarded.</p>
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<b>TOTAL POINTS POSSIBLE: 70</b>	<b>69</b>		
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**Audit Score**

Total points possible 70 - Points not applicable (N/A) 0 = Total points 70

Total points scored = 69

(divided by) \_\_\_\_\_ x 100 = FINAL SCORE 99 %

Total points possible = 70

## 8. EMERGENCY RESPONSE

An emergency response plan helps ensure appropriate and efficient actions will take place in the event of an emergency or disaster.

Questions	Score	Instructions	Notes
8.1	10  <b>(0-10 points)</b>	<p><b>Verified by review of emergency response plans applicable to the operations.</b></p> <p>Emergency response plans should be specific to the employer. Examples of potential emergencies to consider could include:</p> <ul style="list-style-type: none"> <li>• Fire</li> <li>• Severe weather</li> <li>• Medical emergencies</li> <li>• Hazardous materials release</li> <li>• Violence</li> <li>• Suspicious persons</li> <li>• And other situations appropriate for the nature of the work being performed</li> </ul> <p>Provide examples of emergencies identified.</p> <p><b>Points are awarded based on the percentage of positive indicators.</b></p>	<p><b>Doc</b> – 100% positive Arcadis has written emergency response plans for the Calgary office. Each field site is client owned.</p> <p>Review of the Emergency Response Action Plan Calgary office. This document includes responses for office closure, elevator emergency, evacuation procedures, Emergency medical support, Tornado or high wind, Flooding and severe storms and inclement weather, Earthquake, Gas Leak, Utility service interruption, Intruders, Coping with Violent individuals and active shooters; Bombs, Suspicious mail and Acts of terrorism. Fire emergencies are included under Emergency evacuation Procedures. The plan was updated July 31, 2019 to ensure the information is current.</p> <p>10/10 points awarded.</p>

8.2	<p>Do written emergency response plans include:</p> <ul style="list-style-type: none"> <li>a. Communication systems? <b>(2 points)</b></li> <li>b. Emergency phone numbers? <b>(2 points)</b></li> <li>c. List of emergency response personnel? <b>(2 points)</b></li> <li>d. Appropriate Response? <b>(2 points)</b></li> <li>e. Monitoring the effectiveness of the plan? <b>(2 points)</b></li> </ul>	<p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p>	<p><b>Verified by review of emergency response plans and/or procedures.</b></p> <ul style="list-style-type: none"> <li>a. Communication systems include alarms, procedures for contacting both internal and external emergency contacts, etc.</li> <li>b. Emergency phone numbers must include more than “9-1-1.”</li> <li>c. A list of persons designated to respond to specific types of emergencies.</li> <li>d. Appropriate employee response procedures must be written for all potential emergencies that require them (e.g. Evacuation, lockdown, muster point, shelter in place, equipment, etc.).</li> <li>e. A requirement to monitor the effectiveness of the plan through drills and actual responses.</li> </ul> <p>Notes must include examples of auditor findings to support the scores for each part of the question.</p> <p><b>Points are awarded based on 100% positive indicators from documentation.</b></p>	<p><b>Doc</b> – Review of the Emergency Response Action Plan confirms 100% that all required systems and information are in place for this question.</p> <p>a – The ERP includes an emergency action plan chain of command and internal and external contact information. Employees are to use the telephone to contact management. The office is small, all communications are done verbally. In the case of a fire employee will manually pull the fire alarm and notify all staff of the need to evacuate and the fire warden will direct them to the closest safe exit. 2/2 points awarded</p> <p>b – In the ERP is an Emergency Contract Information &amp; Phone Numbers list. This page includes internal and external phone numbers for emergency and non-emergency situations. The page also instructions what employees are to do if they need to call 911 using Skype for voice. The plan includes utilities, building management, and the Arcadis Chain of Command phone numbers. 2/2 points awarded.</p> <p>c – The ERP includes the name of the emergency response personnel in the Chain of Command section. Including the JHSC reps and Fire Warden. The list also identifies the Arcadis Crisis Response Team and when they would be notified. 2/2 points awarded.</p> <p>d – Employee response procedures include for evacuation employees are to safely evacuate the building and proceed to the designated meeting area and participate in roll call. For emergency medical support call 911. It includes the instructions if using Skype. Designate someone to meet EMS and do not move injured person. For tornados shelter in place instructions are included. For floods safety guidelines are in the plan that include once the flood begins and after the water recedes. First line in the guidance is</p>
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				<p>Turn Around, Don't Drown and to avoid walking or driving through flood waters. 2/2 points awarded.</p> <p>e – Review of the Emergency Preparedness section of the ERP it stated as part of this program all employees will participate in life safe evacuation drills conducted by or in coordination with Office Location Leaders, Building Management and Local Fire Department. The plan also states the Office EAP will be reviewed annually and updated as necessary to address any changes since the last review. Each employee is responsible to review and understand the EAP policies and procedures. For the monitoring of actual responses this is conducted through the investigation process. In each investigation report the investigators are to not what could be done different. This section includes reviewing the response for deficiencies. 2/2 points awarded</p>
8.3	<p>Have employees received emergency response training appropriate to their individual responsibility? <b>(0-10 points)</b></p>	10	<p><b>Verified by employee interviews.</b> Interviewees must be able to describe the type of training they received in emergency response. Provide examples. <b>Points are awarded based on the percentage of positive responses.</b></p>	<p><b>Int</b> - 100% positive responses from employee interviews that employees have received emergency response training. Fire Warden training has been provided to two individuals in the office. First aid to three individuals and general evacuation to all employees.  10/10 points awarded.</p>
8.4	<p>Do employees understand their responsibilities under the emergency response plan? <b>(0-10 points)</b></p>	10	<p><b>Verified by employee interviews</b> Interviewees must be able to describe how they would respond in the event of an emergency. Provide examples. <b>Points are awarded based on the percentage of positive responses.</b></p>	<p><b>Int</b> - 100% positive responses from employee interviews that they understand their responsibilities under the ERP. Fire wardens are to notify staff of the emergency, check the washrooms and evacuate. Employees are to ensure all fellow employees and visitors are aware of the emergency and ensure everyone evacuates. All employees meet at the muster point. The Fire Warden takes roll call and checks in with the Building Warden.  10/10 points awarded.</p>

8.5	<p>Are emergency response drills conducted? <b>(0-10 points)</b></p>	10	<p><b>Verified by review of records.</b> Records of drills must be kept. Drills are <i>required</i> at least once every 12 months applicable to the operations. If records cannot be found from the past 12 months, points cannot be awarded. An emergency response drill could include a practice drill or table top exercise. (e.g. evacuation, lockdown, shelter in place, etc.). A drill type may cover multiple emergency response plans. For example, an evacuation drill might address multiple scenarios including a fire, hazardous material release, bomb threat, etc. <b>Actual emergency responses cannot be used as a drill for scoring this question.</b> <b>Points are awarded based on the percentage of positive indicators.</b></p>	<p><b>Doc</b> – 100% positive that emergency response drills are conducted. Review of the office Fire Safety Info file folder. This folder includes Building Management records of a drill that was conducted on May 28, 2019. The record includes a response chart for all tenants and a summary of the overall drill.  10/10 points awarded</p>
8.6	<p>Have deficiencies in the emergency response plan identified through a drill been corrected? <b>(0-5 points)</b></p>	5	<p><b>Verified by review of documentation.</b> Review drill records, meeting minutes, etc. for documented deficiencies. Confirm any corrective action(s) were completed. Notes must contain examples of the findings from records of drills, and how deficiencies were corrected. <b>Points are awarded based on the percentage of positive indicators.</b> This question may be marked not applicable (n/a) only if deficiencies were not identified from drills. Provide justification. If points have not been awarded in question 8.5, then 0 points must be awarded for this question.</p>	<p><b>Doc</b> – 100% positive deficiencies noted through the drill have been identified and corrected. Review of a memo attached to the drill records it noted that the Building Management conducted a drill on May 28, 2019 in the morning at 10:27 am. All Arcadis employees were accounted for at the Muster Point in an appropriate time given the number of people working in the building. Although everyone took the main stairwell, it was discussed using the alternate back stairwell to speed up exit time or at least avoid the crowded main stairwell.  5/5 points awarded.</p>

8.7	Have deficiencies in the emergency response plan identified through an actual emergency response been corrected? <b>(0-5 points)</b>	NA	<b>Verified by review of emergency response documentation.</b> Notes must contain examples of how identified issues were corrected. <b>Points are awarded based on the percentage of positive indicators.</b> If an actual emergency response has not occurred, or deficiencies were not noted in the past 12 month period, the question may be marked not applicable (n/a). Provide justification.	<b>Doc</b> – there has not been an actual emergency response in this office over the past 12 month period. Therefore this question is marked NA
8.8	Do the numbers of employees trained in first aid meet legislated requirements? <b>(5 points)</b>	5	<b>Verified by review of documentation.</b> Refer to legislation and review first aid certificates. To award points, the auditor must verify that legislated first aid requirements have been met across all shifts. <b>Points are awarded based on 100% positive indicators from documentation.</b>	<b>Doc</b> – 100% the required number of employees have been trained in first aid to meet the legislative requirements. Review of the list of qualified first aiders and the First Aid Regulations. In this office there are currently 7 employees, low hazard as it is an administrative office and within close proximity of 24 hour medical care. AB OHS Code, schedule 2, Table 5 of the regulations require a Type P kit. When employees go on site there must be a minimum of one trained first aid responder on the crew. Three of the seven employees have current standard first aid certification, reviewed First Aid Certificates to confirm. These individuals are Site Supervisors for Arcadis when in the field.  5/5 points awarded.
8.9	Do first aid equipment, supplies and facilities meet legislated requirements? <b>(10 points)</b>	10	<b>Verified by observation.</b> Equipment, supplies and facilities must meet the identified legislative requirements specific to the employer. The auditor must verify that legislated first aid obligations have been met at all visited sites and facilities. Provide examples. <b>Points are awarded based on 100% positive indicators from observations.</b>	<b>Obs</b> – 100% positive that first aid equipment, supplies and facilities meet the legislative requirements - AB OHS Code, schedule 2. Table 5. In the office kitchen there is a Type 2 kit, fully stocked and clean. In the field bags there are type 2 kits. Each employee that goes to a site has a field bag.  10/10 points awarded.
<b>TOTAL POINTS POSSIBLE: 75</b>		<b>70</b>		

### Audit Score

Total points possible 75 - Points not applicable (N/A) 5 = Total points 70

Total points scored = 70

(divided by) \_\_\_\_\_ x 100 = FINAL SCORE 100 %

Total points possible = 70

## 9. INCIDENT INVESTIGATION

Investigations determine the cause(s) of an incident, and the corrective action(s) required to prevent a recurrence.

Questions	Score	Instructions	Notes
9.1	10  <b>(5 points)</b>	<p><b>Verified by review of documentation.</b> A policy and/or process must require the reporting of incidents (including near miss), occupational illness, and work refusals to award full points. These must include both internal and external reporting (e.g. OHS, WCB, etc.).</p> <p><b>Points are awarded based on 100% positive indicators from documentation.</b></p>	<p><b>Doc</b> – 100% positive that Arcadis has a policy that requires the reporting of incidents, illness and work refusals. Review of Arcadis Standard Incident Reporting and Investigation Standard CAN HSMS010. This standard states that employees are responsible for reporting any incident including reporting to the Supervisor/Project manager or client as outlined in the project HASP. Incidents reported include work related injuries and illnesses; near losses; motor vehicle accidents; environmental releases; equipment or property damage; regulatory violations and operational or system inefficiencies or losses. Near Misses can be reported to the PM or for employees in the field that do not have real-time web access they can report to the Near-Loss/Miss reporting hotline. Written in employee responsibilities it states employees in the CAN HSMS000 it states employees are to report work refusals to their supervisor.</p> <p>5/5 points awarded.</p>
9.2	10  <b>(0-10 points)</b>	<p><b>Verified by employee interviews.</b> Interviewees must be able to explain the process for reporting incidents (including near miss), occupational illness, and work refusals. Provide examples.</p> <p><b>Points are awarded based on the percentage of positive responses.</b></p>	<p><b>Int</b> - 100% positive responses from employee interviews confirmed they are aware of the reporting procedures for incidents and work refusals. All incidents, injuries, illnesses, near misses and work refusals are reported to their supervisor. Employees can also enter the report into 4-Sight. When an employee is injured, if not life threatening, they are to call Workcare. Workcare is a third party medical assistance vendor, who advises employees on action to take for their injury.</p> <p>10/10 points awarded.</p>

9.3	Do employees report incidents, occupational illnesses and work refusals? <b>(5 points)</b>	5	<p><b>Verified by review of documentation.</b></p> <p>Review completed incident, occupational illness, and work refusal reports that support reporting is taking place.</p> <p><b>Points are awarded based on 70% positive indicators from documentation.</b></p> <p>This question may be marked not applicable (n/a) if there were no incidents in the previous 12 months. Provide justification.</p>	<p><b>Doc</b> – 100% positive that employees report incidents, illnesses and work refusals. Review of completed investigation reports confirmed that employees are reporting incidents and illnesses. There have been no report of work refusal, however there is a process and all employees are aware of this process.</p> <p>5/5 points awarded.</p>
9.4	Do employees report near misses? <b>(5 points)</b>	5	<p><b>Verified by review of documentation.</b></p> <p>Review completed near miss reports to support that reporting is taking place.</p> <p><b>Points are awarded based on 70% positive indicators from documentation.</b></p> <p>If the employer is considered low hazard or does not have field sites <b>AND</b> did not have a near miss in the previous 12 months, this question may be marked not applicable (n/a). Provide justification.</p>	<p><b>Doc</b> – 100% positive employees are reporting near misses. Review of completed investigation reports confirm that employees are reporting near misses. An example is an employee getting out of their vehicle and slipping on ice. The employee was not hurt but reported the incident and took corrective actions to remove the ice.</p> <p>5/5 points awarded.</p>

9.5	<p>Is there a procedure for investigating incidents (including near miss), occupational illness, and work refusals? <b>(5 points)</b></p>	5	<p><b>Verified by review of documentation.</b> The procedure must include:</p> <ul style="list-style-type: none"> <li>• how to investigate incidents (near misses), occupational illness, work refusals</li> <li>• how to identify root causes</li> <li>• the requirement to implement corrective actions</li> </ul> <p><b>Points are awarded based on 100% positive indicators from documentation.</b></p>	<p><b>Doc – 100% positive</b> there is a procedure for investigation incidents, illness and work refusal. Review of Arcadis Incident Reporting and Investigation Standard CAN HSMS010 confirms there is a procedure of investigating all incidents. The standard includes an investigation process and flowchart for Near Miss Investigation and Incident Investigation. The PM or supervisor of the project is responsible for initiating the investigation process. The investigation should be initiated as soon as practical after the incident. The process includes documentation, determining contributing factors, root causes of those factors and development of solutions. The flow charts also include the roles and responsibilities for the investigation and review process. The standard also reviews proper investigation techniques for fact gathering. Review of Responsibilities in the HSMS000 and the JHSC terms of reference state that work refusals will be investigated by management, supervisors and the JHSC. Investigation will follow the same procedure as outlined for injuries and illnesses.</p> <p>5/5 points awarded.</p>
9.6	<p>Have the individuals leading investigations been trained in investigation techniques? <b>(0-5 points)</b></p>	0	<p><b>Verified by review of completed investigation records and training records.</b> Review training records of individuals who have completed investigation reports and confirm they have received training.</p> <p><b>Points are awarded based on the percentage of positive indicators.</b> If third party investigators are brought in, full points may be awarded, but documented evidence of this must exist.</p>	<p><b>Doc – 0% positive</b> that person conducting investigations have been trained in investigation techniques. Review of completed investigation reports noted the name of the Investigation Supervisor. There was no documentation available to confirm employees are trained in investigation techniques. The Director of Health and Safety review all investigation.</p> <p>0/5 points awarded.</p>

9.7	Do managers/supervisors participate in investigations? <b>(0-10 points)</b>	10	<p><b>Verified by manager/supervisors interviews.</b></p> <p>Not all managers/supervisors need to actively participate in incident investigation. However, all managers must be able to describe manager involvement in the investigation process. Provide examples.</p> <p><b>Points are awarded based on the percentage of positive responses.</b></p>	<p><b>Int</b> - 100% positive responses from manager/supervisor interviews that they participate in incident investigation. The Site Supervisor is responsible to assist in any investigation that occurs on their site. The Resource Manager is responsible to participate in any investigation that occurs to their employees. The Director of Health and Safety is involved in every investigation over a minor first aid incident.</p> <p>10/10 points awarded.</p>
9.8	Do workers participate in the investigation process? <b>(0-10 points)</b>	8	<p><b>Verified by worker interviews.</b></p> <p>Not all workers need to actively participate in the incident investigation process. However, all workers must be able to describe how workers participate in the investigation process. Provide examples.</p> <p>Note: Participation must be more than the injured worker or witness.</p> <p><b>Points are awarded based on the percentage of positive responses.</b></p>	<p><b>Int</b> - 80% positive responses from worker interviews that the JHSC participate in the investigation process. Not all workers responded positively that the committee was involved. These individuals believed only witnesses and injured parties were involved.</p> <p>8/10 points awarded.</p>

9.9	<p>Do investigations:</p> <p>a. Identify root causes? <b>(0-5 points)</b></p> <p>b. Recommend corrective actions? <b>(0-5 points)</b></p>	<p>5</p> <p>4</p>	<p><b>Verified by reviewing completed investigation reports.</b></p> <p>a. Investigations must identify the root causes resulting from deficiencies in the health and safety system.</p> <p>b. Corrective actions must be designed to implement system changes that will prevent reoccurrence. (e.g. Advising employees to “be more careful” is not an acceptable corrective action.)</p> <p><b>Points are awarded based on the percentage of reviewed investigation reports that identify causes and recommend corrective action.</b></p> <p>If there have been no investigations conducted in the previous 12 months, refer to blank investigation forms or the investigation process.</p>	<p><b>Doc –</b></p> <p>a – 100% positive root cause is identified. Review of seven completed investigation reports all of the reports identified root cause. Examples of root causes include did not recognize the hazard; events outside of human control; and inadequate project planning, including budgeting and scheduling and/or follow-up review.</p> <p>5/5 points awarded for root causes.</p> <p>B – 86% positive investigation recommend corrective action. Review of seven completed investigation reports six of the seven reports included root cause. Examples of corrective actions include coached employee on consistently using TRACK; Training for project team with contractor training company focussed only on utility locate training; and create a safety share documenting the injury and lessons learned.</p> <p>4/5 points awarded for corrective action.</p>
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<p>9.10</p>	<p>Are corrective actions identified in investigation reports implemented to prevent reoccurrence? <b>(0-5 points documentation)</b> <b>(0-10 points observation)</b></p>	<p>4 NA</p>	<p><b>Verified by review of documentation and observing results of corrective actions implemented.</b></p> <p>If corrective actions include administrative controls, implementation may be confirmed through documentation (e.g. training, memos, safety bulletins, etc.).</p> <p>For corrective actions that are observable, award points that confirms implementation compared to the corrective actions identified. Provide examples.</p> <p>Score: 0-5 points for documentation 0-10 points for observation</p> <p><b>Documentation points are awarded based on the percentage of corrective actions reviewed in question 9.9b that can be verified as implemented.</b></p> <p><b>Observation points are awarded based on the percentage of implemented observable corrective actions reviewed in 9.9b.</b></p> <p>If corrective actions are not observable, the observation portion of this question may be marked not applicable (n/a). Provide justification.</p>	<p><b>Doc</b> – 80% positive that corrective actions have been implemented. Review of completed investigation reports implemented corrective actions include discuss injury with all crew and ways to eliminate the hazard during next tail gate meeting; use ice chipper and salt/sand to remove ice from the area; and Training for project team with contractor training company focussed only on utility locate training. Corrective action not implemented was create a safety share documenting the injury and lessons learned and share with staff.</p> <p>4/5 points awarded for documentation.</p> <p><b>Obs</b> – As corrective actions are not observable the observations part of this is marked NA.</p>
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9.11	Are investigations completed in a timely manner? <b>(0-5 points)</b>	2	<b>Verified by review of investigation reports.</b> Consider the complexity of the investigation to determine timeliness (i.e. length of time that the investigations were completed in relation to the date of the incident). <b>Points are awarded based on the percentage of positive indicators.</b>	<b>Doc</b> – 40% positive that investigations are completed in a timely manner. Review of completed investigation reports. Two reports have completion dates, five have the completion date section blank. One completion date was one day after, the other was 2 months after.  2/5 points awarded.
9.12	Do managers/supervisors ensure investigations are complete as required by the investigation procedures? <b>(0-5 points)</b>	4	<b>Verified by review of investigation reports.</b> Investigation reports should be complete, including identifying causes and corrective actions as outlined in the investigation procedure verified in question 9.5. <b>Points are awarded based on the percentage of positive indicators.</b>	<b>Doc</b> – 71% positive that managers/supervisors ensure investigations are completed as per procedures. Review of seven completed incident investigation reports which have been signed off by corporate reviewer. Five of the seven reports are completed including identifying causes and correction actions and being reviewed as per corporate procedure.  4/5 points awarded
9.13	Are completed investigation reports/results communicated to employees? <b>(0-10 points)</b>	10	<b>Verified by employee interviews.</b> Interviewees must be able to describe how investigation results are communicated. Provide examples. <b>Points are awarded based on the percentage of positive responses.</b>	<b>Int</b> - 100% positive responses from employee interviews confirm completed investigation results are communicated to employees. Investigation results are shared in office meetings and corporate Townhall meetings. Results are also often shared in published Safety Shared.  10/10 points awarded.
	<b>TOTAL POINTS POSSIBLE: 100</b>	<b>82</b>		

### Audit Score

Total points possible 100 - Points not applicable (N/A) 10 = Total points 90

Total points scored = 82

(divided by) \_\_\_\_\_ x 100 = FINAL SCORE 91 %

Total points possible = 90

## 10. SYSTEM ADMINISTRATION

System administration provides an evaluation of the overall effectiveness of the occupational health and safety management system (OHSMS).

Questions	Score	Instructions	Notes
<p>10.1</p> <p>Is there a system to confirm:</p> <p>a. Management communicates health and safety issues to workers? <b>(0-10 points)</b></p> <p>b. Workers can provide feedback on health and safety issues? <b>(0-10 points)</b></p>	<p>10</p> <p>10</p>	<p><b>Verified by worker interviews.</b></p> <p>a. Interviewees must be able to describe how employees are advised of health and safety issues by management (e.g. newsletter, safety meetings, emails, posted bulletins, posters, etc.).</p> <p>b. Interviewees must be able to describe how they are able to offer feedback on health and safety issues (e.g. health and safety meetings, suggestion boxes, contacts with supervisor, etc.)</p> <p>Provide examples.</p> <p><b>Points are awarded based on the percentage of positive response.</b></p>	<p><b>Int –</b></p> <p>a 100% positive responses from worker interviews that management communicates health and safety issues to workers. Communication is through Townhall meetings and meetings in the office and tailgate at the sites. Communication is also done verbally. Workers may also receive emails from management.</p> <p>10/10 points awarded.</p> <p>b 100% positive responses from worker interviews can provide feedback on health and safety issues. Workers can respond to emails, speak directly with their supervisors or speak up in meetings.</p> <p>10/10 points awarded.</p>
<p>10.2</p> <p>Is health and safety information readily available to employees? <b>(0-5 points)</b></p>	<p>5</p>	<p><b>Verified by employee interviews.</b></p> <p>Health and safety information (e.g. hazards assessments, inspections, emergency response procedures, safe work practices/procedures, investigations, HSC meeting minutes, etc.) is readily available to employees. Provide examples.</p> <p><b>Points are awarded based on the percentage of positive responses</b></p>	<p><b>Int -</b> 100% positive responses from employee interviews that health and safety information is made readily available to them. Project HASPs are located in the office, on-line and at the project site. All employees have access to Arcadis' Intranet Site and 4-sight which include all health and safety information and policies. HASP and JSA templates are also available.</p> <p>5/5 points awarded.</p>

10.3	Are health and safety records/statistics analyzed to identify trends on at least an annual basis? <b>(10 points)</b>	10	<b>Verified by review of documentation.</b> Notes must provide examples of the records/statistics being analyzed, and any trends/gaps identified by the employer. <b>Points are awarded based on 70% positive indicators from documentation.</b>	<b>Doc</b> – 100% positive health and safety records and statistics are analyzed at least annually. Review of a PowerPoint presentation that is reviewed at every Townhall meeting. The presentation includes number of injuries, number of recordable injuries by type of injury, body part injured and root cause.  10/10 points awarded.
10.4	Is senior management/management held accountable for the implementation of the OHSMS? <b>(5 points)</b>	5	<b>Verified by senior manager and manager interviews.</b> Interviewees must describe their involvement in improving the performance of the OHSMS (e.g. develop a health and safety plan for the upcoming year, provide resources for health and safety initiatives, etc.) and how they are held accountable. Provide examples. <b>Points are awarded based on a minimum 80% positive interview results.</b>	<b>Int</b> - 100% positive responses from senior manager and manager interviews that senior management is held accountable for the implementation of the OHSMS. Management is responsible for ensuring resources are available to implement the program. They are to ensure HASPs are written and employees are trained. Management is help accountable by safety activity quotas that must be accomplished annually.  5/5 points awarded.
10.5	Is an OHSMS evaluation or action plan completed at least annually? <b>(5 points)</b>	5	<b>Verified by review of previous evaluations.</b> Evaluations or action plans must be completed annually to support continuous improvement. <b>Points are awarded based on 100% positive indicators from documentation.</b>  If this is the employer's first health and safety evaluation, this question may be marked not applicable (n/a). Provide justification.	<b>Doc</b> – 100% positive that Arcadis evaluates their OHSMS annually. Through review of the Arcadis Re-Certification Audit Report 2018 it was confirmed that the OHSMS is completed annually.  5/5 points awarded.
10.6	Are results from the OHSMS evaluation or action plan communicated to employees? <b>(0-10 points)</b>	7	<b>Verified by employee interviews.</b> Interviewees must be able to describe how the evaluation or action plan results are communicated to them. Provide examples. <b>Points are awarded based on the percentage of positive responses.</b>  If this is the employer's first health and safety evaluation, this question may be marked not applicable (n/a). Provide justification.	<b>Int</b> - 71% positive responses from employee interviews that the evaluation and action plan is communicated to employees. The evaluation and action plan will be discussed with employees during office meetings once the report is received. Action items will be identified, assigned and target dates determined.  7/10 points awarded.

10.7	Was a plan developed to address identified OHSMS deficiencies from the previous evaluation? <b>(0-5 points)</b>	5	<p><b>Verified by review of documentation.</b></p> <p><b>To award points for this question, a plan must have been developed to address deficiencies identified in the past year.</b></p> <p>A plan format <u>may</u> include:</p> <ul style="list-style-type: none"> <li>• measureable action items,</li> <li>• completion dates, and</li> <li>• individuals responsible for follow-up.</li> </ul> <p>If this is the employer's first health and safety evaluation, this question may be marked not applicable (n/a). Provide justification.</p>	<p><b>Doc</b> – 100% positive an audit action plan was developed to address the deficiencies identified from the previous audit. Review of the 2019 Remedial Action Plan – Based on 2018 Audit Results confirmed an action plan was developed. The plan includes columns for Comment/Deficiency/Areas for Improvement; Proposed/Planned Remedial Action; Responsible Party; Target Completion Date; and Actual Completion Date.</p> <p>5/5 point awarded.</p>
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10.8	Has the plan been implemented? <b>(0-10 points)</b>	6	<p><b>Verified by review of documentation.</b> Verify if the items identified in question 10.7 have been initiated or implemented.</p> <p><b>Points awarded are based on the percentage of items initiated and/or completed on the plan.</b></p> <p>This question may be marked not applicable (n/a) if question 10.7 has been marked not applicable. Provide justification.</p>	<p><b>Doc</b> – 63% positive that the audit action plan has been implemented. Review of the 2019 Remedial Action Plan – Based on 2018 Audit Results identified eight action items to be addressed from the previous audit.</p> <ul style="list-style-type: none"> <li>- Develop and provide training to ensure employees understand their roles and responsibilities under legislation and Arcadis’ policies was completed in Q3 2019 as targeted.</li> <li>- HARC Activity Matrix addressed exhaustive list of activities performed by staff. Review task to ensure all included was completed 2018.</li> <li>- HASP required workers to identify tasks, hazards and implement controls. JSA required to identify and address hazards (dependent scoring) completed 2018</li> <li>- Inspection reports require management sign-off completion October 2018.</li> <li>- Obtain academic records of new hires to continue to ensure hiring process is followed. Pending</li> <li>- FA Standard encourages all staff to take Standard First Aid training. At least one office staff member is required to be first aid trained – completed Q4. Training still pending for two other employees.</li> <li>- Providing training on investigation techniques. Arcadis NA (North America) is introducing RCA training to all staff. Q4 pending. Director of H&amp;S completed the training in Q4 2018. He participates in all injury investigations greater than minor first aid</li> <li>- Develop and implement an audit action plan. Action Plan initiated Q4 2018.</li> </ul> <p>Five of the eight actions items have been implemented.</p> <p>6/10 points awarded.</p>
<b>TOTAL POINTS POSSIBLE: 70</b>		63		

### Audit Score

Total points possible 70 - Points not applicable (N/A) 0 = Total points 70

Total points scored = 63

(divided by) \_\_\_\_\_ x 100 = FINAL SCORE 90 %

Total points possible = 70

**SECTION D**

**APPENDIX**

## AUDIT OBSERVATION TOUR GUIDELINE

The audit observation tour is an important component of the audit validation process. It is done for two reasons:

- To verify information obtained from documentation and interviews,
- To verify adherence to established organization standards.

- INSTRUCTIONS:**
- The auditor walks through the worksite(s) and verifies through observation the items identified in the audit questions outlined below.
  - As the items are observed, the auditor notes their location and uses the "Notes" column to record what they saw.
  - An employee from the organization being audited must accompany the auditor during the observation tour. This is important in the event that on-the-spot changes need to be made in response to conditions observed (e.g. the existence of dangerous work).

<b>OBSERVATION TOUR CHECKLIST</b>					
		YES	NO	N/A	
<b>Management Leadership and Organizational Commitment</b>				<b>Examples</b>	
1.2	Health and Safety Policy is readily available to employees either in paper form, downloaded or stored electronically.	X			Posted in the employee kitchen and in the EFHSH in field workers vehicles
	EFHSH in vehicle?	X			
1.11	Health and Safety legislation is readily available to employees either in paper form, downloaded or stored electronically.	X			January 2019 binder in the boardroom And in employee vehicle at field site.
	Code handbook in vehicle				

<b>Hazard Control</b>				<b>Examples</b>	
3.2	Select several engineering controls from formal hazard assessment document and record them below. Confirm their availability through observation. Ensure engineering controls identified in relation to high priority hazards have been included in the sample.	X			Isolation of piping through shut of valves at field site. Traffic control – cones, vehicle parking. In office 2 stand-up desks
	Cones,	X			
	Guards on client rotating equipment				
	Desk set up in office	X			
	Stand up desks	X			

3.4	Select several personal protective equipment examples from hazard assessment documents and record them below. Confirm their availability through observation. Ensure PPE controls identified in relation to high priority hazards have been included in the sample.				Field site – employee wearing hard hat, vest, STB, hearing protection (muff on HH), wearing fit over safety glasses. Also observed another employee working in the field site yard wearing the appropriate PPE for the site, including gloves.
	Vests	X			
	Hard hats	X			
	Stb	X			
	Hearing protection	X			
Glasses	X				
3.6	Select several controls (identified during employee interviews) from each category record them below. Confirm through observation that employees are using them.				Field site – employee was using his vehicle as part of traffic control in the yard. Parked to protect employee from traffic if need be. Cones were not required. Guards in place on rotating equipment in the building on the field site.  Employee used TRACK to assess the client owned field site. A Tailgate meeting was held prior to starting work. Review of the HASP and the specific hazards for the task being performed.  Employee was wearing fit over safety glasses, hard hat, hi vis vest, STB. These are all standard PPE required at every site. Also observed another employee on site who was wearing all appropriate PPE.
	Engineering Controls • cones • guards •	X			
	Administrative Controls • TRACK • Tailgate •	X			
	Personal Protective Equipment • glasses • hard hat • vest • StB	X			

	<b>Joint Work Site Health and Safety Committee (HSC) and/or Health and Safety Representative (HSR)</b>				<b>Examples</b>
4.15	Names and contact information of the Joint Work Site Health and Safety Committee members and/or the Health and Safety Representative(s) are posted.	X			List on the H&S board in the kitchen is the list of the JHSC. 2 members in the Calgary office and 2 in the Saskatoon office. Mgn Co-Chair and worker Co-chair are in this office.
	<b>Inspections</b>				<b>Examples</b>
7.6	Select a sample of corrective actions identified on Inspection Checklists/Forms and record them below. Confirm their implementation through observation.				A small cupboard was brought in and all electronics put in the cupboard under the video screen instead of having them running across the room.  For e-cycling – have been removed.
	Cord running across floor in boardroom	X			
	Pile of variety of unused cords in small store room	X			

Emergency Response				Examples
8.9	First aid supplies and services are available	X		In kitchen there is a type 2 and p type kit, fully stocked.
	Kits meet legislative requirements	X		
	Are fully stocked	X		In the vehicle there is a Type 2 kit, eye wash and fire extinguisher.
	Vehicle first aid kits are available	X		
	Vehicle kits meet legislative requirements	X		

Incident Investigation				Examples
9.10	Select a sample of corrective actions identified on incident investigation reports and record them below. Confirm their implementation through observation.			Only observable corrective action would be to review or observe the safety share. It has not been written at this time.
	None observable. Noted conversation			
	With employee and development of a safety			
	Share – not done yet		X	

Additional Items - Random Observations				Examples
	Fire extinguishers			2 in the office, one in the field equipment store room and in the vehicle.
	Tic removers			Extras in the field equipment room, also in the field kits.
	SDS			
			In every HASP and a binder in the field equipment room.	

Arcadis Canada – kick off meeting – September 17, 2019. 08:30

Introductions

Audit scheduling

New audit protocol – now 10 elements

**Element 1: Management Leadership and Organizational Commitment.**

Management commitment and leadership is the essential foundation for a successful occupational health and safety management system (OHSMS). Management and employees working cooperatively together is required for a health and safety system to succeed.

**Element 2: Hazard Identification and Assessment. A formal hazard assessment**

takes a close look at the overall operations of an organization to identify hazards, measure risk (to help prioritize hazards), and develop, implement and monitor related controls. Worker jobs or types of work are broken down into separate tasks. Formal hazard assessments are detailed, can involve many people, and will require time to complete.

**A site-specific hazard assessment (also called field-level)** is performed before work starts at a site and at a site where conditions change or when non-routine work is added. This flags hazards identified at the location (e.g. overhead power lines, poor lighting, wet surfaces, extreme temperatures, the presence of wildlife), or introduced by a change at the work site (e.g. scaffolding, unfamiliar chemicals, introduction of new equipment). Any hazards identified are to be eliminated or controlled right away, before work begins or continues.

**Element 3: Hazard Control.** If an identified hazard cannot be eliminated, controls are implemented to reduce the risk of the hazard. Implementation of hazard controls will result in the reduction of incidents. Three methods of control are: Engineering (i.e. elimination, substitution, guards, ventilation, sound barriers, etc.); Administrative (i.e. safe work practices, job procedures, job rotation, training, etc.); Personal Protective Equipment (i.e. eye protection, hearing protection, gloves, fire retardant coveralls, etc.).

**Element 4: HS Representatives.** Joint Work Site Health and Safety Committees are a key element of the internal responsibility system. It brings work site parties together to work on topics such as hazard identification and control, investigation of health and safety incidents, and responding to reports of dangerous work

**Element 5: Qualification, Orientation and Training.** Qualifications, orientations and training are essential to ensure employees perform their job tasks in a safe and healthy manner. An employer is responsible to ensure the employee is competent.

**Element 6: Other Parties at Work Site.** Other employers, and/or self-employed persons, visitors, and external worksite parties must be included in the employer's health and safety management system.

**Element 7: Inspections.** The formal inspection process can proactively identify new potential hazards, as well as confirm the effectiveness of controls already in place.

**Element 8: Emergency Response.** An emergency response plan helps ensure appropriate and efficient actions will take place in the event of an emergency or disaster.

**Element 9: Incident Investigation.** Investigations determine the cause(s) of an incident, and the corrective action(s) required to prevent a recurrence.

**Element 10: System Administration.** System administration provides an evaluation of the overall effectiveness of the occupational health and safety management system (OHSMS).

Audit tool information required –

COR – number, expiry date *-20180928-8141 Ex Sept 28/21*

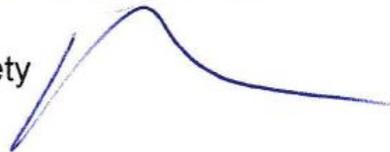
Site visit – date and time *Ogden*

Attendance –

Betts Passmore, Auditor



David McClellan, Arcadis Director of health and safety



## Post Audit Summary Meeting

Date: September 19, 2019. 1:00 pm  
Organization: ARCADIS Canada  
Attendees – Betts Passmore, Auditor



David McClellan – Director of Health and Safety Arcadis

### Section 1 – Management Leadership and Organizational Commitment

ES –

- H&S Policy contains all required statements and is signed by current the President and Director of Health and Safety, dated June 2019
- The signed policy is readily available to all employees through the <sup>Arcadis Intranet site</sup> ~~Source~~ intranet page and it is posted in office
- Employees are aware of the contents of the H&S policy
- Arcadis has health and safety responsibilities written for all levels of employees in the organization, including senior management, managers, supervisors and workers, providing more detailed responsibilities to support the general responsibilities in the health and safety policy.
- Managers and supervisors are aware of their responsibility to the h&s of the employees under them.
- All Arcadis employees are evaluated annually on their health and safety performance
- Senior Management communicates to employees the company's commitment to health and safety meetings, office meetings and at Townhall meetings.
- Management participated in meetings where health and safety is discussed.
- Employees felt that management provides sufficient resources to health and safety, including communication, equipment and human resources.

OFI Recommendations –

- Not all employees are aware of their three rights.
- Is Current legislation not available at all sites visited. Consider providing a link to be on the employee's company cell phone or a copy of the handbook for use in the field.

### Section – 2 – Hazard Assessment

ES –

- There is a list of all jobs carried out at their worksites. .
- Workers are involved in hazard identification and assessment through TRACK.
- A HASP has been developed for the office
- All identified hazards are evaluated according to risk
- Hazard assessments called JSA are revised when changes to the operations occur.
- Senior management is aware of the high hazard tasks employees are exposed to.
- Site specific hazard assessments are done and shared with affected individuals during tailgate meetings.
- System in place for employees to report newly identified hazards – Stop Work Authority

OFI Recommendations –

- Task for working alone, or Fire Warden/Emergency Response not identified.

- Not all hazards captured. Potential workplace violence from co-worker captured what about from visitor or public in the office or in the field.
- recommended that training be provided to all employees in hazard assessment, HARC, HASP and TRACK . Corporate standard states employees are provided with TRACK but this is not documented recommend formal HARC training.
- formal documentation does not include the required statements for hazard assessment review ➔

### Section 3 – Hazard Control

ES –

- Workers are involved in establishing controls.
- Controls identified in HASP have been implemented.
- Employees are using controls that are identified and implemented.
- Changes in controls is communicated to employees corporate wide.
- There is a process for maintaining equipment and preventing the use of defective equipment.
- Management enforces the use of all hazard controls through observations and TIPs process
- All required PPE is provided to employees. Employees are trained on the care, use and maintenance of PPE.
- Employees are provided training in Violence and Harassment Prevention

OFI Recommendations –

- recommended that when hazards evaluated and prioritized that the controls are identified and implemented
- formal documentation does not include the required statements for hazard assessment review
- Workplace Violence and Harassment Prevention programs do not include all required statements.

### Section 4 – JHSC

ES –

- A JHSC has been developed for the site
- Terms of reference have been written
- ToR include all legislatively required information.
- Formal inspections are conducted prior to meetings
- Meetings are held in accordance to the ToR
- JHSC Co-Chairs have completed JHSC training
- There is a procedure in place for ee to bring forward H&S complaints and a process if the concern needs to be escalated to management
- The ToR include process for communicating with other Arcadis JHSC and with sub-contractor JHSCs

OFI Recommendations –

- Not all H&S concerns are resolved in a timely manner

### Section 5 – Qualifications, Orientation and Training

ES –

- Arcadis' hiring process ensures employees have the qualifications and training to perform their job safely.
- ✚ Critical health and safety issues are addressed before new hires starts their normal job responsibilities.
- ✚ The orientation process also includes health and safety policies and procedures.
- Orientations are completed within the first week of employment.

- Employees are provided with job specific training and this training is refreshed annually or every three years are required.
- Job Specific training ensures employees have the knowledge to perform their tasks safety.
- Site specific training is listed in every HASP, PMs ensure all employees working on the site have the appropriate training before they attend the site for the first time.

OFI Recommendations –

- Continue to ensure applicants have the proper certifications and experience for positions.
- Are competency assessments – task related – documented after training? Ie using hand tools, ladders

**Section 6 – Other parties on or in the vicinity of the worksite**

ES –

- Contractors are required to attend and sign off on tailgate meetings
- Site Supervisors monitor sub-contractors at all time on site.
- Visitors and sub-contractors are provided with site orientations, must sign in. Visitor must wear badge.
- Arcadis has excellent communication channels with their sub-contractors
- HASP are available on site to all contractors

OFI Recommendations

- What is done when non compliance of contractor.

**Section 7 – Inspections**

ES –

- Workers are involved in the inspection process monthly and daily at the sites.
- Inspectors are trained in TRACK ensuring consistent thorough process
- Site or operations specific checklists are used – increases potential of thorough inspection process.
- Deficiencies corrected in timely manner, assigned responsibility and target date.
- System in place to report unsafe conditions and this system ensures action is taken by management.

OFI Recommendations –

- Need to confirm if ~~three~~ <sup>yes</sup> member of the committee are sufficient to meet the standard and To **R**

**Section 8 – Emergency Response**

ES –

- Site specific Emergency Response Plans have been written for the Alberta region's office and field sites, including communication procedures, emergency response phone numbers, emergency response personnel and evacuation procedures.
- All employees are aware of their ERP responsibilities and have been provided with appropriate training to fulfill their responsibilities. Including back up wardens
- Emergency response drills are conducted annually, and reviewed to correct deficiencies.
- Emergency response records are kept.
- There are a sufficient number of employees trained in first aid, meeting the legislative requirement.
- First aid supplies in the office and at field sites meet the legislative requirements.
- 
- 

OFI Recommendations –

- Office has the appropriate number of employees trained in first aid, which meets the legislative requirements. Considers ensuring all employees have first aid training. Ensuring all employees are

trained will ensure proper care is provided for incidents in the office where the trained first aid attendant is the injured party.

## **Section 9 – Accident and Incident Investigations**

ES –

- Arcadis has a written procedure that requires reporting of all incidents and illnesses.
- All employees are aware of their responsibility to report which meets their legislative and corporate responsibilities.
- There is a written procedure requiring all incidents and illnesses reports are investigated. The procedures also requires that the investigation identifies the root cause and recommends corrective action.
- There is an Investigation report form which assists investigators in collecting all the required information to determine the root cause and corrective action.
- Investigations include worker involvement through JHSC Reps and as a reviewer of the completed investigation report.
- Supervisor are held accountable for the investigation process, and all investigations are signed off by management.
- Completed investigations are shared with employees through Safety Shares and Townhall meetings.

OFI Recommendations –

- Not all persons responsible for investigations have been trained
- Not all reports provided have corrective action listed
- Through review of dates – not all investigations have been completed in a timely manner

## **Section 8 – Program Administration**

ES –

- There is a system in place to ensure health and safety issues are communicated to employees through Townhall and JHSC meetings and through Safety Shares.
- Includes a system in place for employees to provide feedback to H&S issues through the same methods. The system also ensures follow up occurs.
- H&S records are maintained.
- H&S statistics are maintained and analysed to identify trends and needs.
- The health and safety management system is audited annually.

OFI Recommendations –

- Some of the audit action plans are still pending.

## **Conclusion**

Thank you for your cooperation.

Notes in the audit instrument will assist on determining how the points were awarded or not awarded