



YUKON ENERGY CORPORATION
Safe Work Observation Program



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1.0 Scope

To monitor compliance with Yukon Energy's safety policies, rules, safe job procedures, safe work practices, programs, OH&S regulations, and work methods; and, to communicate management's expectations; and, provide positive recognition for good performance and coach staff.

The electric utility industry typically experiences significantly higher accident severity rates than other industries. This is primarily due to low frequency/high consequence incidents such as electrical contacts and falls from heights. Add to this, other hazards like working over water or on ice and there are some potentially dangerous situations at YEC facilities and work sites.

Since most work in the utility is performed in field and external plant locations, senior management does not have the opportunity to control and monitor work. Consequently, the utility supervision and 'field management' must adopt a decentralized decision making process for the daily execution of work: i.e. workers assess the site conditions, plan the job and select the appropriate work methods, tools and equipment to complete the work. This hazard assessment process is implemented using the JSA Tailboard form for the work and crew performing a particular task.

In this work environment, a working culture may develop where it becomes acceptable to the workers to deviate from established safe work methods, best practices and procedures. This situation can usually be attributed to:

- Employees misinterpreting the employer's expectations to compromise safety in order to increase productivity;
- Deviations from safe work methods not being corrected,
- Complacency, and
- No previous negative experiences while performing a particular task.

A structured work observation program is essential in the electrical industry to effectively monitor and promote safe work performance.

2.0 Safety Performance Monitoring

The work observation program should:

- Clarify and reinforce management's expectations toward safety,
- Focus on the critical safety performance issues,
- Document the observations and assessment of performance,
- Provide constructive feedback and coaching to workers,
- Provide positive recognition for good performance,
- Correct unsafe work methods and habits,
- Identify individual and group training needs.

3.0 Responsibility for Conducting Work Observations

The structured work observation process requires regular observation of working crews, an assessment of critical safety performance issues, documentation and on-site discussion with members of the crew.

Supervisors and Lead Hands have the principle responsibility to monitor and affect safe work performance.

Yukon Energy Directors and Managers must demonstrate a commitment to the work observation program by conducting work observations with each with the Supervisors and Lead Hands.

4.0 Recording Observations on a Work Observation Form

A standard work observation form is used to guide the Supervisor or Lead Hand through the assessment of safe work performance. The forms are available on SharePoint under the 'Forms' tab. There are two, one for Supervisors and another for Managers.

The Supervisor or Lead Hand should complete each section of the form, and then provide any positive and corrective feedback to the crew members.

See Appendices A and B for sample forms.

5.0 Frequency of Site Visits

Supervisors and Lead Hands should schedule work observations to meet the following targets:

- At least two structured work observations conducted per month;
- Every worker should be visited at least quarterly.

Directors should each plan to conduct at least one structured visit per month. Initially, priority can be given to high-risk work.

6.0 Feedback and Follow Up

An on-site discussion should be held with the crew members to provide immediate feedback on the supervisor's assessment of their performance.

The completed work observation forms should be forwarded to the department Director for review and comment on the quality of the assessment. Completed and reviewed forms should be forwarded to the Health & Safety department for filing.

It is very important to provide timely follow-up to any issues identified during the work observation. Action Plans can be developed and implemented as soon as possible to demonstrate that work observations are beneficial to employees as they are an opportunity to provide positive feedback to workers and to coach workers when required.

7.0 Program Assessment and Review

The Health & Safety Department will review the effectiveness of work observations annually.

This review will include:

- A review of the design of the work observation form,
- A review of the quality of the completed forms,
- A survey/discussion with workers on the effectiveness of the work observations,
- A review of the follow-up action items arising from work observations.

Appendix A – Supervisor/Leadhand Observation Form

SUPERVISOR’S WORK OBSERVATION FORM

Date:	Crew Members:
Job description:	

ASSESSMENT OF SAFE WORK PERFORMANCE

Job Plan / Tailboard Conference: (written, well communicated, high risk hazards and effective barriers identified, emergency plan developed) <u>Observations:</u>	Risk Ranking H M L
Vehicle Set-up / Traffic Control: (location, braking device, outrigger pads, grounding, signs, cones, flag person) <u>Observations:</u>	Risk Ranking H M L
Personal Protective Equipment: (rubber gloves, fall arrest, hard-hat, eye protection, hearing protection, respirators) <u>Observations:</u>	Risk Ranking H M L
Work Methods / Lock-Out & Tagging: (confined space, rigging, energized vs. isolated , cover-up, work permits, tagging, grounding / bonding) <u>Observations:</u>	Risk Ranking H M L

ON-SITE DISCUSSION WITH CREW MEMBERS

Supervisor’s Comments:
Worker / Crew Comments:

Follow-up actions: _____

Responsibility: _____ Target completion date: _____

Follow-up actions: _____

Responsibility : _____ Target completion date: _____

Appendix B – Director/Manager Observation Form

MANAGER’S WORK OBSERVATION FORM

Date:	Crew Members:
Job Description:	

ASSESSMENT OF SAFE WORK PERFORMANCE

Job Plan / Tailboard Conference: (written, well communicated, high risk hazards and effective barriers identified, emergency plan developed) Observations:	Risk Ranking H M L
Safety System Elements: (training, inspection and maintenance, safety meetings, Health & Safety Committee) Observations:	Risk Ranking H M L
Recent Safety Initiatives: (well communicated, well understood) Observations:	Risk Ranking H M L

ASSESSMENT OF SUPERVISOR’S WORK OBSERVATION

Thorough assessment of the work: Observations
Reinforces safe performance: Observations
Corrects deficiencies: Observations

ON-SITE DISCUSSION WITH WORKER(S) / SUPERVISOR

Managers’ Comments:
Supervisor / Worker Comments:

Follow-up actions: _____

Responsibility: _____ Target completion date: _____

Follow-up actions: _____

Responsibility: _____ Target completion date: _____