

## Health and Safety Audit – Executive Report

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### BACKGROUND INFORMATION

#### Audit Type:

- ☒ External (COR Certification/Recertification)
- ☐ Internal (COR Maintenance)
- ☐ Auditor Qualification/Certification and Internal (COR Maintenance)
- ☐ Auditor Qualification/Certification
- ☐ Departmental / Baseline (Municipal Internal Use)

#### Municipality Audited:

Name: City of Grande Prairie  
Address: PO Bag 4000, 10205 – 98 Street, Grande Prairie, AB T8V 6V3  
WCB Account # and Industry Code: WCB Account # 673300 and Industry Code 95104  
Contact Person: Janice Kretzer-Prysunka  
Telephone: 780-513-5264  
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Email: jkretzer@cityofgp.cpm

#### Onsite Dates:

Start: June 20, 2011  
End: June 24, 2011

Operations Active at Time of Audit? Yes

Overall Score Achieved: **84.8%**

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### PURPOSE

An audit is an opportunity to identify the strengths of the existing health and safety management system, and to make recommendations so the program can continue to develop and improve.

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### SCOPE

**Brief Description of Operations:** The City of Grande Prairie operation include Parks, Recreation & Culture Centres, Family & Community services, Museums, Arenas, Transportation/Transit, Fleet Services, Facility Maintenance, Finance, Emergency Services, Engineering and municipal government functions such as Assessment & Taxation, Development Permitting and Safety Codes.

**Brief Description of Organizational Structure:** There are six divisions – City Managers Department, Intergovernmental Services, Community Services, Corporate Services, Protective Services and Public Works. All departments fall under one of these divisions.

## AUDITORS

### Lead Auditor:

**Name: Sheldon Weatherby**

Municipality: Strathcona County

Address: 2001 Sherwood Drive, Sherwood Park, AB T8A 3W7

Certification Number and Expiry: 09-13, Expiry February 10, 2012

Telephone Number: 780-464-8420

Email Address: Weatherby @Strathcona.ab.ca

### Team Auditors:

**Name: Rae Clennell**

Municipality: Strathcona County

Certification Number and Expiry: 10-25, Expiry March 2, 2013

Telephone Number: 780-464-8425

Email Address: Clennell@Strathcona.ab.ca

Role: Participated in documentation review, conducted interviews and observational tours.

**Name: Jeff Chorney**

Municipality: Strathcona County

Certification Number and Expiry: 09-40, Expiry May 28, 2012

Telephone Number: 780-416-7257

Email Address: Chorney@Strathcona.ab.ca

Role: Participated in documentation review, conducted interviews and observational tours.

**Name: Scott Laine**

Municipality: Strathcona County

Certification Number and Expiry: 10-03, Expiry May 28, 2012

Telephone Number: 780-464-8404

Email Address: Laine@Strathcona.ab.ca

Role: Participated in documentation review, conducted interviews and observational tours.

## ELEMENT SUMMARY

Score, strengths, and recommendations follow for each element.

### **1. Organizational Commitment** **Score: 114 (88%)**

Organizational Commitment addresses the overall system within which a municipality's health and safety management system must operate. Management must be committed to creating a healthy and safe environment for the municipality's workforce, must demonstrate its support by actively promoting the values it has developed, and be actively involved.

#### Strengths:

- Policy is current and signed by the City Manager.
- Workers, supervisors and managers could adequately describe the elements of the safety policy.
- Manager commitment to safety was noted by workers and supervisors.

#### Suggestions for Improvement:

- Ensure that the current safety policy clearly states the City of Grande Prairie is committed to health and safety and not only workers responsibility.
- Supervisors should be trained on the Occupational Health and Safety Act, Regulation and Code and how it applies to their worksites and staff.
- Workers and managers need continued awareness and training on the specifics of how the Occupational Health and Safety Act, Regulation and Code applies to the work they do.

## **2. Hazard Identification and Assessment**

**Score: 180 (95%)**

Hazard Identification and Assessment is a formal approach to proactively recognizing and ranking (assessing) all hazards faced by municipal employees. This intensive process is crucial to ensuring workers are protected.

### **Strengths:**

- A policy and process is in place for Hazard Identification and Assessment.
- Hazard assessments have been completed and assessed for jobs and tasks across the organization.
- Workers know that they are to report all safety concerns to their supervisor or person responsible for the safety concern.
- Workers indicated that they are informed of significant hazards in a timely fashion.

### **Suggestions for Improvement:**

- Workers need to be involved in hazard assessments. In some areas this was done only by the "Red Binder" people and/or supervisors with no input or review by staff.
- Supervisors need to be cognizant that they are responsible for the hazard assessment process for their areas and that the "Red Binder" people assist with the process.
- The City has implemented 'PAR-Q & YOU' forms by means of a hazard assessment. Because these forms contain personal and medical information of staff they should be stored in a secure area not accessible to all staff. Some departments had 'PAR-Q & YOU' forms filed in their Red Binders.
- The City has invested a lot of effort to complete an ergonomic assessment checklist for workers in sedentary positions. In order to be useful and meaningful to workers, deficiencies found need to be addressed. Documentation review found examples of deficiencies (e.g. broken chair arm) however, documentation was not found that supported deficiency was addressed. The ergonomic assessment checklist can be used to record action items and record completed actions.
- The requirements for a Formal Respiratory Code of Practice and fit-testing should be determined by the hazard assessment process.

### **3. Hazard Control**

**Score: 135 (90%)**

Hazard Control is a systematic approach to determine how to eliminate or the best way to control the hazards identified in Element 2. This includes making recommendations; identifying who is responsible for implementation; setting target dates; and follow-up.

#### **Strengths:**

- There is a standard form and process to complete hazard assessments across the organization.
- The hierarchy of elimination and control has been correctly applied to control identified hazards.
- Controls that had been written on the hazard assessment forms were observed at multiple sites during the audit.
- Preventative maintenance programs were observed to be in place for vehicles and heavy equipment.

#### **Suggestions for Improvement:**

- Individuals responsible for implementing hazard assessment controls and completion dates have not been completed in the written hazard assessment forms for departments. Training on the hazard assessment process and City forms should be completed with managers, supervisors and staff.
- Ensure workers are familiar with lockout/tag out procedures. Although workers know to report broken or defective equipment to their supervisor there were some workers that were unable to describe the lockout/tag out procedure.

### **4. Formal Workplace Inspections**

**Score: 85 (65%)**

The Formal Workplace Inspections process ensures that the hazard controls from Element 3 are adequate, and to identify any new hazards. Inspections are a great opportunity for management to speak with staff about their health and safety-related concerns.

#### **Strengths:**

- There is a formal written directive for worksite inspections that includes the process and forms to complete the inspections.

#### Suggestions for Improvement:

- Ensure the formal written directive describes how results of a formal workplace inspection are to be reported.
- Inspections of work areas need to be completed and documented on the inspection forms at least 4 times every year (as specified in the written directive).
- Certain departments ensure workers participate in inspections. Other departments need to involve workers in inspections (not just Red Binder persons).
- When deficiencies are found during an inspection ensure corrective actions are assigned to a specific person that is clearly identified. (Not all departments used a planned inspection report form that recorded this information.)
- Ensure corrective actions are completed within a reasonable time frame. When corrective actions are assigned to a specific person a completion date can be assigned as well that specifies when the corrective action needs to be completed. (Not all departments used a planned inspection report form that recorded this information.)
- Auditors noted during the observational tours that not all recommended corrective actions have been implemented. It is suggested to have corrective actions completed before the inspection forms are signed and approved by management.

#### **5. Orientation and Training**

**Score: 96 (80%)**

Orientation and Training includes the identification of competency and training needs based on the hazards of the work, and that workers have the needed competence to do the work safely.

#### Strengths:

- Supervisors were able to describe the steps they take to ensure workers are competent.
- The City has a standard orientation form to be used for new or internally transferred workers.
- Contractor safety orientation forms are completed through Facilities and distributed to appropriate departments.

Suggestions for Improvement:

- Ensure documentation is available to show that new and internally transferred workers have completed the orientation form in their first week of work.
- Document the system for ensuring workers have the required qualifications to perform their jobs safely.

**6. Emergency Response Planning**

**Score: 79 (93%)**

Emergency Response Planning establishes procedures related to on-the-job emergencies. This is different from the municipality's system for large-scale municipal disasters involving the general public.

Strengths:

- Emergency response procedures have been developed for all departments.
- All departments met the requirements for trained first-aid responders for their worksites.
- Sufficient first aid supplies were noted in all observed worksites.

Suggestions for Improvement:

- Ensure that all departments test their emergency response procedures every twelve months and document that drills have been completed.
- Ensure all emergency response equipment is properly maintained and checked (e.g. eye wash stations). Equipment could be checked during planned inspections.

**7. Incident Investigation**

**Score: 82 (71%)**

An Incident Investigation system must be developed for the reporting and investigation of occupational health and safety incidents and near-misses. It is critical to analyze incidents and near-misses, so that the direct and indirect causes can be found.

Strengths:

- There is a directive and process to report and investigate incidents.

- Workers were able to describe the process for reporting incidents and who they would report to.
- Investigations were completed for all reported incidents reviewed.

#### Suggestions for Improvement:

- Include in the directive who is responsible to complete the incident investigation and provide incident investigation training to those individuals.
- Incident investigations need to incorporate root cause analysis. 88% of the incidents only looked at immediate causes. Root cause analysis allows for a determination of the factors that lead to the incident occurring and is used to establish preventative measures to prevent a recurrence of the incident. (e.g. Worker slipped while dismounting equipment. Investigation would ask questions such as: Was the worker wearing proper footwear? Was the equipment properly maintained? Broken step? Is there a handle for safe dismount? Was the worker fatigued or unwell? Once these questions are answered corrective actions can be assigned such as: Supervisor to review safe work practice with worker that includes PPE when operating equipment. Facilities to repair broken step. Handle to be engineered and installed on equipment. Management to review safe work practices for on-call workers.)
- Incident investigations and assignment of corrective actions should be completed by supervisors (or those with authority to implement corrective actions and review & sign investigation reports). It was noted during documentation review that workers involved in the incident were recording action items to be completed.
- Ensure corrective actions that have been assigned have been implemented. It is suggested to have corrective actions completed before the incident forms are signed and approved by management.
- Each department uses an 'Incident/Accident Record Master List' to record all of their incidents. It is suggested that when incidents have not occurred during the last that the department note this in their documentation. This note would help to determine whether documentation exists.



## **8. Program Administration**

**Score: 77 (96%)**

Program Administration addresses three critical components: record keeping, communication, and worker participation.

### Strengths:

- Records are retained for lost time, medical aid and first aid injuries.
- Records of safety meetings, agendas, orientations, inspections and training are kept in Red Binders and also posted on the City's intranet site.
- An action plan was developed based on the results of the previous audit.
- Workers are encouraged to raise health and safety concerns,

### Suggestions for Improvement:

- Documentation should be provided to indicate an analysis to determine any trends for lost time, medical aid and first aid injuries. This can typically be provided through the Alberta Workers Compensation Board or through standard safety reporting formulas.

## **NEXT STEPS**

The municipality should develop an action plan based on the recommendations provided in this report. This helps improve the program in an orderly way, with emphasis placed on priority items.

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## **CONCLUSION**

Overall the City of Grande Prairie demonstrated a strong belief in providing a safe working environment. There is a shared commitment for safety across the organization and is lead by the senior management team.

Continued training and understanding of supervisor's responsibilities under Occupational Health and Safety legislation and their responsibilities under the safety program will continue the evolution of the safety management system for the City.

It was refreshing to see that many departments directly involve workers in the hazard assessment process. This included one-on-one involvement and involvement in the process in group meetings and discussions. This type of worker engagement will only further enhance understanding of safety for the City and is a key component in incident reduction.

The audit team would like to thank the City for their hospitality and friendliness provided to us throughout the audit process and we wish you continued success with your occupational health and safety program.

Please contact the auditors if you require more information or have any questions.

Signed,

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Lead Auditor

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Date