



## Work Observations Standard

### 1.0 PURPOSE

This standard supports the Safety, Environment and Enterprise Security Management Policy and establishes a formal process to observe and confirm that correct work practices are being followed.

### 2.0 DEFINITIONS

#### 2.1 Hazard/Aspect and Risk Assessment

The overall formal process to identify hazards/aspects and evaluate the risk of injury or illness arising from exposure to a hazard/aspect, with an objective to eliminate the risk or to utilize control measures to reduce the risk.

#### 2.2 Leader

Any employee who has staff reporting to them.

### 3.0 ROLES AND RESPONSIBILITIES

#### 3.1 Leaders shall:

- Conduct an appropriate number of work observations as defined by each Division;
- Use a Work Observation form as a guide for conducting the work observation;
  - There are two available forms that shall be used: one established for work observations in the field and the other for work observations in an office environment.
  - If a particular item is missing from the available Work Observation form, add the item in one of the blank boxes, or consider attaching a second page to the available Work Observation form, as required.
- Provide recognition to employees for good work practices and to employees who proactively identify potential issues using the Good Catch Program, which leads to the prevention of incidents;
- Provide constructive opportunities for improvements;
- Encourage conversation, questions and communication throughout the work observation;
- Identify training/awareness needs and consider if training has been effective;
- Conduct targeted work observations based on incident trends, critical incidents, nonconformities and corporate areas of focus;
- Promote a healthy, safe, secure and environmentally conscious working culture;
- Monitor compliance with Safety, Environment and Enterprise Security procedures;
- Ensure employees have an opportunity to review the completed work observation form; and
- Discuss trends and observed systemic deficiencies at Safety/Environment meetings and escalate to Corporate Safety, Environment and Enterprise Security, as required.

##### 3.1.1 Peer-to-Peer Work Observations

- It is recommended that Leaders from different areas/divisions/locations work together to conduct work observations on each other's staff; and
- Count peer to peer work observations towards the Leader's required number of annual work observations.



### 3.1.2 Quality and Effectiveness

- Leaders shall review at least two work observations per year to ensure quality
  - Review of work observations may include attending the site with your staff or reviewing the work observation documentation after the observation is completed (it's recommended that leaders with direct reports who are required to complete work observations attend a work observation with their staff at least once a year).
- When reviewing a work observation, it's important to confirm the following:
  - Were constructive opportunities for improvements identified and discussed?
  - Was positive feedback and recognition provided to the employee(s)?
  - Was the work observation completed in accordance with the standard?

### 3.2 Divisions shall:

- Implement the integrated Work Observations Standard;
- Establish where required, local procedures that support applicable standards;
- Establish the number of work observations based on role, level of risk, historical performance and number of employees;
- Monitor the Work Observations Standard and Procedures for their respective areas of responsibility;
- Determine current level of conformance with the Work Observations Standards;
- Maintain records for each of the above in Software Management Systems; and,
- Maintain a process of continuous improvement through management review.

### 3.3 Safety Coordinators and Environment Specialists shall:

- Conduct the appropriate number of work observations as defined by each division; and,
- Conduct work observations in the same manner as described in Section 3.1.

### 3.4 Contract Administrators shall:

- Conduct the appropriate number of work observations on contractors as defined by each division or as specified in contracts; and,
- Conduct work observations in the same manner as described in Section 3.1.

### 3.5 Employees and Contractors shall:

- Actively participate in and implement improvements identified during the work observation.

### 3.6 Corporate Safety, Environment and Enterprise Security shall:

- Address systematic deficiencies identified by leadership, Safety Coordinators and/or Environment Specialists;
- Be responsible for ensuring that work observations be reviewed as part of internal/external audit processes; and,
- Identify target areas for work observations based on incident trends, critical incidents, nonconformities and corporate areas of focus.

### 3.7 Occupational Health Committees (OHC) shall:

- Monitor compliance with this standard; and
- Analyze, promote and communicate corrective actions identified during work observations.



## **4.0 METHOD/PRACTICE**

Steps to conduct a work observation:

### **4.1 Plan the Work Observation**

- Review the Work Observations Standard
- Review previous work observations conducted for similar work
- Review incident reports related to the task or work to be observed
- Review employees' training records to ensure training is up-to-date
- Review any environmental permits applicable to the work
- Review applicable Standard Operating Procedures (SOPs) and Environmental Best Management Practices (BMPs)
- Review Personal Protective Equipment (PPE) required for the work site

### **4.2 Observe the Work being Conducted**

- Review and sign on to the Hazard/Aspect and Risk Assessment;
- Use the available field form or office form as a guide for what to look for during the observation (note not all listed activities on the form need to be filled out, use the form as a guide and fill out as applicable); and
- Work observations shall include a review of safety hazards, environmental aspects and/or security considerations.

### **4.3 Initiate Discussion**

- Ask questions about the work;
- Provide positive feedback and discuss opportunities for improvement.

### **4.4 Record**

- Record positive feedback and opportunities for improvements on the form; and
- Upload the work observation form into the Software Management System.

### **4.5 Follow Up**

- Follow up with employees on implementation of improvements at safety meetings or confirm the improvements are being implemented at the next work observation.

## **5.0 RESOURCES**

Corporate Safety, Environment and Enterprise Security shall assist in all aspects of complying with this standard, as outlined or requested.

## **6.0 REFERENCES**

Located on SafetyNet:

- Safety, Environment and Security Work Observation Form – Field
- Safety, Environment and Security Work Observation Form – Office