



Winter Road

Supervisors Manual

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Winter Road

SUPERVISORS MANUAL

Our greatest concern is for the welfare and Safety of our employees while they are at any of our projects. We realize that good equipment maintained in first class condition and having all the safeguards that experience has shown to be practical and effective are only part of our responsibility. This part of our program is comparatively easy. The other part, education of the employees, calls for continuous and unrelenting effort year-in and year-out. It is not a one-sided affair. It depends on the co-operation of everyone. A Supervisor may teach, but the Employee must learn. The Rules are only as good as the knowledge you have of them and the practice to which you put them.

The Supervisors Manual is intended as part of our educational program. It does not cover every possible situation, but it does call attention to the more common hazards of your job. You will be expected to know and comply with all safety rules, procedures and the Northwest Territories Mine Health and Safety Act and Regulations.

Never take a chance and never work in an unsafe situation!

TAKE SAFETY PERSONALLY

Never walk past an unsafe act or condition

Stop and correct it!

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Guidelines for Supervisors

As a Supervisor, you are responsible for the safety of your employees and their compliance with the requirements of the Company's Accident Prevention Program.

Expectations

- Set an example through your safe actions.
- Maintain a working knowledge of all safety rules, which apply to your Job.
- Maintain the equipment assigned and used by your crew in safe working condition. Actively support and enforce the Company's Accident Prevention Program, the Safety Regulations of Federal, Territorial and Local Authorities.
- Organize and plan all work activities so that the safety of your crewmembers is not jeopardized.
- Provide safety orientation to every new employee on your crew. This will include:
 - A warning of the hazards of the job;
 - Instruction in the safe work procedures necessary to do the job assigned; and
 - Making sure that the employee is properly prepared to do the job.
- Conduct a Toolbox Meeting once a week and record the meeting in the Daily Log Book.
- Ensure every equipment operator has been trained for the equipment he is assigned to.
- Ensure every new employee has been checked out for the equipment he is operating.
- Daily Safety chats should be written down in the Supervisors Logbook.

All supervision foreman and superintendents must have a **ZERO** tolerance attitude when it comes to safety and must take appropriate action and discipline employees

- Notify your Superintendent or Manager immediately of any accident, which results in personal injury or property damage.

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- If one of your Employees' fails to show up for work and there is any possibility that it is due to a job-related injury or a health problem, notify your Superintendent.
- It is your responsibility to fully investigate every accident/incident, which occurs, or an incident having the potential for injury or damage.
 - You must complete a Supervisor's Accident/Incident Investigation Report and file it with the Safety Office.
 - In your investigation you must determine the cause of the accident or incident and how it will be prevented from happening again. After your Investigation, you will be expected to implement the measures necessary to prevent reoccurrence.

Pre-Job Planning

Planning will be an integral part in preventing accidents on your crew's shift. Each project and job site will present different problem areas and your planning must include the anticipation of these problems.

When planning your daily task, it is your responsibility to identify the hazards and potential accident exposures, which your crew will encounter. Then you must take the measures necessary to eliminate or control these hazards and to prevent an accident from occurring.

Your planning must include:

- The condition of your jobs, such as weather, terrain and traffic conditions.
- Knowledge of the physical capabilities and skills of your crewmembers. You must know and respect the limitations of your crew.
- Scheduling of crews and equipment so that you will have them when and where you need them. The necessary tools and equipment on your job, including safety
- Obtaining the equipment, fire extinguishers and first aid supplies.
- Knowing how to extinguish fires.
- Be familiar with oil and hazardous material spill clean up techniques.
- Know where the spill cleanup materials are stored.

This planning must be backed-up by action:

- Coordinating your work with the work of other crews.
- Training new employees in the safety procedures required on the job.
- Making routine inspections of all tools and equipment.
- Observing the work activity of your crew and promptly correcting any unsafe work habits before they result in an accident.

- Obtaining the support and assistance of your Superintendent or Manager, where necessary.

Safety orientation

- It is your responsibility to make each person on your crew understand the importance of accident prevention. This must be done in addition to any safety orientation given to the newly hired employee by the Safety Department. This requirement is for employees transferring from other departments as well as newly hired employees. You will be expected to:
- Explain the nature and scope of the work assigned to your crew each time a new employee is added and each time your crew begins a new work assignment.
- Familiarize the employees with all hazards involved in the work your crew is doing and how they are to be avoided or controlled.
- Make sure the employee has been issued the required safety equipment, the Departmental Standards and Procedures and any other equipment the job requires.
- Explain the importance of Accident Prevention, to you and the Company. You should make it clear to your new crewmember that you intend to enforce the Company's accident prevention policy. Naturally, you must also follow-up this statement in your daily actions.
- Now is the time to inform the employee of the specific safety instructions, which apply to your work, including the need for any special safety equipment. Here again, you must follow-up in your day-to-day actions to enforce the use of the equipment.
- Make certain the employee understands, that disregarding safety instructions given by you, or breaking the safety rules could result in discipline or termination.
- Explain to the employees where they can get first aid.
- Explain that any accident or incident, no matter how minor, is to be reported to the supervisor immediately.
- Show the Employee around the job site and introduce him to the other crewmembers.

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Job instructions

- Good job instructions and training go hand-in-hand with safe and efficient production. Both are your responsibility as a Supervisor.
- Never assume that an employee is qualified to do any job or run any piece of equipment until you have checked the employee out. All Employees require close supervision until they have demonstrated that they know how to perform the duties you have assigned them.
- When you give instructions, remember although you understand exactly what you are telling an Employee, the Employee may not be getting your meaning. The best way to avoid confusion is to ask the Employee to repeat what you said. This will let you check whether or not your instructions are being understood clearly.
- When your instructions are detailed or involved, a sequence of events, which will occur over a period of time, it is always better to write them down.
- When you give your crew instructions, always include any safety instructions they will need to follow in performing their work. Never assume an Employee will automatically understand this part of the job unless you, as his Supervisor, point it out.
- Sometimes you have to go so far as to actually show an Employee how to do a job. When that is the case, follow these guidelines:

Step 1: Prepare the employees to receive the instructions

- I. Put them at ease. Remember, people can't think straight; if you make them embarrassed or frightened.
- II. Find out what the Employee really knows about this job. Start in where their knowledge ends.
- III. Get their interest. Relate the job to the crews assignment, show that this work is important; and
- IV. Put the Employee in the right position. Don't have the employee see the job backwards or from any other angle than from which it will be worked.

Step 2: Present the Operation

- I. Tell what you expect of the Employee;

- II. Show how it is to be done; and
- III. Ask the employee to explain to you how the job is done.

Remember:

- Explain the job a step at a time;
- Make the key points of the job clear;
- Explain any hazards involved in the job and how to avoid them;
- Explain how to protect any equipment assigned from abuse or the damage;
- Make clear any routine maintenance the equipment may require;
- Ask the Employees if they have any ideas on how to do the job more safely and productively; and
- Repeat the job and the explanation, if necessary.

Step 3: Try out the employees' performance

- Have the Employee do the job and watch them;
- Then have the Employees do it again, and have them explain to you what they are doing and why. It's easy to go through motions and not really understand what you are doing;
- Have the employee explain the key points, including any safety measures to be followed;
- Correct errors, but don't bawl the Employees out or indicate that they are "thick" or "dumb". Tell them if they are going in the right direction; and
- Continue doing all this until you know the person knows how to do the job. You may have to do the job a half dozen times.

Step 4: Follow-up

- Tell the Employees whom they should go to if they need help. Make this definite, you or someone you designate, then put the Employee on their own;

- Check Employees frequently in the beginning and less frequently later on. Point out any mistakes you see, or a better way of doing the job, in an open, friendly manner;
- Have other crewmembers keep an eye on the new Employee; and taper off this extra coaching when the Employee is able to work under normal supervision.

The safety meeting

The objective of these meetings is to inform your crew of measures, which must be taken to protect their safety. The Company expects that you will conduct these meetings and that you will enforce the safe practices you discuss during these meetings on a day-to-day basis.

Safety observations

You must also make it a habit to make deliberate job safety observations of your crew each and every day. This means that, during your workday, you stop to watch your crew, taking notes of any unsafe practices, or exceptionally good safety practices you observe. Make a point of bringing these observations to the attention of the crew. Follow-up on them as you would any other instructions.

Be on the lookout for unsafe acts or conditions, which could lead to an accident in all your contacts with others on the job, as well as in your own actions. To give this as part of your job, as a Supervisor, the emphasis it deserves; you must make a special effort to develop your own safety consciousness. You can do this by making these deliberate safety observations of your crew.

Discipline

It is your responsibility, as a member of the management team, to maintain a level of enforcement on your crew which will serve, not only to protect the safety of our Employees, but will also contribute to the efficiency of the operation. You are expected to enforce safety rules with the same emphasis that you place on production.

Safety enforcement is necessary for the protection of the individual, the other crew members and the Company.

One of the most important things to consider is the behavior of the Employee on your crew. You must maintain a level of enforcement on your crew, which does not tolerate the unsafe employee.

It is your responsibility to recommend discipline for Employees when they violate the Company safety rules or commit an act, which jeopardizes their safety or the safety of others. You must

manage your people, always keeping in mind the fact that you are responsible for the safety of your crew.

When should you discipline an Employee for a Safety Violation?

- Don't hold back your enforcement of an Employee until after an accident has occurred.
- The time for enforcement is before an accident has occurred.

Corrective discipline should be based on the following guidelines:

- Each Employee must understand the rules and that the Company intends to enforce.
- The purpose of discipline is to obtain compliance with established rules of conduct, not to punish.
- Corrective discipline applies only to lesser offences. Discharge should be resorted to only when other efforts fail or the Employee represents a serious hazard.

When you reprimand an Employee you should:

- Tell the person that he or she has made a mistake. This should be done as soon as possible, and not in front of other Employees, even though further action may have to be postponed until later.
- Explain how the mistake affects the Employee's work and the crew.
- Explain what actions you will take if the mistake is repeated.
- Make certain that the person understands what is expected and what actions are necessary to avoid making the mistake again.
- You must be consistent in handing out discipline---never discriminate between Employees.
- Use the Step Discipline System to keep a record of any action that you take.

Investigations

From time to time, a Supervisor will ask, “ Why should I be the one to investigate an accident?” The answer is important. You, the Supervisor, are the person best qualified to know what your Employee should have been doing at the time of the accident/incident. You are in the best position to determine what happened and why. And, you will be responsible for taking the measures necessary to prevent a similar accident/Incident from happening again.

The objective of your investigation is twofold. First, to determine what went wrong and what you will do to prevent it from happening again. Second, your accident/incident investigation will provide a means of teaching you to recognize situations that might lead to other accidents. You are not trying to place blame for the accident.

Your accident/incident investigation will demonstrate your concern for your crew’s safety if you take the measures necessary to prevent the accident/incident from recurring.

The prime purpose of accident/incident investigations is the protection of our Employees. But, effective accident/incident investigations also increase production by minimizing the lost production, damage to materials and equipment, and other losses resulting from accidents. How? By providing the necessary information for preventing the recurrence of the accident/incident.

But, more importantly is the part effective accident/incident investigation has on your way of looking at your job as a Supervisor. As you come to recognize the chain of events, which lead to an accident, and it’s resulting injury or damage, you will develop a more critical eye. You will see things on your job you never noticed before.

Unsafe acts and conditions, which need to be corrected, before they too result in an accident. You will have developed the attitude that solving these safety problems today, before they result in a serious accident, is as important a part of managing your job as any of your other duties.

Your Report must include:

A summary of the facts:

- a) The Project. (Winter Road)
- b) Equipment number, if any Company Equipment is involved;
- c) The type of accident/incident;
- d) The name and job assignment of the employee(s) involved;
- e) How long that Employee(s) has been on your crew and how long in this occupation; and
- f) The date and time of the accident/incident and when it was first reported to you.

The exact place where the accident/incident occurred.

Describe the exact location of where it occurred; what was the terrain, weather, and lighting?

Where you were at the time (be specific)? Did you witness?

What happened?

- a) This does not mean to list the damages or injuries, which resulted. It means explain the events, which lead to the damages or injuries.
 - b) If other people were involved, explain what they were doing as well, who they are and who they work for;
 - c) If other equipment was involved, describe it, who owns it and how it was involved;
 - d) If the accident involved any type of wheel or track-mounted equipment, draw a diagram showing what happened, on the back of the report; and
 - e) If you need more room for your description, use the back of the form or another sheet. If a diagram will help, draw one. If photographs were taken, note this on the report.
1. Describe all injuries and damages that resulted from the accident and any medical treatment that was given as a result.
 2. Explain the cause. Carelessness is not an answer to this question. If carelessness was a factor, explain why the Employee was careless. If you feel more than one factor contributed to the cause of the accident, list all of them. Get the basic cause. **The cause of an Employee slipping on the floor is not that the floor was slippery. The cause may have been that someone did not mop up the water on the floor.**
 3. Explain the measures that you have taken to prevent this accident/incident from happening again.
 4. What recommendations do you have to pass on to others to help them avoid this type of accident/incident?
 5. What Safety equipment, such as hardhat, safety belt or safety glasses, was worn by those involved? Did it help them in avoiding more serious injury?
 6. List the names of witnesses. If they are employees of another company, also list their address.
 7. List how many accidents you have had on your crew this year and how many this Employee has had.
 8. Sign your report and date it, then pass it along to management for review.

Modified Duty Program

- Every effort should be made to provide suitable Modified duties to an employee who is unable to perform his/her normal duties as the result of a work-related injury/illness.
- The primary objective of this program is to return the injured Employee to some productive duties as soon as possible and it is an effective method for an Employee to make the transition back to full duties while feeling they are providing a value to the Company.
- Early intervention reduces the time an employee remains off work; thereby substantially reducing the costs associated with the work related injuries.

Injury reporting procedure

The following is the procedure to be followed when an Employee is injured on the job:

1. The Supervisor will accompany the worker to first aid and report the incident to the Road Superintendent.
2. A signed statement from the worker and a witness about the circumstances under which the injury occurred shall be obtained.
3. The Supervisor will then fill out the incident report and report the incident to the safety department.
4. If the injury is serious in nature and requires that the worker be flown to a hospital for medical aid, a Supervisor or the Safety Supervisor will accompany them.
5. All Medical Aid cases are to be reported to Pat McHale the Operations Manager

Emergency radio contact

In the event of an emergency out on site, the following must be done:

1. Switch your radio to channel?
2. Repeat, This is an emergency (3 times)

The Medic will answer on this channel. Give them specific information, (Name, Location, Injury, fire or other emergency) and tell them if you need a Medic, Emergency Response Team or both.

Job safety analysis

What is a job safety analysis?

A JSA is a process of reviewing job methods to:

- Identify the hazards
- Determine the corrective action

JSA's results in a safer and more efficient job method:

The person observing the job being done usually does a JSA. If it is a new or dangerous job, or a job that has not been done very often, there will be a discussion instead of an observation. The term "Job" refers to the steps or tasks a person performs at work.

The solutions may take the form of physical changes that minimize or control job hazards (e.g., using machine guards). Other solutions involve making changes to the job procedure to eliminate or cut-down on hazards (e.g., piling materials more safely).

Factors such as quality control, production, and safety must be included in the analysis.

Why conduct a job safety analysis?

Employee Safety is always the top priority. A simple system of job analysis can reduce:

- Job related accidents that result in injuries to personnel
- Equipment damage
- Production losses

Standard Job Procedures, instructions and safe work procedures are ways to control hazards.

Finding the best and safest way to do a job and telling people about it is the purpose of a JSA.

Who is responsible for job safety analysis?

Managers and Supervisors must ensure that JSA's are included in the development of procedures and methods.

This includes:

- Engineering Safety into the design and development of the process.
- Standardizing operating procedures.
- Establishing Safe work practices – when the risk is slight or the job doesn't require procedures or operating instructions.

How is a job safety analysis done?

A JSA has four basic steps:

1. Select the job to be analyzed.
2. Break the job down into steps.
3. Identify the hazards and potential accidents.
4. Develop ways to eliminate the hazards and prevent potential accidents.

Select the job to be analyzed.

Use these factors when selecting jobs to be analyzed.

- Frequency of accidents
- Disability injuries
- Potential of injuries
- New operations.

Break the job down into steps.

1. Select the right person to observe.
2. Explain the purpose of the analysis.
3. Observe the person as the job is being performed.
4. Record each step on a Job Safety Analysis form.
5. Review with employees and ask for feedback.

Identify the hazards.

- Striking against, being struck, or other contact that could cause injury.
- Being caught in or between something.
- Slipping or tripping.
- Straining, pushing, pulling, reaching, twisting, or lifting.
- Gases, fumes, mist, or dusts that are hazardous.

- Find a new way to do a job.
- Change the physical conditions that create hazards.
- Eliminate hazards still present; change the job procedure.
- Reduce the need for or frequency of a job.

Use JSA's for training new employees and noting any deficiencies in the jobs. Conduct a review if an accident occurs. Most importantly, follow up in all areas.

PAGE_____OF_____

[illegible]

SUPERINTENDENT _____
FOREMAN _____

EMPLOYEE REPRIMAND NOTICE

NAME _____

—

Dept. _____ Date _____

VERBAL WARNING

DATE GIVEN _____

SAFETY VIOLATION

ABSENCE

UNSATISFACTORY PERFORMANCE

INSUBORDINATION

VIOLATED COMPANY POLICY

OTHERS

TARDINESS

Explanation of
Violation: _____

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