

Occupational Health and Safety Management System Manual

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	Title:	Environmental Protection Policy	Date Effective:	2019-06-01
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Environmental Protection Policy

Millennium Heat is committed to protecting the environment during all phases of its operations within the petroleum industry. Millennium Heat will:

- Assess the potential effects of its projects and integrate protective measures into the planning process to prevent or reduce impact upon the environment, climate and local wildlife/plant populations and habitats.
- Implement environmental protection procedures throughout our operations, which may include any or all the following:
 - Limiting the use of greenhouse gases by using low-emission or energy efficient technologies and renewable energy whenever possible.
 - Ensuring that all vehicles and equipment used in our operations are maintained in good condition, and to use the most energy efficient vehicles and equipment wherever possible.
 - Conducting a pre-purchase review process with preference given to items which will minimally impact the environment.
 - Following a materials management system, to limit the amounts of materials that are used, left over as waste, or transported, and to ensure that any wastes generated are properly disposed of.
 - Appropriately using, storing and disposing of any chemicals that may be used in our operations.
 - Implementing energy conservation measures (i.e. turning off equipment when not in use; not allowing vehicles to idle unnecessarily; reducing vehicle speeds, etc.).
 - \circ $\;$ Reducing, reusing and recycling wherever possible; and
 - Promoting and implementing water conservation measures.
- Educate workers and supervisors in conservation and protection procedures and techniques, to be incorporated into both workplace and home/personal activities.
- Provide relevant information in a timely fashion to the public and to governmental or other regulatory bodies with respect to corporate policies and activities and be responsive and sensitive to community concerns.
- Comply with applicable laws and regulations and adhere to all industry guidelines.
- Make it a priority to plan, stop, minimize and control releases of solid liquids or gaseous emissions.
- Correct environmental damage caused by Millennium Heat's activities in a timely and efficient manner.
- Implement programs to minimize the consequences of emergency events by pre-planning and ensuring prompt and effective response.
- Encourage and support research relevant to improving our industry's ability to protect the environment.

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MILLENNIUM HEAT Boiler Rentals	Document Type:	Policy	Revision:	1
	Title:	Fit for Duty Policy	Date Effective:	2019-06-01
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Fit for Duty Policy

Millennium Heat values and is committed to protecting the health, safety and productivity of our employees and the safety of others. Our company believes that everyone has the right to a safe and healthy workplace; accordingly, employee/subcontractor fitness for work is an important element of workplace safety.

Impairment, which is anything that affects a worker's ability to perform a job safely, can have a serious impact on workplace safety. Millennium will make every reasonable effort to ensure that a worker will not cause risk to him/herself or others, due to the worker being impaired and unfit for work.

A worker will be deemed unfit for work when impaired by substances such as alcohol or drugs (including prescription and certain over-the-counter drugs, where these drugs may affect one's ability to perform safely) or where injury, illness, medical or psychological conditions, fatigue or stress result in a reduced ability to perform work safely. An emphasis will be placed on early intervention, treatment and rehabilitation in a manner that treats the worker with dignity and respect.

To be considered fit to work, workers must also be physically capable of performing their job, as determined by a Physical Demands Analysis (PDA), and have the necessary education, experience and training necessary to perform their job.

Awareness of various impairments and their potentially serious consequences is the responsibility of both workers and supervisors. Workers must inform their supervisor of any condition(s) that may affect their ability to perform their assigned tasks in a safe manner. Supervisors must be able to identify when a worker is impaired and therefore incapable of performing his/her job safely, keeping in mind that it is more important to be able to initially detect impairment than pinpoint its cause.

If a supervisor holds a just and reasonable belief that a worker's job function is impaired, or that there may be danger to the worker or others if the worker stays on the job, the supervisor may: suspend the worker pending medical assessment; temporarily transfer the worker to another role; provide a leave of absence; or provide some other assistance as may be deemed reasonable for the situation. An employee may, at any time, seek medical assistance for personal or family problems on a confidential basis.

Mark Mayfear

MILLENNIUM HEAT Boiler Rentals	Document Type:	Policy	Revision:	1
	Title:	Hazard Assessment Policy	Date Effective:	2019-06-01
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Hazard Assessment Policy

Formal Hazard Assessments

To ensure workplace health and safety hazards are identified, assessed for risk, controlled and communicated to affected parties, Millennium Heat will:

- Conduct a detailed assessment of the company's overall operations and tasks to identify existing
 or potential hazards before work begins,
- Assess the risk of each hazard to prioritize the hazards and controls,
- Develop hazard controls utilizing the Hierarchy of Controls:
 - Elimination, Engineering Controls, Administrative Controls, PPE
- Implement the selected controls and communicate the controls to all affected parties, and
- Monitor the controls for effectiveness.

Millennium Heat will prepare a dated report of the results of the hazard assessment and the methods used to control or eliminate the health and safety hazards identified. The company will include affected workers when conducting the hazards assessments and will repeat the hazard assessment:

- Every three years at a minimum to prevent the development of unsafe and unhealthy working conditions,
- When a new work process or operation is introduced or an existing process or operation changes, and
- Before the construction of significant additions or alterations to a work site.

Site Specific Hazard Assessment

To identify potentially unsafe conditions and health and safety hazards present at the work site, on the day of the job, Millennium Heat will conduct a Site-Specific Hazard Assessment:

- At all temporary or mobile work sites,
- At work sites not owned by the company,
- When new conditions, tasks, equipment, processes or construction are introduced,
- With the inclusion of affected parties at the work site

Millennium Heat will prepare a daily report, for each shift on each work site, of the results of the hazard assessment and the methods used to control or eliminate the health and safety hazards identified.

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MILLENNIUM HEAT Boiler Rentals	Document Type:	Policy	Revision:	1
	Title:	Hazard Control Policy	Date Effective:	2019-06-01
	Doc#	MH-HSE-1004	Approved By:	T Goshko
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Hazard Control Policy

Formal Hazard Assessments

To ensure the health and safety of workers, other affected parties and the public, Millennium Heat will control workplace health and safety hazards identified in the formal hazard assessments:

- In accordance with the Hierarchy of Controls
 - Elimination, Engineering Controls, Administrative Controls, Personal Protective Equipment (PPE)
- To meet legislative requirements,
- With high hazard items given priority,
- With the inclusion of workers affected by the hazards and proposed controls,
- Including assignment of responsibilities for implementation, and
- With ongoing monitoring and evaluation of controls after implementation.

Millennium Heat will monitor controls for effectiveness and will review the formal hazard assessments at least every three years to ensure the implemented controls are still effective in controlling the health and safety hazards.

Site-Specific Hazard Assessments

On the day of the job, at the start of each shift, at the Red Deer facility and each remote work site, Millennium Heat will conduct a Site-Specific Hazard Assessment. The site-specific hazard assessment is to identify unsafe conditions and health and safety hazards specific to each work site and identify the controls to be used to reduce the risk to all affected parties.

The Hierarchy of Controls shall be used to reduce the risk to affected parties to as low as reasonably practicable. Hazards shall be eliminated where possible; controlled by engineering and administrative controls as needed; with personal protective equipment used as a last resort.

Millennium Heat will prepare a daily report, for each shift on each work site, of the results of the hazard assessment and the methods used to control or eliminate the health and safety hazards identified. All affected workers shall be involved in the hazard assessment and shall sign off on the hazard assessment to verify the hazards and controls have been communicated.

Mark Mayfear

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MILLENNIUM HEAT Boiler Rentals	Document Type:	Policy	Revision:	1
	Title:	Health & Safety Orientation Policy	Date Effective:	2019-06-01
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Health and Safety Orientation & Training Policy

The purpose of health and safety orientations and training are to help workers become familiar with the company's safety management system and all parties' responsibilities and obligations as required by law.

Millennium Heat shall ensure new hire employees and contractors receive a health and safety orientation upon hire to communicate essential health and safety information and ensure all personnel are knowledgeable in:

- 1. Health and safety policies and procedures,
- 2. Health and safety responsibilities,
- 3. Workers rights (right to refuse, right to know, right to participate),
- 4. Task specific hazards and controls,
- 5. WHMIS 2015 information,
- 6. Applicable regulatory requirements (i.e. OHS legislation, WCB, NSC, ABSA),
- 7. Discipline and enforcement,
- 8. Emergency response procedures (including alert/alarm systems),
- 9. Hazard reporting,
- 10. Incident and near miss reporting, and
- 11. Orientations are signed off by the employee and the person conducting the orientation.

Visitors shall receive an orientation appropriate to the level of risk exposure. Salaried and seasonal employees shall receive an orientation at least every three years or whenever there is a major change to the safety management system or regulatory requirements. Training shall be ongoing and consists of eLearning, classroom, and in-field coaching and mentoring.

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MILLENNIUM HEAT Boiler Rentals	Document Type:	Policy	Revision:	1
	Title:	Health and Safety Policy	Date Effective:	2019-06-01
	Doc #	MH-HSE-1006	Approved By:	T Goshko
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Health and Safety Policy

Millennium Heat is committed to conducting its activities in a manner that will protect and maintain the health and safety, including physical, psychological, and social well being, of our employees and subcontractors, clients, visitors, and the public.

The Company is responsible for providing and maintaining a safe workplace with appropriate procedures, training, and equipment to ensure work activities are performed to accepted industry standards in compliance with government regulations. It is our goal that every worker returns home safely everyday.

Supervisors are responsible for providing and maintaining a safe workplace by ensuring they are competent to supervise every worker under their supervision; ensuring all necessary precautions are taken to protect the workers under their supervision; ensure workers are aware of the hazards and use the appropriate controls; ensuring workers follow procedures and regulations and are not subject to or participate in harassment or violence.

Workers are responsible for ensuring they are aware of, and adhere to, their rights and obligations, including refusing unsafe work; taking all reasonable care to protect themselves and other persons; follow procedures; report unsafe conditions; participate in the Health and Safety Program; use hazard controls and refrain from causing or participating in harassment or violence.

We are committed to a highly reliable safety culture focused on HSE objectives. 100% vigilance by 100% of the workforce, 100% of the time always asking, "what if something should go wrong?"

Mark Mayfear

MILLENNIUM HEAT Boiler Rentals	Document Type:	Policy	Revision:	0
	Title:	Health & Safety Representative Policy	Date Effective:	2019-06-01
	Doc#	MH-HSE-1007	Approved By:	T Goshko
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Health and Safety Representative Policy

It is the responsibility of the worker appointed Health and Safety Representative (HSR) to ensure the health and safety of all employees. The duties of the Health and Safety Representative include the following legislated requirements:

- 1. The receipt, consideration and disposition of concerns and complaints respecting the health and safety of workers.
- 2. Participation in the identification of hazards to workers or other persons arising out of or in connection with activities at the work site.
- 3. The development and promotion of measures to protect the health and safety of persons at the work site and checking the effectiveness of such measures.
- 4. Cooperation with an officer exercising duty under the Alberta Occupational Health and Safety Act, Regulation and Code.
- 5. The development and promotion of programs for education and information concerning health and safety.
- 6. The making of recommendations to management, prime contractor or owner respecting the health and safety of workers.
- 7. The inspection of the work site at regular intervals.
- 8. The participation in investigations of serious injuries and incidents at the work site in accordance with Section 40 of the Act.
- 9. The maintenance of records in connection with the receipt and disposition of concerns and complaints and the attendance to other matters relating to the duties of the HSR.
- 10. Such duties as may be specified in this the Act, Regulations, and the Code.

Millennium Heat, in accordance with the Act, is required to work with the HSR to resolve health and safety matters:

- 1. If the matter can be resolved by the company within 30 days, the company shall do so and inform the HSR.
- 2. If the matter cannot be resolved within 30 days, the company shall respond in writing, stating how the concern will be addressed and when the concern will be addressed, including
 - a. A timetable for implementing changes to address the matter, and
 - b. Any interim control measures the company will implement to address the matter, or
 - c. If the company disagrees with any recommendations or does not accept or believe there are any health and safety concerns, the company shall give reasons why it disagrees in writing.
- 3. Where the parties cannot resolve a problem or address a concern after the provision of written reasons by the company, the matter may be referred to an OHS Officer.

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MILLENNIUM HEAT Boiler Rentals	Document Type:	Policy	Revision:	1
	Title:	Incident Investigation Policy	Date Effective:	2019-06-01
	Doc #	MH-HSE-1008	Approved By:	T Goshko
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Incident Investigation Policy

Millennium Heat requires incident investigations to be conducted with an emphasis on finding the root cause of the incident so it can be prevented from happening again. The purpose is to find facts that can lead to corrective actions.

The following requirements must be met in every incident investigation:

- 1. Responsibilities:
 - a. Workers Report all incidents, preserve evidence, participate in investigations as needed,
 - b. HSE Manager Conduct unbiased investigations determining root causes and making recommendations for corrective actions; ensure corrective actions are implemented and monitored for effectiveness,
 - c. Management Participate in investigations as needed; provide authority for resources for investigations and implementation of corrective actions; ensure corrective actions are implemented.
- 2. The investigation team shall include an employee competent in the task related to the incident and any other relevant subject matter experts such as the President, Field Supervisor or Heavy-Duty Mechanic.
- 3. Investigations shall be initiated immediately to ensure evidence preservation and witness availability.
- 4. Investigations shall be conducted on all workplace fatalities, injuries, illnesses, work refusals, near miss events, motor vehicle accidents, and all events resulting in loss (equipment damage, equipment failure, spills, downtime, loss of reputation, theft).
- 5. Investigations shall identify contributing and underlying factors and shall make recommendations for corrective actions to prevent a similar event from occurring.
- 6. Investigations shall include an analysis of investigation findings identifying system failures which contributed to the event.
- 7. Investigations shall include corrective action responsibility assigned to Management personnel for implementation with due dates and completion dates tracked to ensure implementation.
- 8. Every investigation shall be reviewed and signed off by Senior Management.
- 9. Investigation results shall be posted and communicated to affected workers.

The focus of the investigation must be on how the system failed the worker, never on how the worker failed the system.

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MILLENNIUM HEAT Boiler Rentals	Document Type:	Policy	Revision:	1
	Title:	Inspection Policy	Date Effective:	2019-06-01
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Inspection Policy

The purpose of workplace inspections is to monitor worksite conditions and work procedures to identify and assess hazards in the workplace on an on-going basis. Inspections enable the company to ensure compliance with regulations, company safety standards and accepted industry practices.

Inspections of the following items allow for the identification of sub-standard acts and/or conditions before they become problems by revealing where improvements can be made to:

- Work activities,
- Work areas,
- Equipment,
- Materials, and
- Specific hazards.

Formal and informal workplace inspections shall be conducted as a proactive loss prevention measure to eliminate or reduce equipment damage, downtime, incidents, injuries, and illnesses by identifying and recording hazards for corrective action.

Inspections shall be documented and reviewed by Millennium Heat to address corrective actions in a timely manner. Where necessary corrective actions shall be communicated with affected parties. Inspection records shall be kept on file for a minimum of five years.

Mark Mayfear

MILLENNIUM HEAT Boiler Rentals	Document Type:	Policy	Revision:	0
	Title:	Management Safety Commitment Statement	Date Effective:	2020-05-13
	Doc #	MH-HSE-1015	Approved By:	T. Goshko
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Management Safety Commitment Statement

Health and safety in our company are a vital part of every operation. Without question, the health and safety of all employees, contractors, vendors, and the environment is every employee's responsibility. This responsibility is shared at all levels, from entry level to the executive level.

We will maintain health and safety programs conforming to the best practices of our industry. To be successful, such programs must embody the proper attitudes toward injury and illness prevention on the part of managers, supervisors, and employees. It also requires cooperation in all health and safety matters, not only between management and employees, but also between employees and their co-workers. Only through such a cooperative effort can an effective health and safety program be established and preserved.

The health and safety of every employee is the highest priority. Management accepts responsibility for providing a safe working environment and employees are expected to take responsibility for performing work in accordance with our safe standards and practices. Health and safety excellence will only be achieved through teamwork. Everyone must join in promoting health and safety and taking every reasonable measure to assure safe working conditions within the company and to the environment. We do believe that ZERO accidents, injuries, and spills/environmental releases are attainable.

Safety is our priority! While cost and quality service to the customer are part of our core business values, we will not compromise safety for their sake.



Mark MacLean - President - May 2020

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We will support our values with the following principles:

- All accidents are preventable and all hazards controllable.
- Working safely is a condition of employment.
- Safety is everyone's responsibility.
- People will be trained to perform their jobs safely prior to being assigned the task.
- Audits are essential for maintaining safety performance.

MILLENNIUM HEAT Boiler Rentals	Document Type:	Policy	Revision:	1
	Title:	Progressive Discipline Policy	Date Effective:	2019-06-01
	Doc #	MH-HSE-1011	Approved By:	T Goshko
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Progressive Discipline Policy

Millennium Heat promotes consistent, fair, and constructive treatment of unacceptable conduct or work performance. This is achieved through a progressive discipline policy and process which when applied is carried out with the intent to improve performance.

Management is responsible for identifying and responding to any unacceptable conduct or performance. To ensure employees are aware of the Company's expectations management will also advise employees of job expectations and standards. Failure to comply with these expectations could result in disciplinary actions.

The progressive disciplinary process is initiated for situations in which policies, procedures or professional practices have been ignored or contravened, or if performance fails to meet acceptable standards.

The following is a guideline for disciplinary actions for violations of the company rules:

- **1st offence:** worker will be given a verbal warning which must be witnessed by two members of management and documented
- 2nd offence: worker will be given a written warning
- **3rd offence:** worker's employment will be suspended without pay or terminated.

However, some forms of misconduct including theft, fraud, violence or threats of violence, harassment or violations of the drug and alcohol policy will generally result in immediate dismissal for cause.

Termination

Termination of employment will be completed in accordance with the Alberta Employment Standards Code.

Mark Mayfear

	Document Type:	Policy	Revision:	1
	Title:	Respectful Workplace Policy	Date Effective:	2019-06-01
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Reference: HSE	Process Owner:	Safety Advisor	Page	1 of 1

Respectful Workplace Policy

Millennium Heat believes in creating and sustaining a vibrant, healthy, safe, and caring workplace free of violence, discrimination, and harassment in which all people respect one another and work together to achieve common goals.

Millennium Heat believes that any act of violence, discrimination or harassment in the workplace is unacceptable and will not be tolerated. This policy applies to all activities that occur while on company premises or while engaging in company business, activities, or social events.

- Millennium Heat is committed to eliminating or, if that is not reasonably practicable, controlling the hazards of violence and harassment.
- Millennium Heat will investigate any incidents of violence and harassment and take corrective action to address the incidents.
- Millennium Heat will not disclose the circumstances related to an incident of violence or harassment or the names of the complainant, the person alleged to have committed the violence, and any witnesses, except
 - where necessary to investigate the incident or to take corrective action, or to inform the parties involved in the incident of the results of the investigation and any corrective action to be taken to address the incident,
 - where necessary to inform workers of a specific or general threat of violence or potential violence, or
 - as required by law.
- Millennium Heat will disclose only the minimum amount of personal information that is necessary to inform workers of a specific or general threat of violence or potential violence.
- The violence and harassment prevention policy are not intended to discourage a worker from exercising the worker's rights pursuant to any other law, including the Alberta Human Rights Act.

Prohibited Conduct

No employee of Millennium Heat shall subject any person(s) to violence, discrimination or harassment or be subjected to violence, discrimination or harassment from an employee, a contractor, a client, a service provider, or member of the general public. Any employee who violates this policy will be subject to appropriate disciplinary action, which may include termination of employment.

Mark Mayfeor

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MILLENNIUM HEAT Boiler Rentals	Document Type:	Policy	Revision:	0
	Title:	Return to Work	Date Effective:	2019-06-01
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Return to Work Policy

Millennium Heat is committed to developing and maintaining a safe and healthy work environment.

In keeping with this goal, it is the policy of this company to make every reasonable effort to provide suitable employment to any employee unable to perform his/her duties as a result of a work-related injury.

The purpose of this Return to Work (RTW) policy is:

- a) To provide for the early rehabilitation and return to work of injured employees
- b) To provide gainful employment for employees who are permanently disabled due to an injury in the workplace.
- c) To restore at least the worker's ability to perform the essential duties of their pre-injury job

TERMS OF REFERENCE

Temporarily Disabled Employees

Employees who are temporarily unable to do their regular duties due to a compensable injury will be offered suitable work if:

- a) A productive work assignment suitable to the employee's limitations is available
- b) The work assignment will have a rehabilitative effect on the employee's condition.

c) Complete rehabilitation is expected to occur within four weeks. This placement may be extended if there is progress in his/her rehabilitation. (Complete rehabilitation means the ability to perform the essential duties of the pre-injury job, but it is preferable if the worker can perform all his pre-injury job duties)

Permanently Disabled Employees

Employees who are permanently disabled due to a compensable injury will be offered suitable work if a work assignment suitable to the employee's limitations, education and training is available. It may be necessary for some employees to obtain additional training before they are qualified to perform the work assignment

Return to Work Plan (RTWP)

Management will develop with their injured employee a RTWP once a suitable work assignment is identified and agreed to. The company will send a copy to the WCB.

Periodic Review

The company management and injured employee should review the employee's progress once a week while on a suitable work assignment. The management and employee should complete the follow-up tracking form.

Placement

When a suitable match is found, an offer of a suitable work assignment will be made using the RTW plan. The RTW plan shall include the number of weeks of a RTWP, hours of work to be performed, breaks, any job assistance to be provided and pay structure.

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	Document Type:	Policy	Revision:	0
	Title:	Right to Refuse Unsafe Work	Date Effective:	2020-05-13
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Right to Refuse Unsafe Work Policy

Protecting the health and safety of workers is the highest priority. To ensure workers protect themselves it is of critical importance they are aware of their rights and obligations under the Law.

The three basic rights every worker has are:

- The right to refuse dangerous work and know that you are protected from reprisal,
- The right to know about workplace hazards and have access to basic health and safety information,
- The right to participate in health and safety discussions and health and safety committees.

Right to Refuse Unsafe Work

All workers have the legal right to refuse work when they believe there is a dangerous condition at the work site or the work constitutes a danger to the worker's, or any other persons, health or safety.

Millennium Heat takes the health and safety of our employees very seriously. No employee who refuses work they deem to be unsafe will be subject to employer reprisals in the form of discipline, dismissal, threats of dismissal, penalties or suspension.

Millennium Heat has developed and implemented a Right to Refuse Unsafe Work Standard Operating Procedure to guide supervisors and employees through a work refusal.

Millennium Heat will investigate every work refusal to identify the hazard control failure(s) that led to the work refusal.

Mark MacLean - President - May 2020

Mark Marfeer

MILLENNIUM HEAT Boiler Rentals	Document Type:	Policy	Revision:	1
	Title:	Substance Abuse Policy	Date Effective:	2019-06-01
	Doc #	MH-HSE-1014	Approved By:	T Goshko
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Substance Abuse Policy

Millennium Heat has adopted the industry recognized *Canadian Model for Providing a Safe Workplace* to manage the risk of substance abuse in the workplace.

The use of alcohol and drugs adversely affects the ability of a person to work in a safe manner. Employees are often working independently or with equipment or material in an environment that poses a threat to the safety of themselves, the workforce, the workplace, and the property at the workplace, if handled without proper care and attention.

In setting the requirements in the Work Rule, it is acknowledged that assessments of risks relating to work activities, equipment and processes may lead to a workplace adopting more rigorous requirements in relation to the risks faced in particular work.

This policy will remind employees of the risks associated with the use of alcohol and other drugs and provide understandable and predictable responses when an employee's conduct jeopardizes the safety of the workplace.

By pursuing the purposes of this alcohol and drug policy, the company promotes:

• The safety and dignity of its employees, the welfare of its employees and their families, the best interests of the Company, the owner, the industry, and the public.

There are no other reasonable alternatives available to the company that impose a smaller burden on any rights an employee may have under the Alberta Human Rights Act and at the same time are equally as effective in promoting the purposes of this alcohol and drug policy.

Alcohol and Drug Work Rule

An employee shall not:

- 1. While at a company workplace, work site, company or client provided accommodation, use, possess or offer for sale alcohol, drugs or any product or device that could tamper with any sample for an alcohol or drug test.
- 2. Report to work or work with an alcohol level equal to or more than 0.04 grams per 210 litres of breath or with a drug level equal to or in excess of the concentrations of the drugs set out in the standard or while the employee's ability to safely perform his or her duties is adversely affected because of the use of alcohol and/or drugs or non-prescription drugs, lawful or unlawful.
- 3. Refuse to comply with a request made by the company.

Mark Mayfeer

	Document Type:	Standard	Revision:	4
MILLENNIUM HEAT Boiler Rentals	Title:	Management Leadership and Organizational Commitment	Date Effective:	2019-11-09
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1. Company Organization



2. Internal Responsibility System

2.1. Purpose

The purpose of an Internal Responsibility System (IRS) is to reduce the potential risk to the health and safety of workers by giving authority, responsibility and accountability for health and safety to every individual in the organization. By implementing an IRS, Millennium Heat will involve the people closest to the risks, the frontline workers, in identifying and controlling the risks and hazards they are exposed to daily.

The IRS will motivate all Millennium Heat employees to assume responsibility for their own health and safety and that of their co-workers and will integrate the responsibility for health and safety into the job itself for each person.

2.2. Implementation

The Owner has the power and authority to implement the IRS as a prime due diligence tool for the Company. In authorizing the IRS the Owner must delegate the authority and responsibility for

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implementation of the Occupational Health and Safety Management System inclusive of the IRS to the senior executive and require his accountability for health and safety performance throughout the organization.

2.3. Structure

The structure of the IRS is identical to the structure of the organization. The IRS delegates authority and responsibility for health and safety down through the organization. The closer we move to the operational levels, the more detailed and operational are the Millennium Heat responsibilities for health and safety.

2.4. Activating Health and Safety Responsibility and Accountability

For the IRS to function effectively the following actions must be taken:

- Authority for implementation of the IRS is delegated by the Owner to the Senior Executive
- Develop an organizational structure that empowers people to assume responsibility for health and safety
- Job design that gives clearly specified health and safety tasks (job content) to every employee and creates ta supportive work environment
- Job descriptions for every employee that clearly include responsibility for health and safety
- Standards for performance of the health and safety responsibilities for every employee
- IRS education and training for every employee
- The provision of tools to measure the performance of the health and safety responsibilities

3. Policies

Management Leadership

Policies present all employees, contractors, visitors and customers with clear statements regarding Millennium Heat's commitment to occupational health and safety. The policies are the essential foundation of the occupational health and safety management system (OHSMS) and are the starting point for all other parts of the program.

Organizational Leadership

Management commitment is essential to ensure the policies are followed throughout the company. Millennium Heat management shall actively support and enforce the OHSMS by demonstrating leadership and commitment when it is inconvenient, difficult and expensive to do so. Commitment to safety is easy when things are going well.

4. Safety Rules

4.1. General Rules

Safety rules are written to protect all employees, workers, contractors and visitors from known hazards and to ensure regulatory and company requirements are met.

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Rules are the least flexible of any method used to achieve safety results. Rules are used where there is no room for interpretation and where only one course of action can be taken to avoid a hazard.

In developing the Millennium Heat Safety Rules, the following conditions were considered. The rules should be:

- Written for the benefit of all employees, contractors and visitors.
- Reviewed annually to ensure they meet both legislative and company requirements.
- Periodically reviewed at safety meetings.
- Discussed during new employee orientations and new employee training.
- Distributed and accessible to all employees; and
- Posted throughout the facility.

Everyone is required to comply with the rules and is encouraged to raise any concerns they have regarding the rules.

4.1.1. Millennium Heat Safety Rules

- All employees must immediately document and report to management, all unsafe acts and conditions, near misses, injuries, incidents, spills and property damage.
- All employees must be fit for duty, well rested, drug and alcohol free.
- Basic PPE is always required (CSA footwear, safety glasses and hard hat, fire resistant coveralls, gloves).
- All employees must perform all work following standard operating procedures, codes of practice and industry accepted practices always. If a procedure does not exist, a Job Safety Analysis (JSA) **MUST** be completed.
- Employees must not operate any tool, equipment or machinery unless trained to do so and in possession of a valid training certificate.
- All employees are strictly forbidden from operating any vehicles, equipment or machinery not owned by Millennium Heat.
- Authorisation must be obtained from Management before overriding or disabling safety equipment.
- All employees must wear seat belts, obey all traffic laws and must not use any mobile device's while driving.
- Employees must maintain good housekeeping and keep equipment clean.
- Employees must refuse work they feel to be unsafe or work they believe they are not trained or qualified for.

4.1.2. Life Saving Rules

Millennium Heat follows the life-saving rules recommended by Energy Safety Canada, alongside many of our industry peers. The rules are designed to prevent injuries and significant incidents at our operations and across our industry.

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The 10 life-saving rules help us manage the risks associated with the work we do every day. To help promote them to our workers, we provide support materials to our staff and outline accountabilities for leaders to verify the rules are being followed as we conduct our work. The 10 life-saving rules are:



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BYPASSING SAFETY CONTROLS

Obtain authorization before overriding or disabling safety controls

- I understand and use safety-critical equipment and procedures which
- I do not use phones or apply to my task
- I obtain authorization before:
- Disabling or overriding safety equipment

- Deviating from procedures

- Crossing a barrier



HOT WORK

Control flammables and ignition sources

- I identify and control ignition sources
- Before starting any hot work:
- I confirm flammable material has been removed or isolated - I obtain authorization
- · Before starting hot work in a hazardous area I confirm: - A gas test has been

continually

completed - Gas will be monitored



SAFE MECHANICAL LIFTING

Plan lifting operations and control the area

- I confirm that the equipment and load have been inspected and are fit for purpose
- I only operate equipment that I am qualified to use
- · I establish and obey barriers and exclusion zones
- I never walk under a suspended load



FIT FOR DUTY

Be in a state to perform work safely

- · I will be physically and mentally in a state to perform my assigned duties
- I commit to not being under the influence of alcohol or

drugs I will inform a supervisor immediately if I or a coworker may be unfit for work

For detailed information on the Life Saving Rules, including:

Steps to take to verify you are following the rules, •

DRIVING

Follow safe driving rules

I always wear a seatbelt

for road conditions

operate devices while

· I am fit, rested and fully

management requirements

alert while driving

I follow journey

driving

· I do not exceed the speed

limit, and reduce my speed

- Supervisor and worker responsibilities, and
- Examples of potential violations.

Refer to Appendix 1, Life Saving Rules Explanation Guide from Energy Safety Canada.

5. Roles and Responsibilities

Clearly defined and well communicated health and safety roles and responsibilities for all levels of the company will create an expectation of a standard level of performance and accountability among employees, contractors and visitors.

5.1. Millennium Heat

The Company is responsible for providing and maintaining a safe workplace with appropriate procedures, training and equipment to ensure work activities are performed to accepted industry standards in compliance with government regulations.

The company will:

- Ensure workers are aware of their responsibilities and duties under the OHS Act, the regulations and the Code.
- Implement and maintain an effective occupational health and safety program.
- Train employees to do their work safely and provide proper supervision.

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- Provide supervisors with the necessary support and training to carry out health and safety responsibilities.
- Regularly inspect the workplace to make sure everything is working properly.
- Fix problems reported by workers.
- Investigate all incidents and loss events to determine causes and implement preventative measures.

5.2. Supervisors

A supervisor is a person who instructs, directs, and controls workers in the performance of their duties. A supervisor can be any worker – management or staff – who meets this definition, whether or not they have the supervisor title.

Supervisors will provide and maintain a safe workplace by ensuring:

- They are competent to supervise every worker under their supervision.
- All necessary precautions are taken to protect the workers under their supervision.
- Workers are aware of the hazards and use the appropriate controls.
- Workers follow procedures and regulations and are not subject to or participate in harassment or violence.
- Workers are trained and competent to carry out their assigned tasks.

5.3 Workers

Workers have health and safety responsibilities but also have three key rights and obligations.

Worker Rights

- The right to know about hazards in the workplace.
- The right to participate in health and safety activities in the workplace.
- The right to refuse unsafe work.

Worker Responsibilities

Workers are responsible for ensuring they:

- Are aware of, and adhere to, their rights and obligations, including refusing unsafe work.
- Use hazard controls and take all reasonable care to protect themselves and others.
- Follow safe work procedures and act safely in the workplace at all times.
- Are alert to hazards and report them to their supervisor.
- Participate in the Health and Safety Program.
- Refrain from causing or participating in harassment or violence. •
- Report injuries and accidents to their supervisor immediately.
- Never work under the influence of drugs or any other substance, or if you are fatigued.

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5.3. Contractors

Contractors are responsible for ensuring:

- They have a safety program in place that meets or exceeds the requirements of Millennium Heat or if they do not have a safety program in place, they follow the requirements of the Millennium Heat program.
- They are trained and competent, and have the documentation to prove they are able to carry out the assigned tasks safely.
- They provide Millennium Heat with valid WCB insurance coverage and commercial general liability insurance.
- They comply with the Act, the regulations and the OHS code.

5.4. Visitors

Visitors shall:

- Sign-in to the visitor logbook upon arrival at the worksite.
- Report to the company site supervisor and receive a site orientation.
- Follow the instructions of the site supervisor or personal escort.
- Wear personal protective equipment when required.
- Never walk about a worksite unescorted.
- Be aware of emergency response requirements for the site.

6. Worker Participation

Worker participation is essential in the development and maintenance of the Occupational Health and Safety Management System. Worker participation is particularly important to create ownership and overall buy-in into the system. Additionally, worker participation will help develop the safety culture of the organization.

Millennium Heat shall actively involve workers in the development of hazard assessments, procedures, inspections, preventative maintenance, training, emergency response and incident reporting. Millennium Heat will look for opportunities to get workers involved from all areas of the organization and provide regular updates on the progress of the system development to keep the feedback loop open.

Once these systems have been implemented, Millennium Heat shall maintain participation through ongoing communication with the Joint Health and Safety Committee, by posting investigations and inspection reports, and soliciting and responding to worker feedback on the health and safety systems.

7. Management Communication and Visibility

It is essential that management communicates regularly and effectively with employees, clients, suppliers and other affected parties to ensure concerns are identified, communicated and addressed as

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needed. Management is responsible for communicating the requirements of this safety management system to employees while ensuring compliance with company and client requirements.

Management shall regularly demonstrate the company's commitment to health and safety by:

- Participating in hazard assessments/pre-job safety meetings and monthly safety meetings,
- Conducting work site tours to discuss health and safety issues,
- Perform work site job observations and inspections to identify hazardous acts and conditions and identify training needs,
- Participate in client safety related meetings and events,
- Conduct employee competency and performance evaluations.

7.1. Safety Communication Frequency

Daily	Site specific hazard assessment/pre-job safety meeting at the Red Deer facility documented on form MH-HSE-FO-003, <i>Shop Hazard Assessment</i> .
	Site specific hazard assessment/pre-job safety meeting conducted for each shift at each active work site, documented on form <i>Pre-Job Safety Meeting/Hazard Assessment</i> .
	Safety meeting conducted at the Red Deer facility with documented minutes taken
Quarterly	by the Safety Advisor and an accompanying attendance register.
	Safety Newsletter compiled by the Safety Advisor and distributed to employees
	unable to attend monthly safety meetings (October to April).
As Needed	Safety Alerts to communicate important information related to health and safety and significant health and safety events.

7.2. Management Work Site Tour Frequency

Senior Manager (President)	Complete at least one (1) work site tour per month and document the visit on the <i>Worksite Tour Record</i> , form MH-HSE-FO-005 (October to April). Conduct a hazard assessment review, safety inspection, task observation or competency assessment and have a two-way discussion with employees on health and safety issues.
Frontline Supervisor (Field Supervisor)	Complete at least two (2) work site tours per month and document the visit on the <i>Worksite Tour Record</i> , form MH-HSE-FO-005 (October to April). Conduct a hazard assessment review, safety inspection, task observation or competency assessment and have a two-way discussion with employees on health and safety issues.

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	Safety Advisor	Complete at least four (4) work site tours per month and document the vision the <i>Worksite Tour Record</i> , form MH-HSE-FO-005 (October to April). Conduct a hazard assessment review, safety inspection, or task observation and have a two-way discussion with employees on health and safety issues		visit tion ues.	

Completed *Worksite Tour Record* forms shall be forwarded to the Safety Advisor for tracking and entry onto the *Worksite Tour Record Tracking Spreadsheet*.

8. Accountability System

The purpose of the accountability system is to assign health and safety goals and targets to every employee which can be measured and tracked to verify completion. This system will be used in the performance appraisal process to identify training needs and areas for personal and professional development. Management will review employee's performance annually and prepare a report to share with the employee at which time the goals for the next year will be communicated.

Senior Managers, will:

- 1. Review and sign off on all incident investigations.
- 2. Complete at least one (1) work site tour per month and document the visit on the *Worksite Tour Record*, form MH-HSE-FO-005 (October to April). Conduct a hazard assessment review, safety inspection, task observation or competency assessment and have a two-way discussion with employees on health and safety issues.
- 3. Participate in the monthly facility safety meeting.
- 4. Participate in employee performance appraisals.
- 5. Complete all assigned training on MH Learning Management System (LMS).

Frontline Supervisors, will:

- 1. Review and sign off on all incident investigations.
- 2. Complete at least two (2) work site tours per month and document the visit on the *Worksite Tour Record*, form MH-HSE-FO-005 (October to April). Conduct a hazard assessment review, safety inspection, task observation or competency assessment and have a two-way discussion with employees on health and safety issues.
- 3. Participate in the monthly safety meeting.
- 4. Participate in employee performance appraisals.
- 5. Complete all assigned training on MH LMS.

Safety Advisor, will:

- 1. Conduct and sign off on all incident investigations.
- 2. Complete 2 Field Observations (I.e. Blowdowns, Rig-ups or Inspections per month (October to April).

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- 3. Complete at least 2 site visits to discuss health and safety issues per month and document the visit on the *Worksite Tour Record*, form MH-HSE-FO-005 (October to April).
- 4. Participate in the monthly safety meeting.
- 5. Participate in employee performance appraisals.
- 6. Complete all assigned training on MH LMS.

Salaried employees, will:

- 1. Participate in the monthly safety meeting.
- 2. Complete all assigned training on MH LMS.

Hourly employees and contractors, will:

- 1. Complete at least 2 Job Safety Analysis monthly (October to April).
- 2. Complete at least 2 Hazard Reports monthly (October to April).
- 3. Complete all assigned training on MH LMS.
- 4. Complete all required paperwork in a manner satisfactory to the Safety Advisor:
 - a. Site Specific Hazard Assessments every shift
 - b. Boiler Maintenance Logs every shift
 - c. Commercial Drivers Daily Logs daily
 - d. Daily Vehicle Inspection Report when vehicle is driven
- 5. Maintain satisfactory worksite housekeeping and clean equipment. Will be evaluated by management site inspections.

9. Legislation

Legislation is provided to employees through print, electronic and on-line sources. In the event an employee cannot access a piece of legislation, the Safety Advisor is on call 24 hours per day to ensure resources are made available.

Millennium Heat operations are governed by several agencies and legislation including:

- Alberta Occupational Health and Safety Act, Regulation and Code
- Alberta Employment Standards Code
- Alberta Energy Regulator (AER)
- Alberta Environment Parks (AEP)
- Alberta Boiler Safety Association
- Alberta Safety Codes Act, including
 - Pressure Equipment Safety Regulation
 - Power Engineers Regulation
- Alberta Traffic Safety Act, including
 - Alberta Commercial Vehicle Safety Regulation
 - Alberta Commercial Vehicle Certificate and Insurance Regulation

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- Alberta Access to Motor Vehicle Information Regulation
- Alberta Workers' Compensation Act
- Federal Commercial Vehicle Drivers Hours of Service Regulations
- National Safety Code
- Transportation of Dangerous Goods

10. Document Revision Log

Revision	Date	Reason
0	April 2011	Program development.
1	May 2012	Update.
2	September 2018	Update to workplace violence and harassment.
3	May 24, 2019	Update to include new AB OHS and COR requirements.
4	November 9, 2019	Update to add ESC Life Saving Rules.



LIFE SAVING RULES

EXPLANATION GUIDE

EDITION #1.0



SETTING THE STANDARD IN OIL AND GAS SAFETY

ABOUT ENERGY SAFETY CANADA

Energy Safety Canada is the national safety association for the oil and gas industry. We develop and support common industry safety standards, deliver effective learning systems, share data analysis and safety expertise with workers and employers, and advocate for worker health and safety. Our goal is the same as industry's – zero injuries, zero incidents.

AVAILABILITY

This document as well as future revisions and additions, is available from:

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INTRODUCTION

This Life Saving Rule Explanation Guide was developed by Energy Safety Canada and the Safety Standards Council member companies. It is to be reviewed in conjunction with Energy Safety Canada's Industry Accepted Standard on Life Saving Rules. This Industry Accepted Standard is a means of protecting the health and safety of the individual by significantly reducing the risk of injury associated with "rule confusion" between different companies by focusing on critical hazards and work activities.

Companies that use these rules agree to implement the rules in accordance with the guiding principles and terms and conditions outlined in the Industry Accepted Standard (and as may be amended from time to time by Energy Safety Canada).

The life saving rules are based on the following Guiding Principles:

- Standardization: companies agree to adopt and not alter the rule's logos or descriptions
- Support: companies will support workers and supervisors in adoption, use and on-going management of the rules
- Accountability: companies acknowledge that any breach of the rules is unacceptable and will investigate infractions and take appropriate action when rules are violated
- **Continuous Improvement:** companies will monitor, report and evaluate their programs for improvement in safety performance
- Shared Learning: companies will report, share lessons learned and best practices through Energy Safety Canada

It is important for companies implementing Life Saving Rules to integrate them into their Health and Safety Management System. Companies should ensure the following:

- Personnel on their worksites are authorized and required to intervene if they are in doubt about the safety of an activity
- Systems and processes are in place to collect data related to Life Saving Rule non-compliances and other safety related data (e.g. incident near misses) to monitor the effectiveness of the implementation of these Life Saving Rules

This explanation guide provides the following in relation to each of the Life Saving Rules:

- General guidance on the scope of the rule, where appropriate
- Roles and responsibilities in relation to various worksite parties
- Examples of violations
- List of related life saving rules





CONFINED SPACE

Obtain authorization before entering a confined space

- I confirm energy sources are isolated
- I confirm the atmosphere has been tested and is monitored
- I check and use my breathing apparatus when required

Additional Guidance:

- Energy sources may be pneumatic, hydraulic, mechanical, gravitational, chemical, electrical, nuclear, thermal or any other energy that could cause injury
- Entry into a confined space includes the worker's body entering the space or the worker's head crossing the plane of the confined space access

Supervisor:

- I ensure confined spaces are identified and workers are competent
- I ensure a hazard assessment is conducted
- I ensure energy sources are isolated
- I ensure an adequate emergency rescue plan is in place

Worker:

- I have the required training and knowledge to safely perform work
- I confirm the breathing apparatus is appropriate based on the work permit, hazard assessment or work procedure
- I confirm an attendant is standing by and I am authorized to enter

Related Life Saving Rules:

- Work Authorization
- Energy Isolation
- Line of Fire
- Bypassing Safety Controls
- Hot Work
- Fit for Duty

• I confirm there is an attendant standing by

- I confirm a rescue plan is in place
- I obtain authorization to enter

Attendant:

- I have the required training and knowledge to safely perform work
- I control access to the confined space
- I conduct atmosphere testing and monitoring using appropriate equipment that includes, at a minimum, combustible gas, oxygen, H₂S and carbon monoxide and may include, but not limited to, benzene and other hydrocarbons, sulphur dioxide etc. depending on the hazard assessment
- I understand how to initiate and notify rescue personnel and/or initiate an evacuation as necessary

Example Violations:

- The supervisor does not confirm energy sources are isolated prior to entry by a worker
- Testing and monitoring of the atmosphere is not conducted or confirmed prior to entry as per the work permit, hazard assessment or work procedure
- Breathing apparatus is not inspected prior to donning
- A confined space is entered without wearing the required breathing apparatus
- A confined space is entered without first obtaining authorization from the attendant
- A confined space is entered when no attendant is present
- A rescue plan is not in place





WORKING AT HEIGHT

Protect yourself against a fall when working at height

- I inspect my fall protection equipment before use
- I secure tools and work materials to prevent dropped objects
- I tie off 100% to approved anchor points while outside a protected area

Additional Guidance:

- Protected areas may include stairs with handrails, man lifts and approved scaffolds
- Approved anchor points are those that are capable of safely withstanding the potential impact forces applied and meet or exceed any other applicable regulatory requirements

Supervisor:

- I ensure a fall protection plan is in place that identifies fall protection equipment including fall restraint, fall arrest, approved anchor points and a rescue plan
- I ensure workers are competent to use fall protection equipment

Worker:

- I have the required training and knowledge to safely perform work
- I ensure that safe guards, barriers or safety nets are in place
- I ensure that anchor points and fall protection equipment are inspected and in good condition prior to use
- I use only approved anchor points
- I verify that clearances below the work area are sufficient if an arrested fall occurs
- I secure hand tools and work materials to prevent dropped objects
- I am always tied off when at height outside a protected area

Example Violations:

- A fall protection plan is not present
- Fall protection equipment is used by someone who has not been deemed competent in fall protection
- Fall protection equipment is not inspected prior to use or the equipment is used when deficiencies are identified
- Equipment is used as a tie off that is not an approved anchor point
- Fall protection is not used when working at height outside a protected area
- Fall protection is used that does not offer sufficient clearance if an arrested fall occurs
- Fall protection is used but no rescue plan is in place
- Hand tools and materials are not secured while working above an area where workers may be present

Related Life Saving Rules:

- Work Authorization
- Line of Fire
- Fit for Duty



WORK AUTHORIZATION

Work with a valid permit when required

- I have confirmed if a permit is required
- I am authorized to perform the work
- I understand the permit

Additional Guidance:

Changing conditions may include:

- Changes in what was originally planned and captured on the permit
- Changes in work environment
- Changes in equipment
- Changes in process or operating parameters
- Changes in personnel

Supervisor:

- I ensure the need for a work permit is understood by workers and it is safe to proceed
- I stop and reassess if conditions change
- I confirm the work is complete, and the work permit is signed off

Permit Issuer:

- I have the required training and knowledge to safely issue work permits
- I ensure the work permit is specific to the work being planned
- I ensure adequate systems and equipment are in place for effective communication
- I ensure that any simultaneous operation which may impact the work on this permit, or if the work may impact the work of others, is identified, controlled and communicated

- I have confirmed that hazards are controlled and it is safe to start
- I stop and reassess if conditions change

Worker:

- I have the required training and knowledge to safely perform work
- I understand and follow the work permit
- I confirm hazards are controlled as stated on the work permit and that it is safe to start work
- I stop and reassess if conditions change

Example Violations:

- Work is started without confirming whether a work permit is required
- Simultaneous operations are not addressed in the work permit resulting in an incident
- Work is conducted outside of the scope of the work permit
- Hazard controls identified in the work permit are not implemented
- A significant change occurs and is identified, but it is not brought to the supervisor's and/or permit issuer's attention

Related Life Saving Rules:

- Confined Space
- Energy Isolation
- Bypassing Safety Controls
- Hot Work
- Fit for Duty




ENERGY ISOLATION

Verify isolation and zero energy before work begins

- I have identified all energy sources
- I confirm that hazardous energy sources have been isolated, locked, and tagged

Additional Guidance:

- Energy sources may be pneumatic, hydraulic, mechanical, gravitational, chemical, electrical, nuclear, thermal or any other energy that could cause injury
- For energy isolation to be an effective barrier, the energy must be turned off, locked out and tagged
- Specified life-protection equipment such as respiratory protection, electrical arcflash protection, chemical-resistant gloves and suits protect you from certain types of hazardous energy
- Testing for residual or stored energy may involve measuring pipeline pressure, gas detection, electricity and radiation measurements, etc.

Supervisor:

- I confirm that isolation is in place and that no stored energy or other hazardous energy remains
- I ensure adequate systems, processes and equipment (e.g. locks, tags, etc.) have been used as per site requirements

Worker:

- I have the required training and knowledge to safely perform work
- I confirm with my supervisor or the person in charge that isolations are in place and it is safe to start work
- I ensure life-protecting equipment is used as indicated
- I never remove a lock that is not mine without authorization

• I have checked there is zero energy and tested for residual or stored energy

Example Violations:

- Energy sources are not identified on the work permit or hazard assessment
- Hazardous energy is not turned off, locked and/or tagged
- Life-protecting equipment indicated on the work permit, hazard assessment or work procedures is not worn
- Someone else's lock is removed without authorization
- Testing for residual or stored energy is not conducted as per the work permit, hazard assessment or work procedures
- Piping is opened without verifying the line is depressurized
- Gas detection alarms are ignored
- Electrical measurements are not conducted to verify the circuit is no longer live

Related Life Saving Rules:

- Confined Space
- Work Authorization
- Line of Fire
- Bypassing Safety Controls
- Hot Work
- Fit for Duty





LINE OF FIRE

Keep yourself and others out of the line of fire

- I position myself to avoid:
 - Moving objects
 - Vehicles
 - Pressure releases
 - Dropped objects

Supervisor:

- I ensure I have identified and controlled all line of fire hazards and associated risks
- I ensure workers are competent in line of fire hazard assessment and control
- I ensure line of fire, barriers and exclusion zones are incorporated into work permits, hazard assessments and work procedures
- I correct any unsafe conditions where workers are in the line of fire as dictated by equipment design, and seek engineering support to remedy

Worker:

- I have the required training and knowledge to safely perform work
- I position myself to avoid moving objects, vehicles, pressure releases and dropped objects
- I adhere to barriers and exclusion zones identified in work permits, hazard assessments and work procedures
- I identify any unsafe conditions where I am in the line of fire as dictated by equipment design and notify my supervisor
- I ensure my vehicle is secured (in park, emergency brake on, wheels chocked, etc. as appropriate) to prevent a line of fire hazard
- I secure hand tools and materials to prevent dropped objects
- I take action when I or someone else is in an unsafe position relative to line of fire or dropped object hazards
- I report to my supervisor potential line of fire and dropped object hazards

- I establish and obey barriers and exclusion zones
- I take action to secure loose objects and report potential dropped objects

Example Violations:

- Line of fire hazards are not assessed and mitigated as part of the work permit, hazard assessment or work procedures
- Barriers and exclusion zones are ignored
- Sufficient remedial action is not taken when equipment design which puts personnel in the line of fire is identified
- Hand tools and other equipment are not secured to prevent dropped objects
- Action is not taken when line of fire or potential dropped objects are identified

Related Life Saving Rules:

- Energy Isolation
- Work Authorization
- Bypassing Safety Controls
- Working at Height
- Safe Mechanical Lifting
- Driving
- Fit for Duty





BYPASSING SAFETY CONTROLS

Obtain authorization before overriding or disabling safety controls

- I understand and use safety-critical equipment and procedures which apply to my task
- I obtain authorization before:
 - Disabling or overriding safety equipment
 - Deviating from procedures
 - Crossing a barrier

Additional Guidance:

- Safety-critical equipment must work correctly to keep you safe
 - Some examples of safety critical equipment include:
 - Isolation devices
 - Relief valves
 - Emergency shutdown devices (ESD)
 - Lock-out/tag-out devices
 - Fire and gas detection controls
 - Emergency breathing apparatus (SCBA)
 - In-vehicle monitoring systems
 - Electronic logging device (ELD)
- Safety critical procedures must be followed
- Drug and alcohol test equipment and procedures are defined as safety critical

Supervisor:

- I ensure safety critical equipment and procedures are identified and communicated to workers
- I ensure workers are competent in the use and limitations of safety critical equipment and procedures
- I confirm all proper authorizations are obtained

Related Life Saving Rules:

- Energy Isolation
- Work Authorization
- Line of Fire
- Driving
- Hot Work
- Fit for Duty

Worker:

- I have the required training and knowledge to safely perform work
- I obtain authorization from my supervisor or the person in charge if required to override or disable a safety critical control
- I stop work and notify my supervisor if a procedural deviation is required
- I do not cross barriers or exclusion zones

Example Violations:

- Safety critical procedures are not followed
- Intentionally exceeding safe operating design limits for process equipment
- An ESD is bypassed without authorization
- Someone else's lock is removed without authorization
- Gas or fire detection are bypassed without authorization
- Gas detection is not worn or is not turned on as per the work permit, hazard assessment or work procedures
- Gas detection alarms are ignored
- Emergency SCBA is used for routine work
- Tampering of in-vehicle monitoring systems
- Defeating a drug or alcohol test
- A barrier or exclusion zone is ignored

LIFE SAVING RULES: EXPLANATION GUIDE





DRIVING

Follow safe driving rules

- I always wear a seatbelt
- I do not exceed the speed limit, and reduce my speed for road conditions
- I do not use phones or operate devices while driving

Supervisor:

- I ensure workers are competent drivers for the environmental conditions anticipated with their work
- I ensure vehicles are fit for purpose and adequately maintained
- I ensure a journey management plan is created

Driver:

- I always wear a seatbelt and do not move the vehicle until all passengers have their seat belts on
- I do not speed and I reduce speed for the road conditions such as when there is traffic congestion, adverse weather, etc.
- I do not use electronic devices to send or receive communications while driving unless otherwise authorized
- I obey the rules of the road
- I ensure equipment and materials in the vehicle are secured so they are not a distraction or a line of fire hazard to the driver or passengers in the event of an incident
- I know when a journey management plan is required and follow that plan
- I conduct pre-trip inspections of the vehicle
- I take the required rest breaks and ensure I am fully alert (fit for duty) and working within the allowable hours of service
- I stop and reassess if conditions change, such as weather

- I am fit, rested and fully alert while driving
- I follow journey management requirements

Example Violations:

- A seat belt is not worn by the driver or a passenger while the vehicle is in motion
- The vehicle is traveling over the speed limit
- The driver uses an unauthorised electronic device while the vehicle is in motion
- The cab of a vehicle contains equipment or materials that are not secured
- The passengers in the vehicle are distracting the driver
- The journey management plan identifies unacceptable risk from extreme weather and the journey is conducted anyway
- The pre-trip inspection identifies an unacceptable vehicle condition, but the trip is conducted anyway
- The driver has exceeded the allowable hours of service
- Conditions change during the journey when an extreme weather storm moves in and the driver does not stop and reassess the journey

Related Life Saving Rules:

- Line of Fire
- Bypassing Safety Controls
- Hot Work
- Fit for Duty





HOT WORK

Control flammables and ignition sources

- I identify and control ignition sources
- Before starting any hot work:
 - I confirm flammable material has been removed or isolated
 - I obtain authorization

Additional Guidance:

- Ignition sources in relation to hot work may include welding, braising, cutting and any other activity that may generate an open flame or heat source
- Residual or stored energy in the form of trapped flammable gases and vapours may be present in equipment

Supervisor:

- I ensure workers have and use a work permit as indicated by work procedures and/or site requirements
- I ensure workers are competent in the control of ignition sources, the management of fuel sources, and the use and limitations of combustible gas monitors
- I confirm that any simultaneous operation which may impact work is addressed in the work permit

Related Life Saving Rules:

- Energy Isolation
- Work Authorization
- Line of Fire
- Bypassing Safety Controls
- Fit for Duty

- Before starting hot work in a hazardous area I confirm:
 - A gas test has been completed
 - Gas will be monitored continually

Worker:

- I have the required training and knowledge to safely perform work
- I obtain a work permit for hot work activities and obtain permission to bypass safety critical equipment such as flash detection (fire eyes)
- I identify and remove or isolate flammable materials such as gases, liquids and solids
- I conduct testing for residual or stored energy and only proceed with work when the energy is zero
- I conduct combustible gas testing prior to starting work and continually during the work
- I only smoke in designated areas

Example Violations:

- Welding sparks are not being controlled
- Flammable materials located below a pipe being cut with a torch are not removed or isolated
- Welding is conducted with no hot work permit being issued
- Trapped vapours have not been purged
- Combustible gas testing is not conducted prior to and during hot work activities

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• Smoking outside of designated areas



SAFE MECHANICAL LIFTING

Plan lifting operations and control the area

- I confirm that the equipment and load have been inspected and are fit for purpose
- I only operate equipment that I am qualified to use
- I establish and obey barriers and exclusion zones
- I never walk under a suspended load

Additional Guidance:

- Safe mechanical lifting applies to equipment or loads that are lifted by mechanical means.
- A suspended load is an object that is temporarily lifted and hangs above the ground. This applies to equipment and loads that have not been designed for workers to be beneath it during operation.
- A lift plan identifies the weights and dimensions, how the lift will progress, communication requirements (signal personnel), weather and ground conditions, etc.
- Line of fire is a significant risk with overhead loads and moving equipment

Supervisor:

- I ensure workers are competent to operate the mechanical lift
- I ensure a lift plan is in place and that workers follow the plan
- I ensure barriers and exclusion zones are established, communicated and adhered to by site personnel

Related Life Saving Rules:

- Work Authorization
- Line of Fire
- Driving
- Working at Height
- Fit for Duty

Worker:

- I have the required training and knowledge to safely perform work
- I ensure I am fit for duty
- I follow the lift plan
- I inspect the lifting equipment and adhere to all certification requirements
- I confirm the lift equipment is fit for purpose and I operate the lifting equipment below its working load limits
- I ensure line of fire hazards in relation to overhead power lines are identified, marked, and a safe distance is maintained
- I use tag lines to position suspended loads
- I adhere to barriers and exclusion zones

Example Violations:

- The lift operator is not competent to conduct the lift, but does so anyway
- The lift operator is not fit for duty, but conducts the lift anyway
- A lift is conducted without a lift plan
- The lift equipment and load are not inspected prior to the lift
- The lift is conducted with equipment that does not have the proper certifications
- A lift is conducted beyond its working load limits
- A safe distance is not maintained from overhead powerlines
- The load is positioned using worker's hands instead of tag lines, putting the workers under the suspended load
- Barriers and exclusion zones are not established

SAFETY

CANADA



FIT FOR DUTY

Be in a state to perform work safely

- I will be physically and mentally in a state to perform my assigned duties
- I commit to not being under the influence of alcohol or drugs

Additional Guidance:

- Workers or supervisors who are physically and mentally in a state to conduct their assigned duties are:
 - Physically capable of performing the duties (physical demands analysis)
 - Rested (not fatigued)
 - Mentally alert (mind on task)
 - Able to effectively communicate to their supervisor and co-workers
 - Not under the influence of drugs and alcohol

Supervisor:

- I ensure I know how to recognize the signs of a worker who is not fit for duty
- I ensure I investigate and take action if I have reason to believe a worker may be unfit for work
- I ensure workers are physically capable of completing the assigned duties and have the necessary communication skills
- I ensure workers under my supervision are not subject to harassment or violence, as that may impact their fitness for work
- I ensure harassment or violence incidents are investigated and corrective action is taken

Worker:

- I notify my employer of any medical condition that may influence my ability to perform work safely
- I notify my employer if I am using overthe-counter medications that may influence my ability to perform work safely

- I will inform a supervisor immediately if I or a co-worker may be unfit for work
- I am not under the influence of legal or illegal drugs, alcohol, or substances that influence my ability to perform my assigned duties
- I do not participate in harassment or violence and I notify my supervisor if I observe these unacceptable behaviours
- I ensure any physical or mental limitations are identified and communicated to my supervisor for effective management
- I notify my supervisor if I or another coworker may be unfit for work

Example Violations:

- A worker or supervisor participates in or knowingly condones workplace harassment
- A worker or supervisor fails a drug or alcohol test
- Using illegal drugs at site
- A worker or supervisor is taking prescription medication or over-thecounter medication that is likely to affect their performance and have not disclosed this to their employer
- An unfit worker is observed but not reported

Related Life Saving Rules:

- Confined Space
- Energy Isolation
- Work Authorization
- Working at Height
- Line of Fire
- Bypassing Safety Controls
- Driving
- Hot Work
- Safe Mechanical Lifting



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SETTING THE STANDARD IN OIL AND GAS SAFETY



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1. Hazard Assessment Policy

Formal Hazard Assessments

To ensure workplace health and safety hazards are identified, assessed for risk, controlled, and communicated to affected parties, Millennium Heat will:

- Conduct a detailed assessment of the company's overall operations and tasks to identify existing or potential hazards before work begins,
- Assess the risk of each hazard to prioritize the hazards and controls,
- Develop hazard controls utilizing the Hierarchy of Controls:
 - Elimination, Engineering Controls, Administrative Controls, PPE
- Implement the selected controls and communicate the controls to all affected parties, and
- Monitor the controls for effectiveness.

Millennium Heat will prepare a dated report of the results of the hazard assessment and the methods used to control or eliminate the health and safety hazards identified. The company will include affected workers when conducting the hazards assessments and will repeat the hazard assessment:

- Every three years at a minimum to prevent the development of unsafe and unhealthy working conditions,
- When a new work process or operation is introduced or an existing process or operation changes, and
- Before the construction of significant additions or alterations to a work site.

Site Specific Hazard Assessment

To identify potentially unsafe conditions and health and safety hazards present at the work site, on the day of the job, Millennium Heat will conduct a Site-Specific Hazard Assessment:

- At all temporary or mobile work sites,
- At work sites not owned by the company,
- When new conditions, tasks, equipment, processes, or construction are introduced,
- With the inclusion of affected parties at the work site

Millennium Heat will prepare a daily report, for each shift on each work site, of the results of the hazard assessment and the methods used to control or eliminate the health and safety hazards identified.

Mark MacLean – President – June 2019

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2. Hazard Assessment Procedure

The cornerstone of our Safety Management System is the ability to identify and control workplace hazards. By recognizing, identifying, assessing, and controlling hazards, we can eliminate or reduce the possibility, frequency, and severity of loss.

2.1. Formal Hazard Assessment Process

Millennium Heat will conduct formal hazard assessments on all areas of our operations to identify hazards, measure risk to help prioritize hazards, and develop, implement, and monitor hazard controls before any work is completed.

Refer to the Millennium Heat Task Inventory Hazard Assessment document.

Formal hazard assessments will be created, reviewed, or revised:

- when new operations, work processes, equipment, materials, or products are introduced,
- when operations work-related processes or equipment are modified,
- when site-specific hazard assessments, inspections or investigations identify a previously unrecognized hazard, and
- at least every three (3) years.

Millennium Heat will ensure employees designated to lead the formal hazard assessment process are suitably qualified and trained to conduct the assessments (i.e. Safety Advisor is a Canadian Registered Safety Professional).

Millennium Heat will ensure affected employees participate in the development, review, and revision of formal hazard assessments.

2.2. Site-Specific Hazard Assessment

To supplement the formal hazard assessments, Millennium Heat will conduct a Site-Specific Hazard Assessment prior to work starting on the day of the job, for every shift at every work site, to identify hazards that may arise in dynamic operations that cannot be anticipated in the formal hazard assessment process. Site-specific hazard assessments shall be completed:

- at the Red Deer facility,
- at temporary or mobile work sites,
- at work sites not owned by the company,
- when new conditions, tasks, equipment, processes, or construction are introduced,
- with the inclusion of affected employees at the work site.

The hazard assessment shall be documented on form MH-HSE-FO-003 *Shop Hazard Assessment* or *Pre-Job Safety Meeting/Hazard Assessment* form for remote work sites. Completed hazard assessments shall be forwarded to the Safety Advisor for review and filing.

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When conducting a worksite or pre-job hazard assessment, follow these steps:

- Assemble the people that will be involved.
- **Discuss** possible hazards with employees/subcontractors.
- **Tour** the entire operation.
- Look for possible hazards originating from environment, material, equipment, and people.
- Keep asking "What if?"
- Mark on the assessment form all items that need attention.
- **Review** the findings with supervisors/workers and solicit their input for control measures.
- Rank the items on a "worst first" basis.

2.3. Hazard Reporting

To address hazardous conditions or practices that occur during the work shift, Millennium Heat employees shall:

- Fix the hazard if possible,
- Flag or otherwise identify the hazard to warn other workers,
- Report the hazard to their supervisor,
- Complete a Hazard Report and submit it to the Safety Advisor for review and follow up.

2.4. Training

Millennium Heat shall ensure employees are trained in the identification and control of hazards through orientations, on the job training, safety meetings, in-house training, and on-line learning.

3. Hazard Definition, Types, Sources, Categories and Modes

3.1. Hazard Definition

A HAZARD is any source of potential damage, harm or adverse health effects on something or someone.

- Harm is any physical injury or damage to health.
- Hazard is any potential source of harm to a worker

3.2. Hazard Types

There are two types of hazards in every workplace:

- Health hazards Any substance or agent that can cause illness.
- Safety hazards Any force strong enough to cause injury or damage.

3.3. Hazard Sources

There are four major sources of hazards in the workplace, these include:

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- People People do things that create hazards. People may lack training or communicate poorly.
- Equipment The tools, machines and equipment used to do our jobs. Hand tools, vehicles, power tools.
- Materials The chemicals and other products we use at work. Grease, solvents, diesel fuel, boiler bricks, H2S.
- Environment The overall workplace. The site layout, lighting, walking surfaces, heights, temperatures.

3.4. Hazard Categories

Hazards fall into several categories as follows:

- Biological hazards bacteria, viruses, mould, blood, bodily fluids, human waste, animal waste, insect, or animal bites,
- Chemical hazards solids (boiler bricks), dust (frac sand), fumes (exhaust), mists, vapours, gases (H2S), chemical reactions, flammable substances, combustible substances, corrosive substances,
- Ergonomic hazards repetitive movements, improper setup of workstation, lifting and handline loads, awkward position, or posture,
- Physical hazards Line of fire, moving machinery, unguarded machinery, working at height, noise, fire and explosions, electricity, confined spaces, congested workspaces, wet or uneven surfaces, poor housekeeping, vibration, pressure, temperature extremes, lighting,
- Psychosocial hazards stress, harassment, violence, fatigue, working conditions, bullying, work pace, over worked, client aggression, poor leadership, shift work.

3.5. Hazard Modes

There are three hazards modes

- Dormant The situation has the potential to be hazardous, but no people, property or environment is currently affected. These are hazards we identify in pre-job safety meetings, tailgate meetings, JSA's and Site-Specific Hazard Assessments.
- 2. Armed People, property or the environment are in harms way. These are the hazards we identify and control during our daily work. We report them on the hazard ID form.
- 3. Active An incident involving the hazard has occurred. An incident has occurred that must be reported and investigated to find the cause of the incident, the initial hazard, which can then be controlled.

4. Hazard Identification

4.1. When to Identify Hazards

Identifying workplace hazards can be done:

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- During design and implementation:
 - Designing a new process or procedure.
 - Purchasing and installing new machinery.
- Before tasks are done:
 - Checking equipment or following procedures.
 - Reviewing surroundings before each shift.
- While tasks are being done:
 - Be aware of changes, abnormal conditions, or sudden emissions.
- During inspections:
 - Formal, informal, supervisor, health, and safety committee.
- After incidents:
 - Near misses or minor events, injuries, property damage, downtime.

4.2. How to Identify Workplace Hazards

Workplace hazards are identified through proactive actions such as Formal Hazard Assessments, Site-Specific Hazard Assessments, Hazard Reports, Inspections, Audit findings and recommendations.

Hazards are also identified reactively through the statistical analysis of injury and incident trends and incident reports and investigations

5. Risk Assessment

Once hazards have been identified they must be assessed for risk to determine priority for the implementation of controls. We want to address the most hazardous risks first or "worst first". Every task must have the health and safety hazards identified and each hazard must be assessed for risk.

Risk is defined as the chance or probability of loss or undesirable consequences associated with the hazard.

Risk assessment is the process of "ranking" identified hazards so that the appropriate hazard controls can be prioritized and implemented. A risk assessment matrix system is used to rank the hazards. The first ranking estimates the **severity** of the problem if the potential incident/accident were to occur. The second ranking estimates the **probability** of an incident/accident occurring. The third ranking estimates the **frequency of exposure**.

	Ranking
Severity	
Serious injury/death	3
Time loss/medical aid	2
 No injury likely/no time loss/first aid 	1

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Prol	Probability				
	Could likely occur				
	Some chance of happening				
	Not likely to happen at all				
Freq	Frequency of Exposure				
	• One or more times per day 3				
	• Two/three times per week 2		2		
	Less than once	e per week	1		

Each hazard is assigned all three rankings, and the result after adding the three numbers determines priority in terms of corrective action. The most severe hazards encountered would be ranked 9 and would be more critical to correct than a hazard ranked 3, which would be the lowest level of hazard. Any task that is ranked above a 7 is considered high risk and requires a procedure to be completed for it or a Job Safety Analysis (JSA) if there is no procedure available.

6. Hazard Controls

6.1. Hazard Control Policy

Once health and safety hazards have been identified and assessed for risk they must be eliminated or controlled to reduce the risk of loss or harm to people or the environment. Health and safety hazard controls are identified and developed:

- In accordance with the Hierarchy of Controls,
- To meet legislative requirements,
- With high hazard items given priority,
- With the inclusion of workers affected by the hazards and proposed controls,
- Including assignment of responsibilities for implementation, and
- With ongoing monitoring and evaluation of controls after implementation.

6.2. Hierarchy of Controls

The hierarchy of hazard control is a system used in industry to minimize or eliminate exposure to hazards. It is a widely accepted system promoted as standard practice in the workplace.

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Hierarchy of controls



Elimination – Eliminating the hazard is always the best choice. Millennium Heat will eliminate hazards wherever possible.

Substitution – When possible, Millennium Heat will replace the hazard with something less hazardous wherever possible, such as choosing an environmentally friendly cleaner over a solvent.

Engineering – Where elimination or substitution are not suitable options, Millennium Heat will apply engineering controls. This may include isolating the hazard by installing a guard, installing ventilation, changing a process to reduce the source of exposure.

Employees shall use engineering controls as intended wherever they are installed and are prohibited from disabling or modifying the controls in any way.

Administrative – To supplement engineering controls Millennium Heat will control hazards by controlling how people work. This may include developing work practices and procedures to be followed; providing training for employees; modifying work scheduling; increased levels of supervision with the goal of reducing the duration, frequency, and severity of exposure to hazards.

Employees shall use administrative controls as intended wherever they exist. If a deviation from an administrative control is needed the worker must request and receive approval from management before the work is done and a Job Safety Analysis must be completed.

Personal Protective Equipment (PPE) – Millennium Heat considers PPE to be the last line of defence in the protection of workers from physical hazards. PPE shall never be used as the primary control of a hazard. PPE alone will not prevent an injury or illness; it will only reduce the severity of the injury or illness.

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Employees shall use PPE as intended wherever required by hazards and legislation. Millennium Heat will provide all necessary PPE to employees and will provide training on the selection, care, use, maintenance, and limitations of PPE.

7. Practices and Procedures

To control hazards, and provide procedures and guidelines for workers to follow, Millennium Heat will develop and implement:

- a Code of Practice where specifically required by legislation,
- a Standard Operating Procedure for tasks requiring step-by-step instructions to carry out complex routine operations,
- a Safe Work Practice with generally written methods outlining how to perform a task with minimum risk to people, equipment, materials, environment, and processes.

Codes of Practice (COP), Standard Operating Procedures (SOP) and Safe Work Practices (SWP) can be found in the Millennium Heat Procedures Manual.

7.1. Code of Practice (COP)

Millennium Heat will develop and implement a Code of Practice in each of the following areas Asbestos, Benzene, Confined Space Entry, Hydrogen Sulphide, NORM, Respiratory Protective Equipment, Silica, Transportation of Dangerous Goods, Violence and Harassment, Working Alone, Workplace Hazardous Materials Information System (WHMIS).

7.2. Standard Operating Procedures (SOP)

Millennium Heat will develop and implement a Standard Operating Procedure where step-by-step instructions are required to carry out a task.

7.3. Safe Work Practices (SWP)

Millennium Heat will develop and implement a Safe Work Practice where a general guideline on how to perform a task is required.

7.4. Job Safety Analysis (JSA)

A Job Safety Analysis shall be conducted for any task for which there is no Code of Practice, Standard Operating Procedure or Safe Work Practice; as needed when conducting an unfamiliar job or task; as needed for training purposes; and when requested by a client.

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	Title:	Hazard Assessment and Control	Date Effective:	2011-04-01
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8. Preventative Maintenance

Preventative maintenance is maintenance that is regularly performed on a piece of equipment to lessen the likelihood of it failing. It is performed while the equipment is still working so that it does not break down unexpectedly.

Refer to the Preventative Maintenance Program (PMP) Manual.

9. Hazardous Materials

Refer to the Code of Practice if any of the following hazards are encountered Asbestos; Chemical Hazards, Biological Hazards and Harmful Substances; Hydrogen Sulphide (H2S); NORM; Silica; WHMIS 2015.

10. Violence and Harassment Prevention

Refer to the Millennium Heat Violence and Harassment Prevention Code of Practice.

11. Document Revision Log

Revision	Date	Reason
0	April 2011	Program development.
1	August 2016	Update.
2	May 15, 2019	Update.
3	June 20, 2019	Update and reformatting.

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Boiler Rentals	Doc #	MH-HSE-4001	Approved By:	T Goshko
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1. Inspection Policy

The purpose of workplace inspections is to monitor worksite conditions and work procedures to identify and assess hazards in the workplace on an on-going basis. Inspections enable the company to ensure compliance with regulations, company safety standards and accepted industry practices.

Inspections of the following items allow for the identification of sub-standard acts and/or conditions before they become problems by revealing where improvements can be made to: Work activities; Work areas; Equipment; Materials; and Specific hazards.

Formal and informal workplace inspections shall be conducted as a proactive loss prevention measure to eliminate or reduce equipment damage, downtime, incidents, injuries and illnesses by identifying and recording hazards for corrective action.

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Inspections shall be documented and reviewed by Millennium Heat to address corrective actions in a timely manner. Where necessary corrective actions shall be communicated with affected parties. Inspection records shall be kept on file for a minimum of five years.

2. Inspection Program

Alberta's Occupational Health and Safety Code requires Millennium Heat to identify and inform workers about known and potential hazards on the work site. This is accomplished using Formal Hazard Assessments and Site Specific Hazard Assessments.

Once work starts, inspections are the standard way to check for compliance with regulations, rules and procedures. Inspections will:

- Proactively identify potential hazards that may not have been previously noted,
- Confirm the effectiveness of controls already in place; and
- Demonstrate commitment to health and safety.

Through ongoing periodic inspections of the work sites and work site conditions, work procedures shall be monitored and improved upon where necessary. Inspection reports will identify new hazards and recommend appropriate control measures, such as:

- Eliminating or isolating hazards.
- Performing maintenance on equipment and vehicles.
- Marking hazards with signs, flags, lights, alarms or barricades.
- Providing additional personal protective equipment or other safety equipment to workers.
- Informing workers of the hazards.
- Implementing administrative controls and procedures.
- Identify training and equipment needs.
- Identifying safety program violations.

Both general and specific checklists shall be used to assist in the inspection process. Thorough checklists serve as excellent reminders when performing inspections and help to ensure nothing is missed. Completed checklists must be filed for future reference and auditing purposes.

3. Inspection Training

Any employee asked to participate in conducting inspections shall be provided with appropriate training. Training shall include the pre-planning of inspections, how to conduct inspections, identification of hazards, assigning of corrective actions, follow up and close out of deficiencies. Training shall be documented and filed for auditing purposes.

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4. Management Review

A member of the management team shall sign off on all inspections conducted within their area of responsibility. Management review is essential to demonstrate due diligence; contribute to the process by applying their experience; and ensuring corrective action items are implemented.

4. Inspection Frequency and Responsibility

Inspections shall be performed at the following frequency:

Position	Formal / Informal	Frequency
Operations Personnel	Informal	Daily/Pre-Use
Front Line Supervisor	Informal	Daily/Pre-Use
	Formal	Monthly
Middle Management	Informal	Daily/Pre-Use
	Formal	Monthly
Senior Management	Informal	Daily/Pre-Use

5. Types of Inspections

5.1 Planned (Formal) Inspections

The team or individual conducting the formal inspections will use the standard inspection form to record items identified during the inspection. The inspection team will be looking for:

- Unsafe Conditions: slippery floor, poor lighting, cluttered work area, slipping hazards, missing guards, etc.,
- **Unsafe Actions:** improper use of machinery or equipment, workers not wearing PPE or following safe work procedures, etc.,
- Health Hazards: dangerous chemicals, dust exposure, noise, toxic waste, etc.

Once the inspection has been completed, an inspection report will be written and reviewed by the inspection team. The items on the inspection report will assigned and ranked in order of importance, using the A, B, C system to prioritize hazards and ensure those with the highest potential for causing injury are corrected first.

- A Hazards: those that present an imminent danger and require immediate correction
- **B Hazards:** those that are not imminently dangerous, but pose a significant hazard and must be completed as soon as possible (within 24 hours)
- C Hazards: those that are a low hazard, and should be addressed when time allows (within 7 days)

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5.1.1 Correction of Hazards Identified

- Any A Hazards identified must immediately be brought to the attention of the appropriate supervisors and corrections made.
- To address B or C Hazards, Future Fuel shall enter the inspection items into the Corrective Action Register.

5.1.2 Distribution of Inspection Reports

Copies of the inspection report shall be forwarded to management; the Health and Safety Advisor; the Health and Safety Representative.

A copy of the report, including both negative and positive findings, shall be posted for workers to review. A copy shall be kept on file for three (3) years and for the next inspection team to review, so they can identify any repeat items.

5.2 Unplanned (Informal) Inspections

Informal inspections are carried out by workers, supervisors and managers, and do not involve a formal report or a specific schedule. Examples of informal inspections include:

- A manager walking through the shop may take the opportunity to verify that workers are following safe procedures or using safety equipment and provide feedback (positive if workers are compliant) on their performance.
- A worker conducts a routine check on their tools, looking for defects and maintenance needs before starting work.

6 Pre- and Post-Operating Inspections

Vehicles, equipment and machinery require daily pre- and post- operational inspections and may require minor lubrication and adjustments. Pre-operational inspections shall be completed daily and documented on form Daily Vehicle Inspection Checklist. The inspection report shall be kept in the equipment maintenance file for three (3) years.

7 Preventative Maintenance Inspections (PMI)

Millennium Heat believes in proactively avoiding hazards caused by the breakdown of tools, equipment and machinery. To reduce down-time, process upset or unnecessary interruption, Millennium Heat has implemented a Preventative Maintenance Program which includes inspection. Refer to the Preventative Maintenance Program.

PMI are considered a valuable tool to inspect the process and production equipment (such as pumps, motors, gears, bearings, pipes and valves, hoses, couplings, seals, fans, lubrications, lifting equipment,

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hydraulics, pneumatics, compressors, steam and electrical systems, etcetera.) to evaluate condition, identify critical defects, and trend rates of degradation over time.

Results of PMI are used to predict future repairs, assist planning and maintenance budgeting and prevent unplanned down-time due to unexpected failures.

8 Third Party Inspections

Specialized equipment is inspected on a contracted basis by third parties. Examples of equipment that falls into this category are fire extinguishers, first aid equipment, self-contained breathing apparatus, heavy equipment and technical equipment requiring sophisticated calibration.

9 Inspections versus Hazard Assessment

Inspections are used to monitor work site conditions, and while they may identify hazards missed in the hazard assessment process, this is not the primary reason inspections are carried out. Inspections are carried out to monitor how well the hazard controls, identified in the hazard assessment process, are working.

The hazard assessment identifies the hazards, assesses the hazards and implements the controls. The inspection verifies the controls are adequate and being used.

Revision	Date	Reason
0	April 2011	Program development.
1	August 2016	Update.
2	April 2019	Update.
3	November 10, 2019	Update and reformatting.

10 Document Revision Log

	Document Type:	Standard	Revision:	4
	Title:	Qualifications, Orientation, Training and Competency	Date Effective:	2020-03-16
Boller Rentals	Doc #	MH-HSE-5001	Approved By:	T Goshko
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1. Purpose

Millennium Heat is committed to the health and safety of employees, affected workers and the general public. To ensure employees are qualified, trained and competent to do the work they are assigned to complete, Millennium Heat has implemented this Standard.

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2. Policy

It is Millennium Heat's obligation to ensure employees are provided information, instruction, training and supervision and to assess competence as necessary to ensure, as far as reasonably practicable, the health and safety of employees.

3. Qualifications & Experience

Millennium Heat has implemented minimum standards for qualifications and experience for the safety sensitive positions of Commercial Driver and Boiler Operator.

3.1 Commercial Drivers

Qualifications

Commercial drivers shall possess a valid Alberta Class 1 or 3Q Operators License (or out of province equivalent) with 3 or fewer demerits.

Experience

Drivers shall have a minimum of 1-year commercial driving experience.

New and Inexperienced Drivers

In the event Millennium Heat is required to hire inexperienced drivers, or train drivers in house, the Company will assign a mentor to train and supervise the new driver until such time as the mentor deems the driver competent to drive alone.

3.2 Boiler Operators

Qualifications

Boiler operators shall possess a valid Special Oilwell Certificate of Competency issued by the Alberta Boiler Safety Association (ABSA) or a 4th Class Power Engineer Certificate issued by a provincial governing body.

Experience

Boiler operators shall have a minimum of six months hands on experience operating a boiler.

4 Orientations and Onboarding

The purpose of Health and Safety Orientations are to help workers become familiar with the company's safety management system and all parties' responsibilities and obligations as required by law.

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Millennium Heat shall ensure all employees and contractors receive a Health and Safety Orientation upon hire and every three (3) years thereafter to communicate essential health and safety information and ensure all personnel are knowledgeable in:

- 1. Health and safety policies and procedures,
- 2. Health and safety responsibilities,
- 3. Workers rights (right to refuse, right to know, right to participate),
- 4. Task specific hazards and controls,
- 5. WHMIS 2015 information,
- 6. Applicable regulatory requirements (i.e. OHS legislation, WCB, NSC, ABSA),
- 7. Discipline and enforcement,
- 8. Emergency response procedures (including alert/alarm systems),
- 9. Hazard reporting,
- 10. Incident and near miss reporting, and
- 11. Orientations are signed off by the employee and the person conducting the orientation.

Visitors shall receive an orientation appropriate to the level of risk exposure. Salaried employees shall receive an orientation at least every three years or whenever there is a major change to the safety management system or regulatory requirements.

5 Training & Competency

5.1 Commercial Drivers

Training

Commercial driver training shall include instruction and testing on Federal Hours of Service; Oilfield Driver Awareness; Daily Pre-Trip Inspections; Cargo Securement and Weights and Dimensions.

Competency

Commercial drivers shall be assessed for driving competency upon hire and annually thereafter by completion of an on-road test drive and evaluation to be completed by the Fleet Safety Officer. This will include demonstration and documentation of:

- a pre-trip inspection
- cargo securement practices
- knowledge of weights and dimensions of the vehicle being operated
- knowledge of hours of service requirements and fatigue management

Commercial driver's logs shall be audited at least once annually to determine competency and compliance with hours of service regulations.

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5.2 Boiler Operators

Training

Boiler operators shall receive training in:

- Boiler rig up, operation, monitoring, maintenance and troubleshooting procedures
- Hazard identification and assessment
- Manual handling techniques and limitations

Training shall be documented on the On the Job Training Record and the completed training records shall be placed in the employee file.

Training may also be accomplished with a review of procedures and sign off by the worker. A Procedure Review Sheet is available in every safety and procedure manual for workers to list and sign off on the procedures they have reviewed. The expectation for procedure review is for workers to review one procedure daily until the manual(s) are completed.

Competency

Boiler operators shall be assessed for competency in their first year of service and then at least once every three years thereafter. The competency assessment shall be conducted by the Field Supervisor, Operations Manager or Safety Advisor.

Refer to the Millennium Heat Competency Management System (CMS) for detailed information, Competency Profiles and Assessment Forms.

6 New, Young and Short Service Workers

Millennium Heat shall ensure that employees with less than six months experience and/or less than six months service in the same position are identified as a Short Service Worker (SSW). Subcontractors used by Millennium will manage their SSW in accordance with this program. SSW will be visibly identified using a "Green Hand" hardhat sticker, and the client representative (where applicable) will be informed that the sticker is the means by which we identify our SSW.

SSW will not be permitted to work alone until they have been removed from SSW status. SSW shall be adequately supervised, trained and managed to prevent injury to themselves or others, property damage, or environmental harm. A mentor will be provided to the SSW to ensure that the employee receives appropriate guidance. The mentor must remain on site with the SSW.

Factors to consider include significant differences in:

- job responsibilities/duties from previous assignments,
- work processes/practices from previous assignments,

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- equipment/tools from previous assignments, and
- skill level, familiarity with co-workers.

To be removed from SSW status, an employee must exhibit safe behaviour for six months (e.g. incident free performance, proactive participation in HSE programs such as incident reporting including near misses, hazard identification, JSA development, safety meetings, etc.) and have a general awareness and working knowledge of the company's health, safety and environmental policies. The supervisor may recommend a reduction of the six-month requirement based on the employee's performance and relevant industry experience. This reduction must be approved by management. Once the employee has been removed from SSW status, the "Green Hand" identification sticker may be removed from the hardhat.

The **"Short Service Evaluation"** form shall be used to evaluate the SSW status and document completion of a training program. The supervisor signing off on the experience of the worker should ensure that the worker has knowledge of the system using some open-ended questions about the procedures. The worker must have a basic knowledge of the safety program and be able to answer the questions asked by the supervisor.

The completed SSW form will be kept on file in the worker's training records and can be used to show worker competency. Competency will require ongoing inspections and observations to ensure that it is complete.

7 Training Records

Where applicable a record of training, including completed exercises, quizzes and tests, shall be maintained for each employee. Records shall be kept in the employees personnel file and/or in an electronic file or learning management system. Training certificates are valid for three (3) years from the date of issue unless otherwise indicated.

8 Document Revision Log

Revision #:	Date:	Reason:
0	April 2011	Program development.
1	May 2012	Program update.
2	January 2014	Program update.
3	November 28, 2019	Program update and formatting.
4	March 16, 2020	Update.

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1. Purpose

The Competency Management System (CMS) has been developed to identify, assess and develop the critical competencies associated with specific roles within the Company. The CMS will be used in conjunction with the Learning Management System (LMS) to manage and deliver worker training.

2. Scope

The CMS applies to all Safety Sensitive roles within the Company which are identified as:

- Commercial Driver
- Boiler Operator
- Steam/Pressure Washer Operator (includes commercial driver)
- Combo/Vac Operator (includes commercial driver)
- Field Supervisor
- Operations Manager

Competency assessments will be conducted on all new hires. An initial assessment may reveal the need for specific training of the employee.

Existing and returning personnel shall be assessed periodically to help identify or prevent performance problems that may be resolved through task specific training.

3. Definitions

Competency – Competencies are the measurable or observable knowledge, skills, experience, and behaviours that a person needs to have in order to perform the tasks assigned to perform their job.

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Competency Assessment – Any system for measuring and documenting personnel competency. The goal of the assessment is to identify problem areas with employee performance and to correct these issues.

Safety Sensitive – Safety sensitive roles are those where impaired performance, for whatever reason, could result in a significant incident affecting the health or safety of employees, customers and their employees, the public, property or the environment.

4 -Specialist Descriptors 1 - Basic 2 - Capable 3 - Proficient 5 - Expert Adequate Limited Good level of High level of Extensive knowledge in education knowledge of knowledge in all knowledge in all all aspects of the the service line, aspects of the aspects of the service line, all main its main service line, all service line, all processes, methods and processes. main processes, main processes, equipment and the methods and methods and methods and industry equipment equipment equipment Contributes to company Knowledge Ability to coach technical standards and Capable of explaining the others on processes application of the service line service line within the Uses knowledge and context of their experience to effectively coach and level of knowledge and mentor others experience No appropriate Sufficient Has enough Wide proven Demonstrates industry experience to experience of the experience in experience and expertise and the service line deal with service line to knowledge of knowledge recurrent also deal with the service line unforeseen issues Recognizes need for activity Experience Is recognized as change and implements a specialist required change, within their field processes and of expertise procedures Ability to Is capable to Able to perform Capable of Capable of performing perform basic perform tasks performing multi-function tasks in routines under standard tasks unsupervised tasks using demanding situations within a initiative and Autonomy constant under limited and leading changes supervision supervision predefined proactive within their level of

4. Competency Benchmark Matrix

5. Competency Assessment Methods

Competency assessments shall be completed through testing using the LMS as applicable, and through direct observation by a subject matter expert (SME). Direct observation helps identify and prevent any

framework

approach to

challenges

authority

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performance problems; the employee's techniques are watched during the examination process, which allows the observer to see if the employee is following the SOP.

6. Competency Assessment Records

A checklist will be used to document specific, observable items, actions and attributes to be observed. This will ensure a consistent approach and avoid subjectivity in the assessment. The completed report will be placed in the employees personnel file.

7. Document Revision Log

Revision	Date	Reason
0	November 27, 2019	Program development and implementation.

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	Title:	Boiler Operator	Date Effective:	2019-11-27
Boiler Rentals	Doc #	MH-HSE-5003	Approved By:	T Goshko
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1. Job Description

Boiler operators are required to work at oil and gas well sites during the winter months to provide heating to wellheads and service equipment. They are responsible for all the systems that generate electricity to power the boiler and its systems and steam generation to provide heat.

Boiler operators will rig-up the boiler as per client needs while observing and complying with company, industry and regulatory requirements. Boiler operators will make manual adjustments to this equipment during their servicing. They are often on their feet, but they also must be physically fit to handle rig-up of steam piping, hoses and heaters. They typically work a 12-hour day, which can include weekends and holidays.

2. Job Duties

Boiler operators must perform routine maintenance on the equipment and systems as part of their job. They will use hand or power tools when performing tasks like replacing defective valves, filters, or steam gauges on a heating system. Corrosive deposits can damage a boiler system, so operators test the boiler water and balance it with chemicals, if needed. Keeping safety at the forefront, boiler operators will watch the system during operation and attend to any additional problems. Once all is in working order, they will record their service data in logs.

On the job, they can be exposed to extreme temperatures, electric shock, loud noises, dust, fumes and hazardous substances. Due to the potentially hazardous conditions, they follow strict safety procedures during their work.

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Boiler operators are required to complete documentation of site activities, conduct hazard assessments, complete field tickets, job safety analysis', hazard identification, and boiler logbooks.

3. Requirements

In addition to having general manual dexterity, basic math knowledge, and mechanical aptitude, boiler operators need to be licensed by the provincial boiler authority. They will need industry certifications in Standard First Aid and H2S Alive and regulatory certifications in WHMIS and TDG as a minimum.

4. Competencies

4.1 Knowledge

Knowledge competencies are derived from the Special Oilwell Operators Syllabus.

The operator should be able to discuss:

- 1. Boiler controls and safety devices:
 - a. Knowledge of feedwater control.
 - b. Knowledge of steam pressure control.
 - c. Basic understanding of an automatic programmed combustion control on a packaged type boiler.
 - d. Understand the purpose and testing of boiler safety devices.
 - i. Low water fuel cut off.
 - ii. Low air pressure fuel cut off.
 - iii. High and low gas pressure fuel cut offs.
 - iv. High steam pressure fuel cut off.
 - v. Flame failure detectors.
- 2. Combustion:
 - a. Knowledge of draft equipment and control.
 - b. Basic theory of combustion.
 - c. Causes and prevention of furnace explosions.
 - d. Necessity of good air supply to boiler room.
- 3. Operation and maintenance of boilers:
 - a. Preparing a boiler for operation.
 - b. Start up and shut down procedures
 - c. Knowledge of thermal shock and water hammer.
 - d. Routine operation and checks.
 - e. Response to emergency conditions.
 - f. Cleaning and preparing a boiler for inspection.
 - g. Causes and prevention of pressure-side explosions.

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h. Routine maintenance and inspection.

- 4. Basic knowledge of water treatment:
 - a. Water and its impurities.
 - b. Understanding of water pH.
 - c. Boiler water corrosion.
 - d. Boiler water conditioning.
 - e. Boiler water problems sludge, scale and foaming.
- 5. Fire prevention and plant safety:
 - a. Classifications of fires.
 - b. Types of fire fighting equipment.
 - c. General plant safety and housekeeping

4.2 Work Activities

Demonstrable skills are derived from the Special Oil Well syllabus and hazard assessments.

The operator should be able to demonstrate:

- 1. Completion of a site-specific hazard assessment
 - a. Identify tasks, associated hazards and measures to control the hazards
 - b. Communicate hazards to affected workers
- 2. Tools and Equipment
 - a. Conduct pre-use inspection of needed tools and equipment. Tag out defective equipment.
- 3. Positioning boiler
 - a. Level lengthwise and side to side and explain why this is important
 - b. Equipment spacing as per AER requirements and explain why this is required
 - c. Grounding/bonding and explain why this is required
- 4. Load fuel
 - a. Bonding and explain purpose
 - b. Spill prevention steps use of absorbent pads, drip pans when transferring fuel
 - c. Spill management procedures and identify spill kit location
- 5. Load water
 - a. Water quality checks and explain why this is important
 - b. Spill prevention steps use of drip pans
 - a. Check water strainer and explain importance
- 6. Generator start up
 - a. Check fluids fluids within range
 - b. Check belts inspect for damage, cracks, brittleness
 - c. Correct warm up period
 - d. Verify output within parameters
- 7. Boiler warm up
 - a. Tiger torch use demonstrate inspection and safe use

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- b. How long to warm boiler?
- 8. Rig up boiler
 - a. Lay out blocking
 - b. Carry out and place steam pipe demonstrating correct handling/carrying techniques
 - . Install wellhead tee
 - a. Install steam heater and instruct affected workers on use and misuse
 - b. Triangle rig up for returns and explain importance
 - c. Demonstrate and communicate safe use and misuse of steam wand to affected workers
- 9. Firing boiler
 - . Water supply demonstrate how to verify water supply
 - a. Fuel supply demonstrate how to verify fuel supply
 - b. Demonstrate boiler firing procedure
 - i. Check and close blowdown valves
 - ii. Open vent valves, gauge glass shutoff valves and steam pressure gauge valves
 - iii. Fill boiler to a level about 2" above the bottom of the gauge glass or enough to close the low water cutoff switch.
 - iv. Blow down the water column and the gauge glass, making sure the water returns to proper level promptly. Gauge cocks should be open to verify water level.
 - v. Start the burner on low in accordance with burner instructions.
 - vi. Warm boiler slowly to permit temperatures to reach saturation temperatures and metal and refractory temperatures to equalize.
 - vii. When boiler pressure reaches 10 to 15 psi, close the drum vent. Open the drains in the steam header and warm them up.
 - c. Boiler controls discuss operation and inspection of all boiler controls:
 - i. Flame safeguard
 - ii. Gas pilot flame adjustment
 - iii. High limit control
 - iv. Operating limit control
 - v. Modulating control
 - vi. Atomizing media pressure switch
 - vii. Low fire hold control
 - viii. Low water cut off
 - ix. Auxiliary low water cut off
 - x. Low pressure gas switch
 - xi. High pressure gas switch
 - xii. Combustion air proving switch
 - xiii. Low fuel pressure switch
- 10. Daily Maintenance

In accordance with the Alberta Power Engineers Regulation and company standards, operators shall conduct, and document equipment checks every two (2) hours. The operator should be able to discuss why this is important.

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The operator should be able to discuss the importance of and demonstrate all daily maintenance requirements:

- a. Check water level.
- b. Blow down boiler to remove sediment and sludge.
- c. Blow down the water level controls to purge the float bowl of possible sediment accumulation.
- d. Check combustion visually. Look at the flame to see if something has changed. Changes may be an indication that a problem is developing.
- e. Treat water. Add chemicals and take ph test as required.
- f. Record boiler operating pressure and temperature. A change in pressure or temperature may indicate a problem is developing with the feed system.
- g. Record stack temperature. Changes in stack temperatures could indicate the boiler is sooting, scaling or there is a problem with baffles or refractory.
- h. Record oil pressure and temperature. Changes in pressure and/or temperature could have an effect on combustion in the boiler and could indicate a problem in the oil regulators or oil heater.
- i. Record oil atomizing pressure. Changes in pressure could have an effect on combustion in the boiler.
- j. Record gas pressure. Changes in pressure could have an effect on combustion in the boiler and indicate a problem in the gas delivery system.
- k. Check general boiler/burner operation. Maintaining top efficiency is the simple and basic reason for having operating personnel. Is anything different than it was before? If so, why?
- I. Record boiler water supply and return temperatures.
- m. Record makeup water usage. Excessive makeup water could be an indication of system problems.
- n. Check auxiliary equipment. There is a big difference between "it is running" and "it is running properly". Take nothing for granted as auxiliary equipment can shut down the operation.

11. Weekly Maintenance

The operator should be able to discuss the importance of and demonstrate all weekly maintenance requirements:

- a. Check for tight closing of fuel valves. Check to ensure fuel does not flow through the fuel valve(s) when the burner is shut off.
- b. Check fuel and air linkages. Check to ensure that all set screws on linkages are tight and are securely holding the linkage in place.
- c. Check indicating lights and alarms. Check for burned out or loose light bulbs. Also check to ensure the alarm bell or horn sound on the appropriate shut down condition.
- d. Check operating and limit controls. Check to ensure these controls shut the burner down at their predetermined set point. Settings should be verified by checking actual pressures and temperatures on the boiler gauges.
- e. Check safety and interlock controls. Check to ensure these controls shut the burner down at their predetermined set point. Settings should be verified by checking actual pressures and temperatures on the boiler gauges.
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|----------------|----------------|--------------------|-----------------|------------|
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- f. Check operation of water level controls. Stop the boiler feed pump and allow the control to stop the boiler under normal low fire conditions. see your operating manual for a more detailed procedure. See information later in this chapter.
- g. Check for leaks, noise, vibration, unusual conditions, etc. Checking for these items is a costeffective way to detect system operational changes. Small problems can be corrected before they become large problems.
- h. Check operation of all motors. By developing a routine, any change in operation or bearing temperature will usually be caught in time to avoid a failure.
- i. Check lubricating levels. Check levels of any oil bath filters, oil level in air/oil tank, oilers on pumps, etc. Add oil in accordance with the manufacturer's recommendations.
- j. Check the flame scanner assembly. Using the appropriate meter, check the flame signal strength at the program relay flame amplifier. Ensure the scanner assembly is clean and dry.
- k. Check packing glands on all pumps and metering devices. Proper tension on packing glands will extend life of the equipment.
- I. Check gauge glass. Ensure there are no cracks or etching in the glass or leakage around the packing.

12. Monthly Maintenance

Safety and Relief Valves

In accordance with ASME Recommended Rules for Care and Operation of Heating Boilers, section Vi, a try lever test should be performed and documented every thirty (30) days the boiler is in operation or after any period of inactivity.

The boiler operator should be able to discuss the importance of and demonstrate a try lever test as follows:

- a. With the boiler under a minimum of 5 psi pressure lift the try lever on the safety valve to the wide-open position and allow steam to be discharged for 5 to 10 seconds.
- b. Release the try lever and allow the spring to snap the disk to the closed position.

13. Troubleshooting

The boiler operator should be able to discuss and diagnose these basic troubleshooting practices:

- a. Burner does not start
- b. No ignition
- c. Pilot flame but no main flame
- d. Burner stays in low fire
- e. Shutdown occurs during firing
- f. Modulating motor does not operate

14. Emergency situations

The boiler operator should be able to discuss what steps to take in the event of an emergency:

- a. Boiler shut down, loss of returns, freeze off hoses and piping
- b. Boiler over-pressure, safety valve release
- c. Hand hole leakage
- d. Loss of well control
- e. Fire/explosion

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$f. \quad Leak\,detected\,from\,wellhead\,or\,other\,equipment$

- 15. Boiler cooldown, draining and rig out
 - a. Demonstrate boiler cooldown process and discuss importance
 - b. Discuss potential effects of improper cooldown
 - c. Demonstrate draining practice and explain importance
 - d. Rig out boiler, drain lines and hoses as appropriate.
 - e. Rack piping and hoses, demonstrate correct lifting and handling techniques
- 16. Genset Maintenance
 - a. Discuss service intervals and documentation
 - b. Demonstrate lock out procedure
 - c. Demonstrate oil change procedure (mock exercise)
 - d. Discuss disposal of waste oil and filters
 - e. Discuss spill prevention measures, i.e. use of drip pan, absorbent pads
- 17. Safety Equipment
 - a. Inspect PPE and explain importance and discuss inspection criteria
 - b. Inspect fire extinguishers and document
 - c. Inspect eye wash station and document
 - d. Inspect burn kit and document
 - e. Inspect first aid kit and document

4.3 Behaviours

Behaviours make up the final component of competency. Behavioural attributes consistent with the values of Millennium Heat are expected. These include:

- Positive attitude
- Proactive approach to safety, maintenance and customer service
- Responsible to maintain company standards and accountable for poor performance
- Respect for the company, all people, clients and equipment
- Communication and cooperation
- Learning and continuous improvement

Safety Behaviours

Unsafe Behaviours - These are dangerous acts that often result in injuries and can be identified with common sense and experience. When actions are highly probable to result in a negative outcome (i.e., injury) with high severity potential, we view these as unsafe. Think of driving at a high rate of speed while taking your eyes off the road for 30 seconds. It would be hard to argue the likelihood is extremely high this behavior will result in an injury. This behavior should be stopped.

At-Risk Behaviours - These are behaviors with a low probability of injury that most often do not result in injury but occasionally do or at least have the potential to. These behaviors are a problem for individuals and organizations because they are difficult to detect with common sense and experience without more

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data and sophisticated tools to analyze the data. Think of driving at a low rate of speed while thinking of something else and changing the radio station in your vehicle. While this risk is taken every day by countless drivers, few are involved in collisions. This behavior should be coached.

Safe Behaviours - These are acts with little or no danger, almost never resulting in injury. The known risks are controlled, and everyone observing the action would agree. Think of driving with your hands kept on the steering wheel, eyes focused on the road and constantly scanning for changes in the environment, with your attention focused exclusively on the task at hand. This behavior should be positively reinforced.

The operator should be able to demonstrate:

- 1. A positive attitude toward the assessment process and a willingness to identify areas for improvement and learning
- 2. A proactive safety-first approach ensuring steps are taken to identify and control hazards before proceeding with a task
- 3. Good communication and cooperation skills; can clearly communicate ideas and concepts
- 4. Respect for the equipment, the Company, clients and people
- 5. Positive and proactive approach to preventative maintenance

5. Related Documents

- Qualifications, Orientation, Training and Competency Standard
- Competency Management System Standard
- Competency Assessment Form

6. Document Revision Log

Revision #:	Date:	Reason:
0	November 27, 2019	Development and implementation.

	Document Type:	Standard	Revision:	3
	Title:	Emergency Response Plan	Date Effective:	2020-03-30
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1. Purpose

The objective for the implementation of an emergency response plan is to ensure the safety of the workers and contractors/visitors to the site during an emergency.

2. Operational Assessment

Millennium Heat will assess this emergency response plan as it applies to the company's operations when Equipment is added, removed or modified; Processes are added, removed or modified; Changes are made to facilities; Following an emergency; or Every three years if no changes are made and an emergency has not occurred.

3. Identification of Potential Emergencies

Millennium Heat has identified the following emergency situations that may occur at the worksite:

Facilities

- Medical emergency including injury, illness, and chemical exposure
- Fire and explosion
- Tornado
- Violence, harassment or criminal acts
- Pandemic

Remote Work Sites

Potential emergency situations are identified by the Prime Contractor who must then develop and implement a work site ERP. Millennium Heat personnel must be informed of the plan and their roles and responsibilities in carrying out the plan.

When Millennium Heat is required to develop the work site ERP, the following potential emergencies must be addressed in addition to any site-specific hazards:

- Medical emergency including injury, illness, chemical exposure, and H2S exposure
- Fire and explosion
- Tornado
- Violence, harassment or criminal acts
- Pandemic

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4. Procedures for the Red Deer Facility

The following quick reference ERP guide will be posted at all entrances/exits and high traffic areas.



First Aid

When a person has been injured, follow the First Aid procedures:

- 1. Assess the casualty to determine their condition
- 2. If medical aid is not required render First Aid
- 3. Advise the casualty that if the condition worsens, they are to seek medical aid

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4. Complete a First Aid record and submit it to the Safety Advisor

Duty to Report Injury or Illness

If a worker has an acute illness or injury that occurs at the work site, the worker must report the illness or injury to the Company as soon as practicable.

Record of Injury or Illness

The Company must record every acute illness or injury that occurs at the work site. The record must include the following information:

- a. Name of the worker
- b. Name and qualifications of the person giving first aid
- c. A description of the injury or illness
- d. The first aid given to the worker
- e. The date and time of the injury or illness
- f. The date and time it was reported
- g. Where at work the incident occurred
- h. The work-related cause of the incident, if any

The Company shall retain the first aid records for three years from the date of the incident.

Medical Emergency

When a medical emergency is identified, follow the First Aid procedures:

- 1. Assess the casualty to determine their condition
- 2. Call 911
- 3. Start First Aid
- 4. Continue First Aid until EMS arrives

Evacuation

When an evacuation is needed:

- 1. Sound the alarm
 - Shut down equipment if possible
 - Evacuate to the nearest muster area
- 2. Assess the emergency and call 911 as required
- 3. The Fire Warden will take a headcount to ensure all employees and visitors are accounted for
- 4. Rescue any casualties.

WARNING: Rescue may only be attempted if the location of the casualty(s) is known and rescue will not endanger the rescuers or the casualty. If there is any doubt, wait for EMS.

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- Move casualties to the muster area
- Start First Aid and continue until EMS arrives
- 5. Make sure no one enters the hazard area while waiting for EMS

Fire

If you cause or discover a fire:

1. Using a fire extinguisher, attempt to put out the fire using the P.A.S.S. method.



If the fire is too large or you are not confident you can extinguish it:

- 1. Sound the alarm by pulling the fire alarm switch and yelling "FIRE, FIRE, FIRE".
- 2. Evacuate the building and go to the nearest muster point
- 3. Call 911
- 4. Wait for the Fire Department to arrive

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Tornado

A tornado alarm will be sounded through the Alberta Emergency Alert system. Alerts will be heard on all radio and television stations. Mobile phones that are provided by Canadian wireless providers will receive alerts and an Alberta Emergency Alert app can be installed on all mobile phones.

- 1. Sound the Alarm
 - Yell "TORNADO, TORNADO, TORNADO"
- 2. Muster at the tornado shelter
- 3. Shelter in place and monitor weather and emergency alerts for the all clear signal

Violence, Harassment and Criminal Acts

Violence, harassment and criminal acts can quickly escalate and must be acted upon quickly.

Witness

If you witness workplace violence, harassment or criminal acts:

- 1. Call 911
- 2. Do not interfere or escalate the situation unless the situation is immediately dangerous to life and health
- 3. Observe from a distance and wait for Police to arrive

Victim

If you are the victim of workplace violence, harassment or other criminal acts:

- 1. Call 911 if you can
- 2. Do not fight back or escalate the situation if possible
- 3. If you can get away from the person lock yourself in a room and call 911
- 4. Collect yourself and try to recall the details of the incident and write them down while they are fresh in your mind
- 5. Wait for Police to respond and give them the details of the incident

5. Location of Emergency Equipment

Emergency equipment is placed as indicated on the Red Deer Facility Floorplan map. The map will be posted at all entrances/exits and high traffic areas.



6. Training and Competency

All Red Deer staff shall be trained in the use of the emergency equipment. All management and field employees shall possess a valid Standard First Aid training certificate to be renewed every three years.

Type of Training	Frequency
Use of fire extinguishers	 Orientation and every three years
 Practice fire drill or tabletop drill 	Quarterly
First Aid	Every three years

7. Location and Use of Emergency Facilities

The nearest emergency services are located:

• Protective Services Station 23: 37 Burnt Basin Street – To RR280B, north 2.6 km, east into

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- RCMP Red Deer North Detachment: 6592-58 Ave To RR280B, north to AB-11 E, east 3.3 km, south into
- Red Deer Regional Hospital Centre: 3742-50A Ave To RR280B, north to AB-11E, east 2.5 km to Taylor Drive, south 3.4 km to 43 street, east 160 m to 52 avenue, south 240 m, east into

8. Fire Protection Requirements

None required.

9. Alarm and Emergency Communication Requirements

Pulling the fire alarm automatically alerts the fire department and initiates an alarm within the building. The fire alarm signal is intermittent sharp beeps and a visual flashing strobe light.

10. First Aid

Red Deer First aid supplies are located:

- Alberta No. 2 First Aid Kit in the shop beside the door to the front offices
- Eyewash station in the shop beside the washroom

First Aiders are listed on the ERP poster.

Remote worksite first aid supplies in every unit are an Alberta No. 1 First Aid Kit, one eyewash station and one burn kit. All field personnel and any employee who may visit a remote work site shall possess a valid Standard First Aid certificate.

11. Procedures for Rescue and Evacuation

When an evacuation is needed:

- 1. Sound the alarm
 - Notify all people in your work area
 - Shut down equipment if possible
 - Evacuate to the nearest muster area
- 2. Assess the emergency and call 911 as required
- 3. The Fire Warden will take a headcount to ensure all employees and visitors are accounted for
- 4. Rescue any casualties.

WARNING: Rescue may only be attempted if the location of the casualty(s) is known and rescue will not endanger the rescuers or the casualty. If there is any doubt, wait for EMS.

- Move casualties to the muster area
- Start First Aid and continue until EMS arrives

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5. Make sure no one enters the hazard area while waiting for EMS

12. Designated Rescue and Evacuation Workers

The Fire Wardens and First Aiders are trained in rescue and evacuation procedures.

13. ERP Evaluation

The ERP must be evaluated for effectiveness and to ensure employees know their roles and responsibilities in an emergency. The ERP will be tested quarterly, which may consist of an unannounced drill or a tabletop exercise. A report will be complied for each drill to identify and correct any deficiencies found.

14. Document Revision Log

Revision	Date	Reason
0	April 2011	Development and implementation.
1	February 2016	Update.
2	March 2, 2020	Update and reformatting.
3	March 30, 2020	Add pandemic response plan.

	Document Type:	Standard	Revision:	0
	Title:	Pandemic Response Plan	Date Effective:	2020-03-30
Boiler Rentals	Doc #	MH-HSE-6002	Approved By:	T Goshko
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1. Purpose

Biological problems, specifically pandemic response procedures, are designed to ensure the health and safety of staff and define the specific roles, processes, and systems necessary to support ongoing operations. Response to a pandemic is different from a natural or human induced disaster as it impacts the human infrastructure. A pandemic creates high absenteeism rates resulting in decreased productivity.

2. Guideline

The steps to be followed in response to a specific outbreak will be dictated by the Government of Alberta (GOA). It is every individual's duty, and every employer's duty, to adhere to the regulations, rules and recommendations issued by the GOA to protect public health.

Millennium Heat will develop or adopt specific measures as dictated or recommended by the GOA as the pandemic evolves. The following procedure was developed for the COVID-19 global pandemic of 2019/2020 and will be used as the basis for future response programs.

3. Pandemic Emergency Response Procedure

Step #	Action	Responsibility
	Preventative Measures	
1.	Promote hand and respiratory hygiene:	All Employees
	 Provide tissues, no-touch waste containers, hand soap and 	
	sanitizer.	
	 Provide training for handwashing and covering a cough. 	
2.	Social distancing – practice keeping a distance of at least 2 meters from	
	those demonstrating flu-like symptoms:	
	 Avoid meeting people face-to-face – use the telephone, video 	
	conferencing, or online meeting tools to conduct business as	
	much as possible.	
	Avoid public transportation.	
	 Bring lunch and eat at desk or away from others. 	
	 Introduce staggered lunch and coffee breaks to reduce 	
	lunchroom traffic.	
	• Encourage staff to avoid recreational or other leisure classes.	
	• Do not attend facilities or client workplaces within crisis area.	

		Document Type:	Standard		Revision:	0
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Step #	Action				Responsibil	ity
3. 4.	 Promote work Cleaning s Discourag work tool Regularly Thorough soap (pref Restrict works symptoms: Employee initially ar symptoms Employee Employee Employee Employee Ifted. 	cplace cleaning and surfaces that are fr se employees from s and equipment if clean shared work ly wash cups, glass ferably in dishwash place attendance fr s to complete the nd whenever they s s. is to report sympt should call Health is to stay at home	d environmental decontamination: equently touched by hands daily. sharing phones, desks, offices, or othe possible. stations and equipment after use. ses, dishes and cutlery with hot water a eer) after use. rom employees with pandemic influenz COVID-19 Screening Form (Appendix 1 start to feel any of the identified oms to supervisor and stay home. Link Alberta at 811. until symptoms resolve or quarantine	er and za) is		<u></u>
_	Employee complete	may choose to wo	Iemic Alert is Received	d		
5.	Notification o as to the natu	f alert is received v re and extent of th	ia media, Alberta Health Services (AHS le crisis area.)	President	
6.	Discuss situati should refrain	ion with managem from attending cli	ent team and determine when staff ent sites and work from home.			
7.	Discuss work	priorities with man and/or reallocatin	agement team and identify options to gresources.	r		
8.	Notify staff via management'	a text, email and/o s decision.	r the broadcast voice mail message of		Manageme	nt
10.	For healthy st steps are enfo	aff that must atter prced and monitor	d the workplace, ensure preventative situation.			
		Pandem	c Emergency is Monitored			
<u>11.</u> 12.	Monitor situa Discuss situati for staff to ret	tion via GOA until ion with managem urn to work. no	pandemic crisis has been cleared. ent team, determine whether it is safe		President	
40		Pande	mic Emergency is Ended			
<u>13.</u> 14.	Notity staff via Conduct a def	a text, email and/o prief session and fi	r the broadcast voice mail message. I out the Emergency Response Debrief		HR Manageme	nt
	Template (App Write up a rer	pendix 2).	essons learned and opportunities for		Team	-
<u> </u>	improvement	and distribute to t	he President.			
16.	Update Plan t	o reflect improvem	ents.			

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Appendix 1 – Screening Form – COVID-19

Instructions: Use this form to screen employees, contractors and visitors for COVID-19.

	Document Type:	Form	Revision:	0
MILLENNIUM HEAT	Title:	COVID-19 Fit for Work Screening	Date Effective:	2020-05-11
Boiler Rentals	Doc #	MH-HSE-FO-010	Approved By:	T Goshko
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Coronaviruses are a large family of viruses. Some cause respiratory illness in people, ranging from mild common colds to severe illnesses. Coronavirus disease (COVID-19), first detected in China, is a novel strain of coronavirus not previously identified in humans. There is currently a national and international effort to restrict the spread of COVID-19.

It is most commonly spread from an infected person through: (i) respiratory droplets generated when they cough or sneeze; (ii) prolonged personal contact, such as touching or shaking hands; or (iii) touching something with the virus on it, then touching your mouth, nose or eyes before washing your hands.

The following questions are designed to identify high-risk individuals:

	Fit for Work Self-Declaration
1	Have you travelled outside of Canada the last 14-days?
	Yes 🗆 No 🗆
2	Have you had close contact with or cared for someone diagnosed with CCOVID-19 within the last 14- days?
	Yes 🗆 No 🗆
3	Have you been in close contact with anyone who has travelled outside Canada within the last 14 days?
	Yes 🗆 No 🗆
4	Have you experienced any cold or flu-like symptoms (fever, cough, sore throat, respiratory illness, difficulty breathing) in the last 14 days?
	Yes 🗆 No 🗆

If you answer "YES" to <u>any</u> of the questions, you are not permitted to attend work at this time, and you must self-isolate. Inform your Supervisor. Return home.

If you answer "NO" to all the questions, you can proceed to work. If you develop symptoms, please complete a new questionnaire.

Printed Name: ______ Date: ______ Date: ______

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Appendix 2 – Pandemic Emergency Response Debrief Template

EMERGENCY RESPONSE DEBRIEF
Introduction
 After an incident, a debrief should be carried out within two weeks. The process is a structured approach to undertaking a debrief and constructive way of identifying lessons learned from the incident for the sole purpose of improving. The debrief should ensure: An open discussion is held Everyone in the room participates Learning points are documented
Ground Rules
There are several ground rules that all participants should be aware of and agree to, prior to the start:
Leave hierarchy at the door
 Everyone should contribute and everyone's contribution should be respected
• The purpose of the debrief is to learn
 No blame, discussing any potential mistakes made should not lead to blame
 Everyone will have a different truth to share of the same event
Contributions should be through what people know, feel and believe
Respect time pressures but all must be fully present - no use of mobile phones
Make no assumptions, be open and honest
The Discussion
What was expected to happen?
Was there a planned response?
What was the planned response?
 What was your personal expectation to happen in this type of incident?
What was the expected timeline?
What occurred?
• Each participant should describe what they did, saw or experienced, during the incident
Was there a difference?
 Was there a difference between what was expected and what happened?
What worked well and what did not work so well?
What can be learned or improved?
• With the benefit of hindsight - what could have been done differently/better?
 Does anything need to be changed to improve future responses?

Closing the Debrief

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The key learning poin	nts should be summ	arized from the discussion held, focus	ing on what lesso	ns
have been identified.	Inform participants	s of next steps (i.e. report writing). If a	ctions have ariser	n, it
is the responsibility o	of the participants to	o take the actions forward and ensure	they are complet	ed
(i.e. updating plans).	Once the report ha	as been completed share it with partici	pants to ensure t	hey
agree with the conte	nts before forwardi	ng to the President.		
	Emergency Re	sponse Debrief Report Template		
Name of Facilitator:				
Attendees:				
Apologies:				
Date:				
	-			
Describe the date and	O d time of the event,	verview of the Event the type of event that occurred, the re	sponse strategy	
Describe the date and selected, etc.	d time of the event,	verview of the Event the type of event that occurred, the re	sponse strategy	
Describe the date and selected, etc.	Or d time of the event, Sum	verview of the Event the type of event that occurred, the re mary of the Discussion	sponse strategy	
Describe the date and selected, etc. Record the responses	d time of the event, Sum to the questions ar	verview of the Event the type of event that occurred, the re mary of the Discussion and general discussion.	sponse strategy	
Describe the date and selected, etc. Record the responses	d time of the event, Sum to the questions ar	verview of the Event the type of event that occurred, the re mary of the Discussion and general discussion. Lessons Learned	sponse strategy	
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Describe the date and selected, etc. Record the responses Lesson #1: Assigned to (if require Completion Date: Lesson #2: Assigned to (if require Completion Date: Lesson #3: Assigned to (if require	d time of the event, Sum to the questions ar ed): ed):	verview of the Event the type of event that occurred, the re mary of the Discussion and general discussion. Lessons Learned	sponse strategy	

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1. Incident Reporting and Investigation Policy

Incident Reporting

Millennium Heat requires that all workers, including salaried employees and contractors, report all workplace injuries, illnesses, work refusals, near miss events and incidents (accidents, exposures, property damage, equipment damage, equipment failure, motor vehicle accidents, spills) to management immediately.

Employees are required to report all incidents to the client representative on all remote work sites.

Employees are required to protect evidence as required by legislation for the incident investigation.

Reporting of these events provides opportunities to improve the performance of the safety management system, the quality of the working environment and the safety of all affected parties, and to ensure compliance with the Occupational Health and Safety Act.

When an injury occurs in the workplace, the priority is to ensure prompt medical treatment for the injured worker and to ensure that any risk to other persons from any equipment or physical condition has been corrected.

Reporting to the Government of Alberta

In accordance with the OHS Act, injuries and incidents to be reported are:

- An injury or incident that results in the death of a worker,
- An injury or incident that results in a worker being admitted to a hospital,
- An unplanned or uncontrolled explosion, fire or flood that causes a serious injury or that has the potential of causing a serious injury,
- The collapse or upset of a crane, derrick or hoist,
- The collapse or failure of any component of a building or structure necessary for the structural integrity of the building or structure, or
- Any injury or incident or a class of injuries or incidents specified in the regulations.

Reporting of incidents to the Government of Alberta will be completed by the President or designate.

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Incident Investigation

Millennium Heat requires incident investigations to be conducted with an emphasis on finding the root cause of the incident so it can be prevented from happening again. The purpose is to find facts that can lead to corrective actions.

The following requirements must be met in every incident investigation:

- 1. Responsibilities:
 - a. Workers Report all incidents, preserve evidence, participate in investigations as needed,
 - b. Safety Advisor Conduct unbiased investigations determining root causes and making recommendations for corrective actions; ensure corrective actions are implemented and monitored for effectiveness,
 - c. Management Participate in investigations as needed; provide authority for resources for investigations and implementation of corrective actions; ensure corrective actions are implemented.
- 2. The investigation team shall include an employee competent in the task related to the incident and any other relevant subject matter experts such as the President, Field Supervisor or Heavy Equipment Technician.
- 3. Investigations shall be initiated immediately to ensure evidence preservation and witness availability.
- 4. Investigations shall be conducted on all workplace fatalities, injuries, illnesses, work refusals, near miss events, motor vehicle accidents, and all events resulting in loss (equipment damage, equipment failure, spills, downtime, loss of reputation, theft).
- 5. Investigations shall identify contributing and underlying factors and shall make recommendations for corrective actions to prevent a similar event from occurring.
- 6. Investigations shall include an analysis of investigation findings identifying system failures which contributed to the event.
- 7. Investigations shall include corrective action responsibility assigned to Management personnel for implementation with due dates and completion dates tracked to ensure implementation.
- 8. Every investigation shall be reviewed and signed off by Senior Management.
- 9. Investigation results shall be posted and communicated to affected workers.

The focus of the investigation must be on how the system failed the worker, never on how or if the worker failed the system.

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2. Reportable Events

People

- Near miss / Close call
- Personal injury or fatality
- Occupational illness
- Chemical exposure
- Toxic gas exposure
- H2S exposure
- Workplace violence
- Harassment
- Third party/public involved
- Regulatory non-compliance
- Work refusal

Property

- Near miss / Close call
- Equipment damage
- Property damage
- Motor vehicle incident
- Fire / explosion
- Material loss
- Security / theft
- Product contamination
- Operational upset
- Down time

Any worker who is injured or becomes ill as a result of a job-related condition or incident must notify their supervisor. The worker and supervisor must report any incidents which:

- Cause the worker to be off work beyond the day of the incident,
- Require modified work beyond the day of the injury,
- Require ongoing medical treatment, and/or
- Result in dental damage.

3. Injury Reporting Procedure (W.C.B.)

When a worker is injured while at work the priority is to provide first aid and/or get the worker to medical aid as soon as possible. Once this has been accomplished, the employer and the attending physician are required by law to report the injury to the Workers Compensation Board. It is also the right of the worker to report the injury to the WCB. For injury follow up and management refer to the Return to Work program.

Doctors Report

The attending physician will complete a Physicians Report. The doctor will submit the form to WCB and will give the injured worker a copy. The Doctor is required to submit the report within 48 hours of providing treatment.

Workers Report

Normally, the Safety Advisor will provide the injured worker with a form to complete, however, the injured worker can report the injury online at <u>https://rr.wcb.ab.ca/public/worker/create</u> or complete a

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Environment

- Near miss /Close call
- Spill
- Release
- Toxic gas release
- Flammable gas release

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Worker Report of Injury or Occupational Disease and fax the completed report to 1-800-661-1993. The workers report can also be given to the Safety Advisor who will submit the report on the workers behalf. Forms can be found on the Alberta WCB website at

https://www.wcb.ab.ca/assets/pdfs/workers/c060_with_instructions.pdf.

Employers Report

The Company is required to submit an *Employer Report of Injury or Occupational Disease* within 72 hours of the injury. Because of this requirement it is essential that workers report all injuries immediately to allow the company adequate time to complete and submit the reports.

4. Incident Reporting and Investigation

Millennium Heat has adopted three (3) levels of incident reporting and investigation.

Near Miss Reporting

It is critical that all Near Miss / Close Call events are reported and investigated. A near miss or close call is defined as an event, which under slightly different conditions, could cause an actual incident with injury or loss.

Near miss events are zero cost learning tools that we must take advantage of to learn what went wrong and how to prevent it from happening again.

Near Miss Report Procedure

Near miss reports shall be submitted on the *"Near Miss / Hazard ID"* card as soon as possible after the event and submitted to the Safety Advisor for investigation.

Incident Reporting

The second level of reporting occurs when a loss is experienced. Loss can be defined as:

- An injury or exposure,
- Property or equipment damage,
- Environmental spills or releases,
- Motor vehicle incidents,
- Production loss or downtime.

Incident Report Procedure

When an accident or incident occurs, the employee is responsible for making the scene of the accident safe and notifying the appropriate personnel.

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Client Worksite

- a. Notify the Well Site Supervisor or customer contact immediately. They will activate EMS or other services as needed.
- b. Notify the Millennium Heat supervisor as soon as possible.
- c. Fill out an Incident Report form while the details of the incident are fresh in your mind. Be as specific as possible and include as much information as possible. Draw a sketch of the scene and/or take several pictures from different perspectives.
- d. Forward the report to your supervisor.

Company Worksite

- a. Notify your supervisor as soon as possible.
- b. Fill out an Incident Report form while the details of the incident are fresh in your mind. Be as specific as possible and include as much information as possible. Draw a sketch of the scene and/or take several pictures from different perspectives.
- c. Forward the report to your supervisor.

Witness Statements

If there are witnesses to the incident have each witness make a statement on a blank piece of paper.

- Witnesses should not be allowed to sit together to collaborate on the statements.
- Ensure each witness prints their full name, contact information and dates and signs the statement.
- Collect all witness statements and submit them with the incident report.

Incident Investigation

The third level of reporting is the investigation of the hazard, near miss or incident.

The main purpose of an incident investigation is to prevent the recurrence of the incident. The focus should be on the incident not the injury or damage. It is important to look beyond the immediate and superficial explanations to find the true basic causes of the incident. This does not mean that temporary action should not be taken to remove the immediate hazard. The investigation should continue until the contributing factors and the root cause(s) have been identified.

Incident Investigation Procedure

There are several steps that can be taken to ensure that the investigation considers all the possible causes. A systematic approach also ensures that no one else is endangered and that all reporting requirements are met. Investigations procedures can vary, but there are some basic steps that must be taken:

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Designate an Investigator – After management has been notified of an incident, they shall designate a company investigator or investigation team. Designating the investigator or team is the critical first step to a successful investigation.

Secure and Manage the Incident Scene – The priority is to provide first aid or medical response for anyone who was injured in the incident. The employer or supervisor is responsible for ensuring that the incident scene is secured so that there is no risk of further injury. Securing the scene also preserves evidence that may be important in the investigation.

In the case of death or critical injury, the investigator's (Alberta OH&S) permission is required before the scene can be disturbed. Until such permission is received, no person may interfere with, disturb, destroy, alter or carry away anything at the scene of, or connected with, the occurrence. There are exceptions for saving life, relieving suffering, maintaining an essential service or utility or preventing unnecessary damage to equipment or property.

If the incident is serious, senior management must be informed immediately. They are responsible for contacting the families of injured workers and initiating investigation procedures. Management is also responsible to contact insurance and/or government investigators if applicable.

Investigate Incident Causes

- a. Survey the Incident Scene The first step is to survey the incident scene. The investigator should itemize the things that need to be explained and make a list of people who were present at the site of the incident who should be interviewed. This is the time to take photographs and measurements and write down the immediate facts. If the incident resulted in critical injuries or fatalities, the incident scene must be preserved.
- b. Interview Witnesses The purpose of conducting interviews is to find out what a witness knows about the incident or about possible causes. The interview may also identify additional individuals to be interviewed.

Any workers on the worksite or associated with an incident may be interviewed during an investigation. The interview may take place at the scene of the incident or in an office environment. As an interviewee, it is every worker's responsibility to provide accurate and complete information about the incident. The investigator is looking for only the facts – things observed through the senses (saw, heard, tasted, smelled or touched). It is important for workers to keep in mind that incident investigations are fact-finding missions – not fault-finding missions. Investigations are not conducted to fix blame, but rather to prevent recurrence. Detailed notes should be kept by the investigator for later analysis.

c. Physical Investigation - Physical evidence includes details of equipment damage, breaks, burned material, skid marks and signs of impact. Photographs and diagrams or measurements are often important. Details of the work environment, such as visibility, noise level, temperature and

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exposure to hazardous materials should be noted. At this stage, documents such as equipment specifications, maintenance schedules and work procedures will also be considered.

- d. Organize Facts All information should be organized and subjected to a thorough analysis. Where possible, facts will be separated from opinions. Gaps in information should be identified and witnesses re-interviewed to confirm facts. When the investigator reviews the facts, they will be asking the questions: Who? What? When? Where? Why? and How?
- e. Analysis Analysis is an organized method of solving a problem by breaking it down into fundamental parts. The immediate "cause" of the incident may already be apparent. The purpose of an analysis is to find all the contributing factors. An analysis systematically reviews all the factors that could contribute to an incident. There are many ways of classifying the factors that can contribute to an incident. For example:
 - Human factors
 - Material factors
 - Equipment factors
 - Environmental factors
 - Procedure factors

Each factor must be carefully checked against the facts to see if it could have played a role in the incident. When all the factors that might have contributed to the incident have been identified, the sequence of events can be reconstructed. At each step, the suspected cause can be checked against the facts.

5. The Investigation Report

The investigation report summarizes the entire investigation. It communicates the critical facts to people who must act on them. As it is critical to start an investigation as soon as possible, it is just as critical to get the report written and submitted promptly. Prompt reports are proven to have the best cause analysis, as well as help to get information to other supervisors who can use it to prevent similar incidents elsewhere. The investigator shall endeavor to complete the report as quickly as possible. If tests are needed or some information isn't available right away, a temporary report should be made and submitted. An amended report can be made when the information is ready.

6. Management Review

Management shall review every investigation report submitted for report quality and completeness. Constructive feedback should be given to the investigator. Investigation Reports shall remain on file for two (2) years.

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7. Recommendations and Corrective Actions

The investigator shall make recommendations for corrective actions and submit them to management. Management will decide what corrective actions are or are not required and assign responsibility for the actions. The parties assigned actions shall carry out management's recommendations and provide feedback to management on a monthly basis until all actions are completed and signed off.

As stated earlier, as part of the investigation process the investigator develops recommendations to prevent recurrence. The remedial actions recommended shall focus on:

- Eliminating the hazard
- Containing the hazard
- Revising & improving the work procedure
- Reducing the exposure to the hazard

Management may decide to implement the recommendations either as presented or in modified form. Reasons for revision or rejections of recommendations should be documented and communicated to all concerned. The accepted recommendations, along with assigned parties and target completion dates should be added to the corrective action register.

8. Follow-Up

Management should ensure that all corrective actions are completed, and the incident report is closed out. Once all actions are closed out, the Incident Investigation report shall be signed off and sent for filing.

9. Communication

One of the most valuable actions by management is the wide sharing of incident information. The symptoms of safety problems are not always isolated in small areas of an organization. When incident information is shared, managers and supervisors can quickly perceive similar problems and take prompt actions before there are other losses.

10. Incident Investigation Training

Personnel responsible for conducting incident investigations should be trained in a recognized investigation technique (e.g. SCAT, TapRoot). At a minimum the training should include:

- What to investigate and why
- Being prepared (policies/procedures, team, investigation kit)
- What to do first (providing medical care, dealing with the immediate risk)
- How to conduct an investigation
 - Secure and evaluate the accident scene

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- Collect evidence and gather facts
- o Interview witnesses
- Analyze and find the root cause
- Report and follow up

11. Statistical Analysis

Millennium Heat will collect, record and track injury and incident data monthly for the purposes of statistical analysis. Statistics will be reviewed and analyzed to identify trends and opportunities for improvement.

Monitoring Statistics

Millennium Heat will use both leading and lagging indicators to determine the level of health and safety performance. Leading indicators focus on future health and safety performance with the intent of continuous improvement. Lagging indicators measure the end result of an SMS and are a record of what has already happened.

Leading Indicators

- % of workers trained
- # near misses reported
- # workplace inspections
- # health and safety meetings led by management

Lagging Indicators

- # workplace Incidents
- # disabling Injuries
- WCB premium rates

Safety Statistics

Monthly, the following criteria will be reported for the month and on a year-to-date basis. These include:

- Near miss reports submitted
- Hazard ID reports submitted
- Workplace inspections completed,
- Average number of people in the workforce
- Hours worked
- Number of First Aids (FA) reported
- Number of Medical Aids (MA) reported (defined as a worker having to report to a medical center, clinic or hospital)
- Number of Lost Time Accidents (LTA) reported
- Total number of days lost due to lost time accidents, including days lost by individuals injured in previous months

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- Frequencies, calculated based on events per 200,000 hours worked, will be calculated for FAs, MAs, and LTAs, as well as the total FA + MA + LTA
- Severity calculated based on days lost per 200,000 hours worked.

Millennium Heat will compile and post quarterly reports from all first-aid injury reports.

Monthly Incident Summary

For every workplace fatality, there are thousands of near misses and hundreds of thousands At Risk Behaviors or Unsafe Conditions.

By encouraging the reporting of all incidents, hazards and near misses, with an attitude of "Fact Find, Not Fault Find", Millennium Heat can take this information and summarize it into a one page monthly report that can be distributed to all employees as a learning tool.

The intent of this report is to educate all employees on the hazards of the workplace and to raise their Level of Safety Awareness to a point where they are constantly on the lookout for hazards prior to those hazards resulting in incidents.

	Monthly Incident Summary				
	May				
	Incident Description	What Can We Learn?			
1.	Bobcat backed into water truck damaging water and hydraulic tanks.	What if this had been an employee? Bobcat operators must be constantly aware of their surroundings.			
2.	Company pickup truck pulled into traffic without signalling. Complaint phoned in.	Our vehicles and equipment are moving advertising signs. What message do you want to send?			

12. Document Revision Log

Revision #:	Date:	Reason:
0	April 2011	Program development.
1	March 2013	Program update.
2	January 2014	Program update.
3	March 16, 2020	Update and formatting.

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1. Record Keeping

Program administration ensures all aspects of the Safety Management System are recorded, tracked and maintained. Millennium Heat uses a record tracking system to allow for statistical analysis and the identification of trends that may identify system areas in need of improvement. Records that need to be maintained include Employee training records; Work site inspection records; Hazard ID reports; Near Miss reports; Incident reports and investigations; Preventative maintenance records; and Health and safety meeting minutes.

Millennium Heat shall maintain health and safety program records for a minimum of three (3) years or as required by legislation.

2. Communication

Millennium Heat will ensure that effective communication of Health and Safety information occurs within the company. Through effective communication, Management's commitment to the program will be confirmed to all employees. The following methods shall be utilized as part of the Millennium Heat communication strategy:

Daily Safety Meeting – Management/Operations/Maintenance personnel will hold a Pre-Job Safety meeting to conduct a hazard assessment on the planned activities in accordance with Alberta OH&S Code Part 2. Daily meetings serve to orientate workers; identify workplace hazards; review existing

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policies and procedures; discuss and determine control measures; and acknowledge safety performance issues.

Quarterly Safety Meeting – Management will meet with all employees quarterly to discuss safety performance, awareness, leadership and review emergency response plans and conduct drills.

Work Site Tours – Management will conduct work site tours to observe work practices, to conduct conformance and compliance inspections, and to talk to workers about safety activities, initiatives and concerns.

Bulletins – Safety bulletins and notifications will be issued as needed to all employees to identify changes in regulations and other relevant information.

Newsletters – Newsletters, memos, online announcements, and e-mails will be used where they are most effective.

Reporting – Regular safety reporting, including injury and incident reporting, will be posted at the worksite.

Performance Reviews – Millennium Heat will ensure that annual Employee Performance Reviews are conducted during which, health and safety performance is discussed.

Millennium Heat will involve all employees in the Safety Management System and provide opportunities to give feedback on health and safety issues at the work site.

All employee suggestions will be recorded, and the employee will be recognized for their involvement and co-operation.

3. Health and Safety Information

Health and safety information shall be made available to all employees through printed materials and electronic files. Available information includes all applicable legislation; Hazard assessments; Inspections (internal and external); Procedures; Safety Management System; Fleet Safety and Maintenance Program; and Human Resources Management System.

4. Health and Safety Management System Evaluation

Millennium Heat mandates continuous improvement of the Occupational Health and Safety Management System. This is accomplished by following the Plan-Do-Check-Act continuous improvement cycle.



Plan

Senior management is accountable for the implementation and improvement of the health and safety system. To ensure continuous improvement, senior management will review the results of the previous year's audit, statistics, incidents, and other safety and performance metrics to initiate improvements where applicable and to set the strategic direction for health and safety.

Do

The system or plan is developed and implemented in the Do phase of the cycle. Training, procedures and other initiatives are developed and delivered to the workforce. This is what we say we are going to do as a company.

Check

Checking the system is accomplished through system audits. This is where we find out if we are doing what we said we would do in the Plan and Do stages. An audit is a comprehensive and objective evaluation of the Occupational Health and Safety Management System. An audit allows Millennium Heat to:

• Obtain valuable input from employees on the safety program

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- Evaluate each element of the safety program to determine how well each element has been implemented
- Evaluate individual departments within the company to compare their respective progress in the program.

Audits are performed by a company employee or external an external auditor trained and certified to perform audits. Auditors will refer to several documents during an audit, including:

- The Health and Safety Manual
- Codes of Practices and Standard Operating Procedures
- Training and maintenance records
- Emergency Response Plans
- Files containing training records, inspections, investigations, audits, safety meeting minutes and safety performance reviews; and
- Relevant legislation.

The auditor will conduct interviews with employees and make observations at the work site.

Audits or a maintenance option must be performed annually to maintain a Certificate of Recognition (COR). The initial audit, and the re-certification audit every three years, must be done by an approved external auditor.

Act

Once an audit has taken place the company must evaluate the results and act on the recommendations to make improvements to the system. This is accomplished through the development and implementation of an action plan. The action plan should list five to ten objectives that will improve the performance of the safety management system. Each objective needs two or more milestones and deliverables to be implemented. These can be new or revised policies, procedures, training, equipment or processes.

The final component is to communicate the results of the audit to employees.

5. Document Revision Log

Revision #:	Date:	Reason:
0	April 2011	Program development.
1	March 17, 2020	Update and formatting.

	Document Type:	Standard	Revision:	2
	Title:	Other Affected Parties	Date Effective:	2020-03-18
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1. Purpose

This element has been created to manage and protect personnel not directly employed by the company. Other affected parties include visitors, other employers such as contractors and service providers, suppliers, and self-employed persons.

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2. Responsibilities

Company

Millennium Heat will take all reasonably practicable steps to ensure the health, safety and protection of people not under the direction of the company but in the vicinity of a work site (i.e. general public, visitors and other persons, mail carriers, couriers).

Visitors

Visitor' must ensure they take reasonable care for their own and others health and safety and comply with any reasonable instructions, policies and procedure given by the company.

Suppliers

Every supplier shall ensure any equipment being supplied is in safe operating condition; any substance being supplied is safe to use; any equipment the supplier is responsible to maintain is maintained in a safe condition and provide notification to the company when the supplier becomes aware of a supplied item does not comply with a standard prescribed under the regulations or OHS code.

Service Providers

Service providers shall ensure that all services provided comply with the Act, the regulations or the OHS code and are completed by competent workers; and that no person at or near a work site is endangered as a result of the service providers injury.

Contractors

Contractors shall ensure that all work complies with the Act, the regulations or the OHS code and is completed by competent workers and that any worksite, workers or work process does not create a risk to the health and safety of any person.

Self Employed Persons

Self-employed persons shall conduct work to ensure they or any other person are not exposed to hazards from activities at the work site; when working on a project that has a prime contractor, advise the prime contractor that the self-employed person is working on the project; notify all affected workers when an unsafe act or condition is present or has been present at the work site; and comply with the Act, the regulations and the OHS code.

3. Contractor Management Program

The performance of contractors must be managed to ensure the protection of company personnel, property and equipment. Millennium Heat will only hire competent contractors who are properly trained, sufficiently experienced, appropriately equipped and effectively supervised.

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Contractors are expected to comply with the requirements of our safety program, all regulatory requirements and industry standards.

Requirements for Evaluating Contractors

All companies supplying contracted services to Millennium Heat must be on the Approved Contractors List. These companies are required to have their own health and safety programs and are responsible for the safety of any sub-contractors they hire.

Independent contractors that supply their personal services or general labour will be evaluated as to their competency for the services they supply. They will adhere to the Millennium Heat health and safety program requirements.

Contractors hired for jobs that are potentially hazardous must be evaluated before hiring to make sure they are capable of effectively managing the safety, health and environmental considerations of the job.

Contractor Selection Procedure

Evaluate / Select Contractor

Personnel authorized to hire contractors must evaluate the contractor to ensure the contractor's SMS meets company requirements.

- Check the Approved Contractors List to ensure they have been previously evaluated and approved; and
- If no information exists on the contractor, send the contractor the Contractor Pre-Qualification Questionnaire and have them return it to the Safety Advisor.

Approval Process

- HSE Questionnaire Contractor Pre-Qualification Questionnaire is to be completed by all prospective contractors;
- Insurance Requirements All contractors shall be required to provide current Certificates of Insurance for:
 - Comprehensive General Liability insurance \$2,000,000, and
 - Automobile Liability coverage \$1,000,000.
- Workers Compensation Board Requirements
 WCB coverage is a requirement for all contractors who are going to work for Millennium Heat. A clearance letter is to be issued to the Company confirming coverage and that personal coverage is in effect for the owner, principal or manager.
- Provide a driver's abstract dated within 30 days of the application.

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Contract for Services

Upon successful completion of the application and approval process, contractors are required to sign a Contract. The contract identifies the health and safety responsibilities of the contractor and the measures taken to monitor performance.

Monitoring Performance

To ensure contractors are meeting the requirements of the company and occupational health and safety the company will monitor contractor performance and address any deficiencies. Performance will be monitored through the review of completed paperwork and client feedback. Contractors will be included in the annual performance review program to evaluate performance and identify opportunities for improvement.

Non-Compliance

In the event a contractor is not meeting the expectations of the company the company may Provide coaching and guidance to improve performance; Implement the company progressive discipline policy; or Terminate the contract.

4. Orientations

Visitors and service providers will receive a site-specific orientation to inform them of emergency response plans and site restrictions. Contractors will receive a full employee orientation and a site-specific orientation for the worksite.

5. Communication

Visitors and service providers will be made aware of specific hazard and controls should they be required to be in the vicinity of the hazards. Contractors will be included in all company communication to ensure they are informed of operational changes that may affect their health and safety.

6. Document Revision Log

Revision	Date	Reason		
0	April 2011	Program development and implementation.		
1	May 2012	Update.		
2	March 18, 2020	Revisions and reformatting.		
	Document Type:	Standard	Revision:	0
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MILLENNIUM HEAT Boiler Rentals	Title:	Joint Work Site Health and Safety Committees / Health and Safety Representative	Date Effective:	2020-03-18
	Doc #	MH-HSE-10001	Approved By:	T Goshko
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1. Purpose

The purpose of this standard is to ensure the company meets or exceeds its obligations under the Act, the regulations and the Code regarding Joint Work Site Health and Safety Committees and Health and Safety Representatives.

In accordance with the Act, the company, with 5 to 19 workers, will designate a worker appointed Health and Safety Representative (HSR).

2. Policy

It is the responsibility of the worker appointed Health and Safety Representative (HSR) to ensure the health and safety of all employees. The duties of the Health and Safety Representative include the following legislated requirements:

- 1. The receipt, consideration and disposition of concerns and complaints respecting the health and safety of workers.
- 2. Participation in the identification of hazards to workers or other persons arising out of or in connection with activities at the work site.
- 3. The development and promotion of measures to protect the health and safety of persons at the work site and checking the effectiveness of such measures.
- 4. Cooperation with an officer exercising duty under the Alberta Occupational Health and Safety Act, Regulation and Code.
- 5. The development and promotion of programs for education and information concerning health and safety.
- 6. The making of recommendations to management, prime contractor or owner respecting the health and safety of workers.

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- 7. The inspection of the work site at regular intervals.
- 8. The participation in investigations of serious injuries and incidents at the work site in accordance with Section 40 of the Act.
- 9. The maintenance of records in connection with the receipt and disposition of concerns and complaints and the attendance to other matters relating to the duties of the HSR.
- 10. Such duties as may be specified in this the Act, Regulations and the Code.

Millennium Heat, in accordance with the Act, is required to work with the HSR to resolve health and safety matters:

- If the matter can be resolved by the company within 30 days, the company shall do so and inform the HSR.
- If the matter cannot be resolved within 30 days, the company shall respond in writing, stating how the concern will be addressed and when the concern will be addressed, including
 - a. A timetable for implementing changes to address the matter, and
 - b. Any interim control measures the company will implement to address the matter, or
 - c. If the company disagrees with any recommendations or does not accept or believe there are any health and safety concerns, the company shall give reasons why it disagrees in writing.
- Where the parties cannot resolve a problem or address a concern after the provision of written reasons by the company, the matter may be referred to an OHS Officer.

3. Posting of Health and Safety Representative Name

The name of the HSR shall be posted on the company contact list and facility emergency response plan.

4. Worker Health and Safety Concerns and Complaints

When a worker has a concern or complaint regarding health and safety the following procedure applies:

- Notify the HSR in person or by phone, text or email.
- Complete a Health and Safety Concern/Complaint form and submit is to the HSR. This can also be done anonymously.
- The HSR will register the concern or complaint and begin an investigation.
- The HSR, with the company, will work to resolve the concern/complaint within thirty (30) days as required by the Act.

5. Training

The HSR is required to receive legislated training each year. Initial training shall consist of a Government approved mandatory health and safety committee and representative training course. The company

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must provide for a minimum of 16 hours of training for the HSR annually. Training must be related to occupational health and safety.

6. Health and Safety Meetings

The HSR shall facilitate quarterly meetings to discuss health and safety topics, address concerns and complaints and to inform workers of safety performance and initiatives. The HSR shall maintain meeting minutes as required by legislation. Meeting minutes shall be kept on file by the HSR and shall be posted in the common area for employees to review.

7. Document Revision Log

Revision	Date	Reason
0	March 18, 2020	Program development and implementation.

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1. Purpose

Return to Work

Return to Work (RTW) is a process that occurs when a worker suffers an injury or illness to help them return to work as soon as safe and medically possible. The process can occur at the at the same time as medical and rehabilitation treatment to improve the worker's overall recovery.

The objectives of the RTW Program:

- To reduce the number of days lost to injury or illness.
- To lessen the financial and emotional impact of the injury or illness on the worker by intervening for an early and safe RTW.
- To reduce costs related to work and non-work-related injury or illness.
- To educate workers on disability management.
- To comply with all legislation, including the Workers Compensation Act, Regulations and Policy and the Human Rights Act.

Any employee who is injured or becomes ill because of a work-related condition or incident must notify their supervisor who will record the information and relay it to the Safety Advisor. In accordance with the WCB Act, the employer and the worker must report the following injuries to the WCB, which results in or is likely to result in:

- Lost time (cause the worker to be off work beyond the day of the incident).
- Require temporary or permanent modified work beyond the day of the injury.
- Death or permanent disability (amputation, hearing loss, etc.).
- A disabling condition caused by occupational exposure or activity (poisoning, infection, respiratory disease, etc.).
- Require ongoing medical treatment (physiotherapy, chiropractic, assessment by physician, etc.).
- Incurring medical expenses (dental treatment, eyeglass repair or replacement, prescription medications, etc.)

Stay at Work

Millennium Heat recognizes that return to work programs on their own may not be enough to ensure complete recovery or recurrence of the initial injury. There may be underlying and unresolved reasons why the employee was off work in the first place. There may be a workplace or ergonomic issue, or a health risk factor that either caused or contributed to the reason for the injury.

To eliminate the cause of the loss and/or to mitigate the risk of recurrence, Millennium Heat will conduct a thorough investigation to determine the basic cause of the loss. The Company will develop

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and implement corrective actions to eliminate or reduce the risk that will help employees to Stay at Work. This may include:

- Disease management or health coaching for those with conditions such as diabetes or hypertension.
- Weight loss or smoking cessation.
- Employee assistance program (EAP) offerings to address behavioral health issues such as depression or stress.

Millennium Heat will partner with employees to allow them to provide input into how they can remain productive, with an emphasis on what the employees *can* do – not on what they can't. The stay at work initiative is intended to help employees cope with the issue(s), come back to work, and stay at work by implementing job modifications, adjustments or alterations.

2. Policy

In fulfilling the Company's commitment to provide a safe and healthy working environment, a Return to Work Program has been established for employees who have sustained and injury or illness at work.

Millennium Heat undertakes to accommodate the injured or ill employee through early rehabilitation and placement, where possible, to the benefit of both parties. This program provides gradual and consistent rehabilitation for employees. Millennium Heat will work toward facilitating the injured or ill employee to an appropriate and timely return to work in the original position where they were employed at the time of injury or illness.

It is expected all injured or ill workers will cooperate by accepting alternate or modified work that is within their skills and abilities.

3. Roles and Responsibilities

Return to Work Coordinator

- Receive training in return to work practices and claims management.
- Keep up to date on relevant legislation (i.e. WCB, OHS, Labour Code, Human Rights).
- Promptly report work-related injuries/illnesses to the WCB when they occur.
- Develop written return to work policies and procedures that are fair and consistently applied to all workers covered by the program.
- Educate all workers about the RTW program.
- Train all supervisors in effective return to work strategies.
- Train workers on proper reporting of incidents and incident investigation.
- Communicate regularly with workers during their time away from work and monitor their progress when they return.

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- Work with the worker and treating health professional to identify suitable work.
- Modify the workplace as required to accommodate workers who are disabled due to illness or injury in line with *Stay at Work* principles.
- Monitor the progress of workers in modified work programs and meet with them regularly to ensure they will be successful in achieving their return to work goal.

Worker Responsibilities

- Know and follow safety policies and procedures.
- Report any injury/illness immediately.
- If medical attention is necessary, inform the treating health professional that return to work opportunities are available in the workplace to accommodate their physical abilities. Keep the treating health professional informed about return to work options and injury/illness symptoms.
- Communicate with Millennium Heat through the recovery period and cooperate in finding suitable employment for return to work.
- Inform the Return to Work Coordinator about any concerns with treatment, benefits, work duties, changes in circumstances, etc.
- Comply with the recommendations of treating health professionals; attend all medical or rehabilitation appointments regularly; attend independent assessments as requested.
- Take an active role in developing their return to work plan.
- Obtain the necessary documentation from the treating health professional as may be required by the employer (for example, functional abilities information).
- Report any concerns with the return to work to the supervisor or to the WCB case manager, so the problems can be addressed promptly.
- Attend scheduled return to work progress meetings with the employer/supervisor.

Supervisor/Manager Responsibilities

- Take appropriate action when an injury or illness is reported.
- Participate in return to work planning.
- Identify appropriate work duties, transitional work options and temporary or permanent job accommodations for employees with disabilities.
- Know who to refer a worker with a disability to if the worker is having difficulties before, during or after they return to work. For example, the workplace Return to Work Coordinator.
- Monitor safe work practices of workers who are returning to work.
- Answer coworkers' questions and concerns about workers with disabilities, job modifications, job restructuring, etc., being careful to maintain the confidentiality of the worker's situation.
- Notify the Return to Work Coordinator about potential candidates for the disability management or return to work program.

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• Promote safe work practices and support the efforts of the company's health and safety program.

WCB Responsibilities

- Provide education to workers and employers.
- Actively case manage and monitor activities, progress and co-operation of the workplace parties.
- Maintain communication with the employer, the worker and their treating health professional throughout the RTW process.
- Determine the suitability of employment and fitness to return to work.
- Encourage and actively assist the worker in their successful RTW.
- Determine compliance with re-employment and co-operation obligations.
- Provide RTW resources that the workplace parties may choose to access.
- Provide Labour Market Re-entry services.
- In cases where the workplace parties are having trouble achieving a successful RTW outcome,
- Assist workplaces to problem solve workplace issues that present an obstacle to successful RTW.
- Facilitate communication between workplace parties, health professionals, unions and other interested parties.
- Obtain commitment from the worker and employer on the RTW plan and process.
- Attempt to resolve disputes that are preventing a successful RTW outcome.

Treating Health Professional Responsibilities

- Provide appropriate, effective health care that facilitates recovery and expedites return to productive work.
- Provide information on the worker's functional abilities when requested by the company, the worker or the WCB.
- Complete functional assessment forms thoroughly, being alert to job demands that might cause re-injury or aggravation of an existing condition.
- Suggest ways in which tasks could be modified to place less strain on existing injuries or conditions.
- Establish and maintain open communication with the workplace, having regard for patient confidentiality.
- Provide timely information to the WCB.

4. Types of Accommodations Allowed in Alberta

Employers are required to make accommodations for employees unless it becomes an undue hardship for the company. In making accommodations for injured workers the following criteria are considered,

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- **Modified** a change in or adaptation of the date-of-accident work, based on the worker's capabilities, may be temporary or permanent.
- Alternate a different job with duties within the workers' capabilities.
- Sedentary lifting 10 lbs. maximum occasional lifting and/or carrying, primarily sitting, with occasional walking/standing.
- Light lifting 20 lbs. maximum frequent lifting and / or carrying up to 10 lbs., may require walking / standing to a significant degree.
- **Medium** lifting 50 lbs. maximum frequent lifting and / or carrying up to 20 lbs., may involve sitting with pushing and pulling or arm and / or leg controls.
- Heavy Lifting 100 lbs. maximum frequent lifting and / or carrying up to 50 lbs.
- Very Heavy occasional lifting more than 100 lbs. frequent lifting and/or carrying more than 50 lbs.

5. Procedure

Worker is injured or becomes ill at work.

Title	Procedure	Specifics
	Worker gets first aid from a trained first aider.	Refer to First Aider list and contact numbers.
	Worker notifies immediate supervisor.	Supervisor notifies Safety Advisor and attends to worker.
1. Get medical	 If the worker needs medical attention: Millennium Heat will transport the worker to a medical center and back to work or residence as needed. The injury be reported to the WCB within 	 The workers supervisor/manager is responsible for: transportation to a medical center waiting at the medical center transportation back to work
	Health care provider completes and submits the WCB Physicians Report to WCB. Health care provider will instruct worker as to a course of treatment.	 The workers supervisor/manager is responsible for: supplying the worker with a <i>Letter to the Healthcare Provider & Fitness for Work</i> form for the physician to complete retrieving the completed <i>Fitness for Work</i> form (This MUST be completed before leaving the medical center – NO EXCEPTIONS. This tells us what the worker can do)
2. Report the injury or illness	Worker reports injury.	 Workers will report all injuries to their immediate supervisor and the Safety Advisor.

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	If V E R	the injury required medi Vorker completes the WC Vorker submits form to W mployer completes the V eport.	ical attention: 28 Worker's Report. /CB. VCB Employer's	 Safety Advisor or provide the form completing the f The HSE Advisor take the form fro WCB on the worl Workers supervise Employer's Report 	workers supervisor and assist the worke orm. or workers superviso om the worker to sub kers behalf. sor completes the Wo ort form.	will r r will mit to CB
	Si W cc	ubmit to Safety Advisor fo Vorkers Supervisor/Mana ompleted forms to the Sa	or review. ger forwards ifety Advisor.	 Provide a copy to Workers supervise Millennium Heat submits to the Sa Collect the following of Fitness for Work WCB Employer's WCB Worker's R Scan each form indivision 	o the worker. sor completes the incident report form afety Advisor. completed paperwor form Report eport dually and send to HI	R.
	R • • • • •	eport incident to Alberta Results in death Results in being admi Involves an unplanned explosion, fire or floo serious injury Involves the collapse derrick or hoist Involves the collapse component of a build ommunicate with the wo	OH&S if: tted to hospital d or uncontrolled d that may cause a or upset of a crane, or failure of any ing or structure rker as soon as	 Keep original in incide This will be done at the When an incident hap scene unless: You are directed Alberta OHS Offi You must attend injured or killed You must act to p You must protect endangered by ti People to contact em 	ent file – Safety Advis ne corporate level. opens do not disturb by a Government of icer to someone who's b prevent further injuri t property that's he incident. ployee:	or the een es
3	3. Collaborate and communicate th Communicate	possible after the injury. If the worker cannot go back to work immediately, the company and the worker shall have bi-weekly scheduled communication throughout the absence from work. Contact the WCB Case Manager bi-weekly to provide updates on the workers prognosis and modified work options.		Worker's su Safety Advis Claim Coord The Claim Coordinato the worker and docur <i>Communications Log</i> The Claim Coordinato the WCB Case Manag contacts on the <i>Comm</i>	ipervisor for linator r will communicate w nent the contacts on form. r will communicate w er and document the nunications Log form	vith the vith

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		lf th des suit Ma	nere is a job demands a cription for the worker able work, provide it to nager.	nalysis or job 's job or possible o the WCB Case	The Claim Coordinato the WCB Case Manag contacts on the Comm	r will communicate v er and document the nunications Log form	vith : i.
		Rev ana suit	iew functional abilities lyses, and transferable able work options.	s, job demands skills to identify	The identification of s completed as a team supervisor, the Safety Coordinator.	uitable work will be with the worker's Advisor and the Clai	ms
	4. Identify suitable work and create	Me goa	et with worker and sup ls, timelines, and suita	ervisor to discuss ble work.	Claim Coordinator to Advisor, worker and v	coordinate with Safe vorkers supervisor.	·ty
	the worker's RTW plan	Discuss the functional goals and timelines wi Manager.		ities, suitable work ne WCB Case	Claim Coordinator.		
	Doo em		Document the RTW plan and ensure the employer and worker sign it.		Claim Coordinator.		
	5. Implement and monitor Wworker's RTW Plan		If the worker requires a different tool, equipment or other work design changes, discuss with the WCB Case Manager and purchase and implement them.		Claim Coordinator wi Advisor and workers s Worker will report to	th consult with Safet supervisor. Safety Advisor and	у
			work.		supervisor. Safety Advisor or supervisor will communicate with the Claim Coordinator.		cate
			Worker and employer meet regularly (initially daily, then weekly at a minimum) to discuss and evaluate the RTW plan.		Claim Coordinator will communicate with worker, supervisor and Safety Advisor as needed.		
		Hea woi em abil	alth care providers mor rker's recovery and reh ployer may request upo ities information.	nitor and evaluate the abilitation. The dated functional	Claim Coordinator wi	Il contact WCB.	
		Adj pro the	ust the RTW plan accor cess and operations. So plan to WCB.	ding to the recovery ubmit any updates to	Claim Coordinator do submits to WCB.	cuments changes and	t

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		Report progress, hours we WCB Case Manager bi-we	orked, and concerns to ekly.	Claim Coordinator.			
	6. RTW completion	Worker fully recovers, con plan and returns to pre-in If worker has permanent injury discuss with WCB. If assess and if possible, pro permanent accommodati	mpletes their TRW jury job. restrictions due to the Employer needs to vide long-term or ons.	Claim Coordinator, Safety Advisor and workers supervisor coordinate workers return to regular duties. Claim Coordinator.			
	7. Evaluate	Evaluate the RTW plan an what went well, what did participants overcame cha recommendations for imp and the overall RTW prog	d overall process: not, assess how allenges, and make proving future plans ram.	Claim Coordinator to for feedback and mak	interview all particip e changes to prograr	ants n.	

8. RTW Education

Management and employees need to know what to do if an injury occurs, how to report an injury, how the process works, and what their responsibilities are. Millennium Heat will provide initial and ongoing education on the RTW Program through new worker orientations, refresher training and staff and safety meetings.

RTW education will include the benefits of RTW, RTW policy and where to find it, who to contact for RTW information, injury reporting procedures; and workers roles and responsibilities in the RTW process.

The RTW Coordinator will receive training pertaining to return to work and claims management (i.e. WCB Modified Duty Workshop, Physical Demands Analysis Workshop, Employer Information Workshop, Return to Work Workshop).

9. Identify Suitable Work Before an Injury Occurs

Develop a list of projects, unfinished work, value-added tasks, and backburner tasks with management input that covers all departments and divisions. Update the list regularly.

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To identify suitable work, follow the steps below:



Suitable work must be work that:

- Is within the worker's functional abilities.
- Is safe and does not put the worker or co-workers at risk nor hinder recovery.
- Is meaningful and promotes healthy recovery. It serves a purpose or valuable function to the organization.
- Is equal to pre-injury earnings, where possible.

Some considerations when assessing suitable work:

- Does the worker have the education and skills to safely complete the work?
- Is the worker trained? Can we train the worker to do the suitable work?
- Is the worker on medications that may impair their ability to safely perform the suitable work?
- Can the worker safely access the site location or facility?
- Does the work contribute to recovery?
- Does the work contribute to the goals of the organization?
- Would the organization pay someone to complete the job tasks or work?

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Common suitable work options:

Option	Description	Examples
Modified Duties	Modify the job tasks or methods to complete tasks so that job demands are within your worker's limitations and restrictions.	 Minimize standing by using a sit-stand stool. Minimize manual handling by using carts, hoists, housekeeping techniques, etc. Increase time to complete tasks. Remove non-essential duties or prioritize tasks. Provide direction as written instructions rather than
Alternate Duties	Duties your worker did not perform pre-injury.	 verbal. Different job position. Assist another division with backlog, back-burner tasks, etc. Special projects.
Reduced Hours	Adjust hours to allow injured worker to return to work while progressively building strength and tolerance.	 For example: Week 1-2: four hours of work Week 3-4: six hours of work Week 5-6: eight hours of work Allow time to attend scheduled rehabilitation appointments.
Training	Consider if your worker requires education, training, or refresher courses for their job.	 Technical training. New equipment training. Cross-training in other job duties for possible alternate work

At each step, look at the job demands and compare to the worker's functional abilities. Identify the barriers that prevent a return to work and determine if you can implement modifications to overcome the barrier.

Worker safety must be a priority. When providing any new job duties or tasks ensure the worker has appropriate job training, orientation, and understands all hazards and controls.

10. Keep Track of Communication

Communication is essential for effective RTW. Your RTW procedures identify who will be the contact for your worker and the WSCC throughout the RTW process, from injury to recovery. Maintain a communications log to help keep track of communication and worker progress. It forms a summary of the claim. If the designated contact person leaves, someone else can pick up where they left off. Documentation should include:

• Date

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- Method of contact (i.e. phone, meeting, email)
- Who made the contact
- Person contacted
- Communication details summary
- Actions (follow up required)

11. Work Together to Create the Worker's RTW Plan

Working together is the key to creating a successful RTW plan for the injured worker.

Hold a RTW planning meeting with the injured worker and their supervisor to discuss:

Rehabilitation and Recovery:

- Prognosis
- Determine if treatment appointments are during the workday.
- Provide information on other available support Employee Assistance Programs, insurance providers, community supports, etc.

Functional Abilities:

- The limitations and restrictions (including medication side effects) related to job duties.
- The worker's ability to travel and get to work.
- Personal protective equipment (PPE) requirements. Does the worker have the ability to wear it?
- Any pre-existing limitations that may affect suitable work.

Suitable Work (Accommodation):

- Offer suitable work, discuss potential barriers, alternatives, and necessary modifications.
- Job demands essential duties, physical demands, work environment, productivity standards.
- Work schedule and hours.
- Job suitability skills, training, education, meaningful work.
- Safety-training, hazards, controls, PPE.

RTW Monitoring:

- Discuss process to monitor and evaluate the RTW plan.
- Agree upon a plan for addressing issues proactively as they may arise.

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12. Submit the Worker's RTW Plan to the WCB

Once you develop the worker's RTW plan, document, sign, and submit it to the WCB. Both the employer and worker must sign the plan.

The RTW plan should include:

- Dates start date and the anticipated end date.
- Recovery targets and associated timelines.
- Work schedule.
- Appointment dates and times, if the worker will miss work.
- Limitations and restrictions include job duties and tasks that the worker should not perform.
- Job duties tasks the worker will perform.
- Modifications, tools, and equipment required to complete the duties, if any.
- Supervisor injured worker will report to.
- Remuneration, if different from pre-injury.
- Monitoring and follow-up schedule.
- Action for addressing worker, employer, and WCB concerns.
- Signature block for employer and worker.

Millennium Heat and the worker must agree to the suitable work. If the worker doesn't agree, the WCB will mediate the situation. If the WCB finds the work suitable, the worker must accept it. If the WCB finds that the work is not suitable, the WCB will help the employer and worker identify suitable work.

13. Monitor the Worker's RTW Plan

Once the worker returns to the workplace, it's important to monitor the RTW plan:

- To ensure that the plan continues to meet the specific needs of the injured worker and the organization.
- To improve the RTW program and processes for future workers requiring RTW plans.

Monitoring your worker's RTW plan and progress should involve:

- Informal check-ins: Informal check-ins should be daily, decreasing in frequency as the worker progresses.
- Formal reviews. Formal reviews should be at least bi-weekly and whenever concerns arise. Discuss concerns with the appropriate persons (WCB, RTW Coordinator, supervisor). If the RTW plan requires adjustments, document, sign, and submit the revisions to the WCB.

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14. Worker's RTW Completion

Typically, workers recover fully from their injury or illness and return to their pre-injury job. In cases where there may be long term or permanent work restrictions caused by the injury or illness, Millennium Heat will assess the needs and if possible, provide suitable accommodations.

15. RTW Program Tracking and Analysis

All injury management cases will be tracked using the Millennium Heat Injury Data spreadsheet to record details of each case for record keeping and analysis purposes.

It is important to evaluate each case to determine what went right and what did not. The Claim Coordinator will interview each person involved in the case (worker, supervisor, HSE Advisor, WCB Case Manager) and document suggestions for improvement and make any needed changes to the program.

16. Record Keeping

The RTW Coordinator will start and maintain a file for each injury management case. All documentation and correspondence regarding the case will be placed in the file and will be retained for a minimum of five (5) years after resolution of the case.

17. RTW Program Supporting Documentation

Information Documents

- Injury/Illness First Aid Flowchart
- Checklist for the Injured Worker
- Notice to the Injured Worker
- Modified Duty Task List
- Boiler Operator Physical Demands Analysis (PDA)

Forms

- WCB Workers Report
- WCB Employers Report
- Injury/Illness First Aid Record
- Fitness for Work (to be completed by Health Care Provider)
- Notice of Change in Circumstances Affecting Entitlement on WCB Claim (RTW Coordinator)
- Offer of Modified Work (RTW Coordinator)
- Checklist for Managing RTW (RTW Coordinator)
- RTW Plan (RTW Coordinator)
- Communications Log (RTW Coordinator)

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- RTW Plan Monitoring (RTW Coordinator)
- RTW Plan Closure Evaluation (RTW Coordinator)

18. Document Revision Log

Revision	Date	Reason
0	October 22, 2018	Program development and implementation.

FLEET SAFETY PROGRAM

MM Millennium Consulting Ltd. o/a Millennium Heat

Revision 4 January 3, 2020

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1. Purpose

This Fleet Safety Program (FSP) has been developed to provide a guideline and reference for ensuring compliance with the National Safety Code; all Federal and Provincial transportation regulations; industry requirements and best practices; and company policies and procedures.

2. Policy

Millennium Heat is committed to providing a safe working environment for its employees, clients and the general public regarding the use of commercial vehicles and driving in general.

Millennium Heat, its employees and contractors shall adhere, always:

- To all Federal, Provincial and Municipal transportation rules and regulations,
- To all industry requirements and best practices,
- To all Company policies and procedures.

Oil Well Service Vehicle Cycle Exemption Permit:

Millennium Heat, its employees and contractors shall adhere, always, to each condition set out in the permit. Millennium Heat shall use the policies and procedures contained in this Fleet Safety Program to monitor and ensure compliance with all permit conditions; and Federal, Provincial and Municipal regulations.

Training:

All personnel required to drive NSC vehicles under the permit shall successfully complete training specified in Part 6 Driver Qualifications of this Fleet Safety Program.

Regulatory Monitoring:

Millennium Heat will monitor the compliance of each NSC driver with the Federal Commercial Drivers Hour of Service Regulations. Refer to Part 9 Monitoring Hours of Service Compliance of this Fleet Safety Program for procedures to be followed.

Mark May Con

Mark MacLean – President

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3. Records

Millennium Heat shall retain all transportation, driver and equipment records at the Red Deer facility located at 38326 Range Road 281, Red Deer, AB T4E 1X8.

4. Designation of Safety Officer

Millennium Heat has designated the Safety Advisor as the person responsible for the development and maintenance of this Fleet Safety Program.

5. Safety Fitness Certificate

Millennium Heat shall maintain a Safety Fitness Certificate of Satisfactory rating. The original certificate shall be kept the Red Deer facility with a copy placed in the cab of each commercial vehicle in the unit binder.

6. Payroll Reconciliation

Millennium Heat operations are such that the company is paid for the services it provides as well as stand-by and waiting time. The Company will pay workers and drivers for stand-by and waiting time but does not require drivers to record the time on their daily log if they are off duty in a camp or other accommodation. Drivers will record the time on their time sheets for payroll purposes.

7. Safety Meetings

All employees are required to attend regular safety meetings whether they are conducted at the Red Deer facility or at remote work sites.

8. Collisions and Motor Vehicle Accidents

Millennium Heat requires that all collisions and motor vehicle accidents, including collisions in personal vehicles used in the course of business, are reported to the Fleet Safety Officer immediately or as soon after the event as possible. Reportable collisions shall be reported to police as required by the Traffic Safety Act.

Reportable collisions and motor vehicle accidents shall be reviewed and investigated to determine basic causes and preventability.

Where a collision or motor vehicle accident is found to be preventable Millennium Heat will take appropriate action including but not limited to:

- driver evaluation;
- training;
- progressive discipline.

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9. Reporting Driving Violations

While employed by Millennium Heat, all employees who drive or may drive company owned vehicles must report all driving violations to the Fleet Safety Officer as soon as possible after the violation. If possible, a copy of the citation will be provided and inserted in the employee's driver file.

10. Driver Violation Review

Millennium Heat management will conduct periodic (minimum annual) reviews of driver violations as part of the driver monitoring process. Violations will be addressed as required with remedial actions that may include discipline, training or other measures.

11. Recall System

Millennium Heat shall maintain a recall system (spreadsheet) to ensure the following documentation remains current:

- Operators licenses,
- Vehicle registrations,
- Vehicle insurance certificates,
- Commercial Vehicle Inspection Program (CVIP) inspections,
- Tank inspections (fuel tanks, combo/vac unit).

12. Legislation and Reference

Millennium Heat shall maintain and provide access to current relevant transportation legislation at the Red Deer facility including, but not limited to:

- National Safety Code
- Alberta Commercial Vehicle Safety Regulation
- Alberta Commercial Vehicle Certificate and Insurance Regulation
- Commercial Vehicle Drivers Hours of Service Regulations (SOR/2005-313)
- Transportation of Dangerous Goods Regulations (SOR/2001-286)
- Bill of Lading and Conditions of Carriage Regulation (AR313/2002)

13. Carrier Profiles

Millennium Heat shall obtain a Carrier Profile monthly and review for performance issues. A monthly comparison report will be generated and attached to the profile. If corrective actions are required, they shall be recorded on the report and added to the Corrective Action Register.

14. Application and Authorized Drivers

This Fleet Safety Program (FSP) applies to all Millennium Heat employees required to operate commercial and light vehicles in support of company business.

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Authorized drivers include all employees that are permitted to operate National Safety Code vehicles registered to Millennium Heat. Authorized drivers include:

- managers/owners who drive;
- part-time or occasional drivers;
- company mechanics who test drive vehicles or drive part-time;
- safety staff who train drivers;
- lease operators who have their vehicles registered to the company;
- contractors who have their vehicles registered to the company;
- anyone else authorized to operate a company vehicle.

All authorized drivers must follow the policies and procedures found in this safety program. By following the policies in this program, all authorized drivers will be more aware of how to operate safely and to prevent collisions.

15. Safe Use and Operation of Vehicles

Millennium Heat will ensure all drivers are aware of the safe use and operation of commercial vehicles. Drivers must comply with all transportation safety laws, including those related to:

Speed Limits

Drivers must obey all posted speed limits and reduce speed according to road, weather, visibility conditions and vehicle type.

Average Speed

Drivers of commercial vehicles are expected to maintain an average speed below 90 kph.

Seat Belt Use

All authorized drivers, while operating or travelling as a passenger in company vehicles, must wear seat belt(s) always.

Drug and Alcohol Use

The possession and/or consumption of alcohol, illegal drugs, or the misuse of prescription drugs are strictly prohibited while drivers operate company vehicles and other equipment.

Defensive Driving

Authorized drivers must operate company vehicles in a professional and courteous manner. Drivers must be prepared to avoid collision causing situations by practicing and by promoting the principles of defensive driving.

For example, drivers must be aware of their surroundings and look ahead. Drivers should leave a safe distance between vehicles, keep the vehicle under control always and be prepared for changes in road, weather and traffic conditions.

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Distracted Driving

As part of practicing the principles of defensive driving, authorized drivers must remain focused and follow all distracted driving laws. The following activities conducted while driving is considered distracted driving:

- using hand-held cell phones;
- texting or emailing (even when stopped at red lights);
- using electronic devices like laptop computers, video games, cameras, video entertainment displays, and programming portable audio players (e.g. MP3 players);
- entering information on GPS units;
- reading printed materials in the vehicle;
- writing, printing or sketching; and
- personal grooming (brushing teeth, putting on makeup, clipping nails, shaving, etc.).

Cargo Securement

The carrier and driver must ensure that all cargo transported is contained, immobilized or secured in according to National Safety Code Standard 10. The following are some general guidelines for ensuring cargo is secured in a safe manner. Generally, cargo transported on a commercial vehicle must not:

- leak, spill, blow off, fall from, fall through or otherwise dislodge from the commercial vehicle; or
- shift upon or within the commercial vehicle to such an extent that the commercial vehicle's stability or maneuverability is adversely affected.

Drivers must inspect the cargo and its securing devices within the first 80 kilometers after beginning a trip. Drivers must re-inspect cargo when any one of the following occurs:

- change of duty status (e.g. from "driving" to "on-duty not driving");
- after driving for 3 hours; or
- after driving 240 kilometers.

An employee or driver will not use any vehicle to transport goods unless;

- the vehicle is constructed to carry the goods, and
- there is equipment on the vehicle or attached to the vehicle that can secure the goods to ensure the vehicle can be operated safely when loaded without danger of turning over the vehicle or the load shifting, swaying, blowing off, falling off, leaking or otherwise escaping.

Drivers are not permitted to transport any cargo unless it is properly secured. For more detailed information, refer to the company cargo securement training program.

Fueling

Before fueling, the driver must:

- shut off engine;
- not smoke;

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- check for fuel leaks;
- not overfill the tank;
- not leave nozzle unattended; and
- replace filler cap when finished fueling.

16. Proper Records and Recording of Information

Millennium Heat will train staff in hours of service records, bill of lading/manifests, dangerous goods records, weigh slips, and other documents that are required to be completed by law. A record will be maintained on each driver's file showing that the employee has this knowledge, or any training received. The company will evaluate each type of record for proper completion.

Hours of Service Records

Daily Log Completion

Unless exempted by law, all authorized drivers must complete daily logs for every calendar day they are employed by the company. The following information provides a summary for what must be included in a daily log:

At the beginning of each day:

- the start time of day if different than midnight, the name of the driver and, if the driver is a member of a team of drivers, the names of the co-drivers;
- in the case of a driver who is not driving under the provisions of an oil well service permit, the cycle that the driver is following;
- the commercial vehicle license plates or unit numbers;
- the odometer reading of each of the commercial vehicles operated by the driver;
- the names and the addresses of the home terminal and the principal place of business of every motor carrier by whom the driver was employed or otherwise engaged during that day;
- in the "Remarks" section of the daily log, if the motor carrier or driver was not required to keep a daily log immediately before the beginning of the day, the number of hours of off-duty time and on-duty time that were accumulated by the driver each day during the 14 days immediately before the beginning of the day; and
- if applicable, a declaration in the "Remarks" section of the daily log that states that the driver is deferring off-duty time under section 16 and that clearly indicates whether the driver is driving under day one or day two of that time.

During the day:

• the hours in each duty status during the day covered by the daily log, in accordance with Schedule 2, and the location of the driver each time their duty status changes, as that information becomes known.

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Electronic Daily Logs

Electronic daily logs generated by Electronic Logging Devices (ELDs) may be submitted if they contain the same information in the same format that is required by regulation for a handwritten daily log. Failing to produce an electronic daily log will be treated the same as failing to produce a daily log in handwritten format. This includes if the electronic daily log data is:

- illegible;
- inoperable due to driver error;
- inoperable due to device malfunction, or
- unavailable for any other reason.

Retention and Distribution of Logbooks

Drivers must forward the original copy of their daily log and supporting documents to their home terminal within 20 days of the completion of the daily log.

Within 30 days of receiving the daily logs and supporting documents, the company will deposit these records at the principal place of business and retain all daily logs and supporting documents in chronological order for each driver for at least 6 months.

17. Compliance with the Law

Drivers operating vehicles owned by Millennium Heat will comply with all transportation safety laws as required. The Commercial Vehicle Certificate and Insurance Regulation (AR 314/2002) identifies that:

"safety laws" means, as the context requires,

- i) the Act (Traffic Safety Act) and regulations made under the Act;
- ii) the Dangerous Goods Transportation and Handling Act and the regulations made under that Act;
- iii) the laws of a jurisdiction outside Alberta, respecting the same, similar or equivalent subjects as those regulated or controlled by the laws referred to in sub clauses (i) and (ii).

18. Safety Equipment

Use of Warning Devices

During the nighttime a commercial vehicle will not be stationary on a highway outside the limits of an urban area unless;

- the hazard lights are alight if functional; and
- advanced warning triangles are placed without delay on the highway in line with the commercial vehicle at approximately 30 meters behind and in front of the commercial vehicle.

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When there is insufficient light or conditions where objects are not clearly discernable at 150 meters, commercial vehicles will not be stationary outside of the limits of an urban area unless;

- the hazard lights are alight if functional, and
- advanced warning triangles are placed without delay on the highway in line with the commercial vehicle at approximately 75 meters behind and in front of the commercial vehicle.

During the daytime a person will not permit a commercial vehicle to be stationary on a highway outside the limits of an urban area unless;

- the hazard lights are alight if functional, and
- advanced warning triangles are placed without delay on the highway in line with the commercial vehicle at approximately 75 meters behind and in front of the commercial vehicle.

Warning triangles and hazard lights are used to make other traffic aware of parked commercial vehicles.

Use of Fire Extinguishers

If the need to use a fire extinguisher arises:

Remember the word PASS

- Pull Pull the safety pin by breaking the seal;
- Aim Aim the nozzle, horn or hose at the base of the fire;
- Squeeze Squeeze the handle;
- Sweep Sweep from side to side moving carefully toward the fire keep the extinguisher aimed at the base of the flame and sweep back and forth until the flames appear to be out.

Instructions:

- remove the fire extinguisher from its bracket;
- approach the fire from upwind if possible;
- hold the extinguisher in an upright position;
- continue to use until the fire is out and the fire extinguisher is empty;
- replace the safety pin and return it to your compartment;
- have extinguisher recharged immediately or replaced before your next run;
- report use of fire extinguisher to supervisor.

Use of Personal Protective Equipment (PPE)

Millennium Heat will ensure all employees are educated on the proper use of all issued PPE (e.g. goggles, hard hats, breathing apparatus, etc.). Any education or training will be documented and placed on the driver's file.

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19. Responsibilities, Conduct and Discipline

Millennium Heat

It is the responsibility of the company and management to:

- ensure the Fleet Safety Program meets all legislative requirements;
- provide well maintained equipment that is in compliance with all regulations and company standards;
- provide resources and training that will allow drivers to meet all regulatory and company requirements;
- monitor drivers for fatigue and hours of service for available hours to ensure drivers can remain compliant with all regulations.

Safety Officer

It is the responsibility of the safety officer for coordinating all policies, information and training related to safety including, but not limited to:

- logbook audits;
- communication with drivers and management;
- record management;
- driver evaluations.

Driver Responsibilities

It is the driver's responsibility and condition of employment to:

- comply with all laws and safety regulations;
- comply with this Fleet Safety Program;
- complete all assigned training;
- complete a Daily Vehicle Inspection Report (pre-trip inspection) every time the vehicle is to be driven;
- complete a Drivers Daily Log for every day the driver is employed by the company, including all days off and holidays;
- complete a Transportation of Dangerous Goods Manifest every time the vehicle is to be driven;
- complete a Daily Time Sheet which records the drivers start and finish time;
- obtain and turn in fuel receipts which record the unit number and mileage;
- any other documentation such as weigh slips, water loading slips, etcetera.

Time sheets, fuel slips and other documentation are required to verify drivers' daily logs.

Driver Conduct

Drivers must practice good conduct by keeping the following policies in mind:

• safely operate company vehicles on the highway with a professional attitude and obey posted

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speed limits;

- drive in a defensive manner, be aware of surroundings and look ahead. Leave a safe distance between vehicles and be a professional and courteous driver;
- keep the vehicle under control always and reduce speed due to changes in road, weather and traffic conditions;
- be prepared to avoid collision producing situations by practicing and promoting safe driving skills;
- report all significant events on road to the company safety officer, including violations, near misses, etc.

Driver Discipline

All disciplinary steps taken by Millennium Heat will be progressive in nature with the intent of improving performance rather than punishment. All actions taken, including verbal warnings, will be documented. Disciplinary action may be taken with employees for any:

- regulatory violations (identified on the Carrier Profile, driver's abstract or through internal evaluations/audits).
- significant company policy violations (identified through internal audits, direct observation, reports from other staff, and reports from the public/customers).

As appropriate, disciplinary action may include:

- verbal warning;
- written warning and job clarification;
- training or assistance;
- suspension;
- termination.

The disciplinary process may also require corrective measures, such as re-training. For severe violations that pose a significant risk to public safety, the company may take disciplinary action at any stage based on the severity of the violation.

Where any form of disciplinary action is taken against a driver, this action **must** be documented and recorded in the driver's file.

20. Evaluating Driving Skills

The company will perform on-road driver evaluations with a report of findings according to the intervals in the chart below:

Driver Evaluation Type	Evaluation Interval	Comments
New Hire / Re-Hire	Evaluate on hire	Complete written driver evaluation form and place on driver file.
Non-Compliant Driver	As needed	Complete written driver evaluations until satisfied the driver understands and con comply with requirements.

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	Normal Driver	Ongoing	Complete written driver evaluation form and place on driver file.		nd

Drivers will be evaluated for skills involving driving in traffic, backing up, connecting a trailer, fueling, driving in the mountains, driving defensively, conducting Daily Trip Inspections, and identifying and reporting defects to the carrier. The company maintains an ongoing program for evaluating employees' driving skills using:

- road tests (see Evaluation form on the next page);
- internal audits of records (logbooks, time records, etc.).

Drivers may also be required to take written exams to test driver skills and knowledge of (as applicable):

- hours of service;
- weights and dimensions;
- cargo securement;
- dangerous goods;
- daily trip inspections.

Driver Evaluation results will be retained on each driver's file. A sample driver evaluation form is attached.

21. Retention of Records for Drivers

Millennium Heat will keep a driver record for every person authorized to operate company vehicles, including management and the heavy-duty mechanic.

Driver Files

Records will include the following information:

- the driver's completed application form for employment with the registered owner, where applicable (**note:** the driver's resume is an acceptable application);
- the driver's employment history for the three years immediately preceding the time the driver started working for the carrier, where applicable;
- a copy of the driver's abstract in a form satisfactory to the Registrar when the driver is first hired or employed, dated within 30 days of the date of employment or hire;
- annual updated copies of the driver's abstract in a form satisfactory to the Registrar;
- a record of the driver's convictions of safety laws in the current year and in each of the 4 preceding years;
- a record of any administrative penalty imposed on the driver under safety laws;
- a record of all collisions involving a motor vehicle operated by the driver that are required to be reported to a peace officer under any enactment of Alberta or a jurisdiction outside Alberta;
- a record of all training undertaken by a driver related to the operation of a commercial vehicle and compliance with safety laws;

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- a copy of any training certificate issued to the driver, in electronic or paper form, for the period starting on the date the training certificate is issued and continuing until 2 years after it expires, in accordance with Part 6.6 of the Transportation of Dangerous Goods Regulations under the *Transportation of Dangerous Goods Act*, 1992; and
- a copy of a current medical certificate for all Class 1, 2 or 4 licenses and Class 3 or 5 with a license endorsement code "C" requiring a periodic medical. If medical certificate is not presented or available, retain a copy of valid driver license, a Commercial Driver's Abstract or a note from the medical doctor in lieu of the medical certificate.

Driver Record Retention

Millennium Heat will keep all driver files at the principal place of business in Alberta. These records will be:

- retained for at least five years from the date they are created, established or received (unless specified otherwise by specific legislation); and
- available for inspection by a peace officer during the carrier's regular business hours.

22. Qualifications

When hiring new drivers Millennium Heat will ensure the driver is qualified for the job by reviewing their driver abstract. By reviewing the commercial driver abstract, the company will ensure the driver has a valid operator's license for the class of vehicle they will be operating. The company will also examine the driver's history to determine whether they are qualified to operate a commercial vehicle safely.

When hiring new drivers, the company may also:

- conduct a personal interview to evaluate attitude, driving skills and professionalism;
- contact references and past employers;
- conduct a road test to include use of two and four lane highways, city driving, and yard backing and parking, shifting, turning, mirror usage, speed and general awareness;
- evaluate the skills and knowledge of a driver by conducting a written exam;
- address any special training requirements (e.g. dangerous goods, long combination vehicle, etc.);
- implement a maximum abstract point threshold (e.g. specify maximum demerit points allowed within a three-year period and do not hire if exceeded);
- implement a maximum collision threshold (e.g. consider if your threshold will include preventable collisions only or all collisions. Do not hire the applicant if the threshold is exceeded);
- implement a policy addressing procedures for suspended license.
- implement a policy requiring drivers to immediately report changes of their Driver's License status to their employer (for example, suspensions or medical requirements/conditions).

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23. Prohibition from Operating Unsafe Equipment

No one shall operate, and the company will not permit a person to operate, a commercial vehicle if the vehicle or any equipment related to the commercial vehicle is in a condition likely to cause danger to persons or property.

24. Driver Training and Orientation

Millennium Heat will ensure all drivers have met training requirements prior to operating company vehicles. This training must be conducted to increase knowledge, reduce violations and reduce the likelihood of collisions.

All commercial drivers shall successfully complete the mandatory training specified below:

Classroom:

- Federal Hours of Service & Fatigue Management
- Oilfield Driver Awareness
- WHMIS 2015 (GHS)
- Transportation of Dangerous Goods

And/or eLearning utilizing the Millennium Heat Learning Management System:

- Oilfield Driver Safety Awareness
- Hours of Service
- Daily Pre-Trip Inspections
- Weights and Dimensions and Cargo Securement
- WHMIS 2015
- Transportation of Dangerous Goods

It is recommended non-NSC drivers complete the following training:

- Fatigue Management for Drivers
- Winter Driving Program

All drivers will have records of training in their file (e.g. training certificates or other records showing the time, date and type of training). A copy of applicable legislation will be made available for all staff (e.g. web site access, hard copy, or disk).

Orientation

All new hires will receive training on the company's safety and maintenance policies. Orientation must be completed before drivers drive to ensure they know the laws that apply on that first trip.

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25. Shipping Documents

Dangerous Goods Shipping Documents

If the company transports Dangerous Goods, a Dangerous Goods Shipping Document shall contain, at minimum, the following information:

- Consignor's name and address in Canada;
- Date of shipment;
- Description of the goods: (in the following order)
 - 1. UN number (e.g. UN1230);
 - 2. Dangerous goods shipping name (e.g. Methanol);
 - 3. Primary class and subsidiary class (e.g. 3(6.1));
 - 4. If applicable, the packing group in roman numerals (e.g. I, II or III) or the compatibility group letter for explosives;
 - 5. If applicable, the words "toxic by inhalation" or "toxic inhalation hazard" for dangerous goods subject to Special Provision 23 (Class 6.1, PGI, toxic due to inhalation);
 - The quantity in metric measurement (e.g. kg or L) for transport originating in Canada;
 - The "24-hour number" of a person who can provide technical information on the dangerous goods; and
 - The number of any applicable Transport Canada Equivalency Certificates.

Shipping documents must be carried within the driver's reach and, when the driver leaves the cab, the shipping documents must be left on the driver's seat, in a pocket on the driver's door or in an obvious place in the cab. If the vehicle is left in a supervised area, a copy of the shipping document must be left with the person in charge.

26. Monitoring Hours of Service Compliance

Millennium Heat will monitor the compliance of each driver with the Commercial Vehicle Drivers Hours of Service Regulations (SOR/2005-313). The company has a responsibility to monitor the compliance of drivers' hours of service records. The purpose of monitoring these records is to prevent collisions involving fatigued driving. During the monitoring process, the company will address all fatiguerelated violations found in these records. Hours of service violations considered to be "fatigue-related" include:

- False records (identified using independent supporting documents);
- More than one record for each day;
- Missing records (every day must be accounted for);
- Records not current to the last change of duty status;
- Driving over any hour limits specified in regulation;
- Drivers not meeting off-duty requirements or taking time breaks as required by regulation;
- Using the 160-kilometer radius exemption when the driver does not meet all specified criteria;

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• Failing to meet any condition of a permit related to hours of service.

The process used to monitor drivers for compliance must produce measurable results. The goal of the company is to work towards achieving a Fatigue Violation Rate of 0% (i.e. no fatigue-related violations by any drivers).

The company will adopt the following approach when reviewing driver records for hours of service violations:

- Document written policies in the safety program that address compliance requirements;
- Assign a person to be responsible for monitoring, taking remedial action when violations are found, etc.
- This person should also be responsible for ensuring they and other applicable employees have the necessary skills and knowledge to accurately analyze hours of service records;
- Verify that all authorized drivers have a record for every calendar day (including days off and holidays);
- Verify all authorized drivers understand and apply the appropriate hours of service regulations;
- Check all authorized drivers for form and manner violations for every day. This includes checking for name, address, date, daily hour totals, and odometer readings on the record;
- Check all authorized drivers for fatigue-related violations (see list of fatigue violations above);
- Use independent supporting documents (that cannot be created or modified by the driver) to verify the accuracy of each driver's records. Supporting documents may include fuel receipts, bills of lading with shipping times, GPS records, or meal/hotel receipts, toll receipts, etc.
- Check recently trained drivers and drivers with a history of violations more often. Regularly check these drivers until the company is satisfied, they understand and apply the appropriate hours of service requirements.
- When a new driver is hired, obtain hours of service records from their previous employer. If this is not possible, then obtain a signed statement from the driver that specifies their total on-duty and off-duty hours for each of the previous 14 days prior to authorizing them to drive.
- Where an Electronic Onboard Recording Device (EOBR) is used in place of a hardcopy log, verify that the driver's on-duty and off-duty hours are accurate. For example, ensure that the EOBR has not recorded loading or unloading time as "off-duty" time.
- When violations are identified in a driver's records, take appropriate remedial action. All action(s) taken must be documented in the driver's file and must include the date the violation was identified, and date issue was addressed.
- Prepare a monthly report of your findings and any corrective action(s) taken. Retain all reports for the current year and the preceding 4 years. The report should include a calculation of each driver's Fatigue Violation Rate (FVR) and of the company's overall FVR using the formula below:

FVR = <u>Number of days with 1 or more fatigue-related violations</u> x 100% Total number of days checked

• The report should also include a calculation of every driver's Form and Manner Violation Rate (FMVR) using the formula below:
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FMVR = <u>Number of days with 1 or more form and manner violations</u> x 100% Total number of days checked

Drivers Daily Log Audit Policy

The company will audit 10% of all drivers monthly with all drivers audited in every year.

NOTE: A "driver" includes any person authorized to operate an NSC vehicle registered to the carrier. This includes full or part time employees, volunteers, mechanics, salespeople, dispatchers, office staff, owners, managers, supervisors, etc.

27. Document Revision Log

Revision #:	Date:	Reason:
0	April 1, 2018	Program Development
1	March 25, 2019	Update
2	May 27, 2019	Update
3	June 24, 2019	Update following voluntary Audit of Regulatory Compliance
4	January 3, 2020	Update

FLEET MAINTENANCE PROGRAM

MM Millennium Consulting Ltd. o/a Millennium Heat

Revision 3 January 3, 2020

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1. Purpose

This Fleet Maintenance Program (FMP) has been developed to provide a guideline and reference for ensuring compliance with the National Safety Code; all Federal and Provincial transportation regulations; industry requirements and best practices; and company policies and procedures.

2. Policy

Millennium Heat is committed to providing a safe environment for its employees, clients and the general public regarding the maintenance commercial vehicles.

Millennium Heat, its employees and contractors shall adhere, always:

- To all Federal, Provincial and Municipal transportation rules and regulations,
- To all industry requirements and best practices,
- To all Company policies and procedures.

Declaration of Commitment to Transportation Safety

I, the company's authorized representative, am committed to ensuring all employees are aware of and dedicated to following transportation safety laws as outlined in this safety and maintenance program. I am committed to ensuring the designated safety officer has the necessary resources to ensure the implementation of this program.

I acknowledge that an audit may be conducted on our operations at any time to measure our compliance to regulatory requirements. Should deficiencies be identified during the audit, I understand that disciplinary actions may be taken including but not limited to, the issuance of administrative penalties and the Safety Fitness Rating downgraded.

I certify that the information disclosed is true and accurate. I acknowledge that providing false or misleading information may result in the suspension or cancellation of the Safety Fitness Certificate and/or vehicle registration. I acknowledge that providing false or misleading information may also results in being charged with offence(s) or administrative penalty(s).

Mark Marfem

Mark MacLean – President

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3. Designation of Maintenance Officer

Millennium Heat has designated the Safety Advisor as the person responsible for the development and maintenance of this Fleet Maintenance Program.

4. Legislation and Reference

- National Safety Code
- Alberta Commercial Vehicle Safety Regulation
- Alberta Commercial Vehicle Certificate and Insurance Regulation

5. Application

The FMP shall be maintained at the Red Deer facility at 38326 Range Road 281, Red Deer, AB T4E 1X8.

The FMP shall be available to all employees for reference at the Red Deer facility in print and electronic form and is available to all employees 24 hours per day through the Fleet Safety Officer.

All NSC commercial vehicles (commercial vehicle registered solely or in combination for more than 4,500 kilograms including but not limited to trucks and trailers) registered to the company are required to comply with the company's maintenance and inspection program policies and procedures.

The preventive maintenance and inspection program will address the following areas:

- daily trip inspections;
- repairs;
- routine scheduled maintenance;
- annual CVIP inspections;
- record keeping of all inspections, repairs, and routine maintenance.

Prohibition from Operating a Commercial Vehicle

Millennium Heat requires that no person is permitted to operate, or permit another person to operate, a commercial vehicle if the vehicle or any equipment related to the commercial vehicle is in a condition likely to cause danger to persons or property.

It is illegal to operate a vehicle on a highway with any defect that is a violation under any legislation.

Authorized Repair Technician

Minor repairs and maintenance (i.e. replace lamp, grease unit, oil change) may be performed in the field as needed by the driver or operator. Millennium Heat requires that only a Certified Heavy Equipment Technician completes major repairs and heavy maintenance on company owned equipment.

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6. Regular and Continuous Program of Inspection

Millennium Heat shall maintain a regular and continuous program of inspection to ensure all vehicles comply with regulations and meet maintenance and servicing requirements.

7. Commercial Vehicle Inspection Program (CVIP)

Millennium Heat requires all applicable commercial vehicles (i.e. trucks) and equipment (i.e. trailers) to undergo an annual CVIP by a Certified Heavy Equipment Technician. The inspections may be completed in-house or by a third-party service provider.

Each commercial vehicle shall carry a valid CVIP Inspection certificate in the vehicle.

Each commercial vehicle shall display a valid CVIP Inspection decal as follows:

- Power units: on the driver's door window lower left corner,
- Trailers: on the driver's side of the trailer front lower right corner.

CVIP Records

CVIP records shall be kept in the appropriate unit file at the Red Deer office. Files are maintained by the Safety Officer and stored in the Safety Office. CVIP records shall be kept for the time the vehicle is in service and for 4 years after being removed from service.

CVIP Recall System

Millennium Heat shall maintain a recall system for CVIP inspections however, due to the nature of company operations, not all equipment maintains year-round registration and CVIP inspections.

The following units shall maintain year-round insurance, registration and CVIP inspections:

Unit VT-1Combo/Vac

• Unit 31 Steamer

• Unit 4 Steamer

• All utility trailers

The following mobile boiler units operate between October 1st and April 1st only, and as such are put **Out of Service** by Millennium Heat by removing the registration and allowing CVIP's to lapse.

- Unit 1
- Unit 7
- Unit 2
- Unit 3
 Unit 5
- Unit 9
- Unit 10
- Unit 14
- Unit 6
- Unit 15

- Unit 19
- Unit 23
- Unit 24
- Unit 25
- Unit 26
- Unit 27
- Unit 29
- Unit 40
- Millennium Heat shall not allow vehicles with lapsed registration and CVIP Inspection to leave the Red Deer yard.

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8. Daily Trip Inspections

National Safety Code (NSC) Standard 13

Millennium Heat will ensure that:

- a copy of Schedule 1 is in each commercial vehicle. Drivers shall produce the Schedule when requested by a peace officer;
- a daily trip inspection is valid for a maximum of 24 hours from the time recorded on the trip inspection report;
- vehicle components will be inspected as required by Section 10(4)(b) of Alberta's <u>Commercial Vehicle Safety Regulation (AR121/2009).</u>
- the daily inspection must include all components as specified in the list of items in Schedule 1 of NSC Standard 13 Part 2;
- any of the components that are routinely inspected may be added to the daily trip inspection and any components that are not applicable to the vehicle may be deleted from the daily trip inspection.

Completion of the Daily Trip Inspection Report

Drivers conducting a daily trip inspection will prepare a trip inspection report including the following information:

- the license plate, identification number or unit number,
- the odometer or hub meter at the time of inspection,
- the name of the carrier operating the commercial vehicle,
- the name of the municipality or location on the highway where the inspection was conducted and the time and date that the report was made,
- any defect related to the operation of any item required to be inspected or that no defect was detected,
- the name of the person who inspected the vehicle and a statement signed by that person stating that the vehicle has been inspected in accordance with section 10 of the Commercial Vehicle Safety Regulation (AR 121/2009)
- the name and signature of the person making the report.

Defects Observed During Operation of the Vehicle

If a driver observes any safety defects as specified in Schedules 1 or 2 of NSC Standard 13 while driving the vehicle, the driver will record the defects in the attached trip inspection report or in a written document and report those defects to the company as required.

Drivers will produce this trip inspection report or other document approved by the company when requested by a peace officer.

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Distribution and Retention of Trip Inspection Reports

- The person who completed the trip inspection report will forward that report to their home terminal within 20 days of completion of the report;
- The company is responsible for ensuring the trip inspection report is submitted as required. That report must be maintained at the principal place of business within 30 days of receiving the report; and
- The original report will be retained in chronological order by the company for the month it was created and an additional 6 months.

Requirement to Repair, Correct and Report Defects

- Drivers will not drive a commercial vehicle with any uncorrected or unrepaired major defect (see Schedule 1 of NSC Standard 13 part 2 for a description of a major defect);
- Anyone conducting a daily trip inspection is required to document any defects on the written trip inspection report;
- Millennium Heat will certify on the report that the defect has been repaired/corrected or
- certify on the report the repair/correction is unnecessary;
- If a driver or person authorized by the company believes or suspects there is a safety defect in the commercial vehicle, they shall report the safety defect to the carrier;
 - without delay if the defect is a major defect, or
 - \circ $\,$ in a timely manner but not later that the next required daily trip inspection in all other cases.

9. Training

Millennium Heat employees shall receive initial and recurring training on the Fleet Maintenance Program and Pre-Trip Inspections.

10. Scheduled Vehicle Maintenance

Millennium Heat will routinely inspect applicable vehicle components as listed in:

- Alberta's Vehicle Inspection Regulation (AR 211/2006),
- Schedule 2 of Alberta's Commercial Vehicle Safety Regulation (AR 121/2009), and
- Schedule 1 of NSC Standard 13 Part 2 (daily trip inspection).

Any component identified as needing repair and/or maintenance will be serviced as required. The records documenting the maintenance will be retained on the appropriate vehicle file. The company will conduct regular and continuous maintenance inspections and repairs in accordance with the following intervals:

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Inspection Type	Vehicle Type	Inspection Interval (KM, Time, Hours)	Comments
Daily Trip Inspections	Trucks Trailers	Every 24 hours	Complete written Daily Trip Inspection form. Report all defects and document all repairs.
	Trucks	10000 km or	
Scheduled		250-300 hours	
Maintenance	Trailers	Annual	
Inspection and	Light Vehicles	5000 to 10000 km	
Service Intervals	Skid Steer	250-350 hours	
	Generators	250-350 hours	
"CVIP" Inspection	All NSC Vehicles	Annually	Required every 12 months before next CVIP expires – to be completed by a Certified CVIP Station.

11. Unscheduled Vehicle Maintenance

During normal operations breakdowns occur and equipment fails. If the failure occurs outside of NSC parameters drivers shall complete a "Work Request Form" and submit it to management for approval and assignment of resources.

Completed work shall be documented on the form and shall record all work completed, the date the work was completed, the odometer or hour meter reading of the vehicle or equipment and the name and signature of the person who completed the work.

Completed records shall be placed in the unit file for historical purposes.

12. Repair, Maintenance, Service and Lubrication Records

All repair, maintenance, servicing and lubrications completed shall be documented on the "5000 to 10000 KM Maintenance Check List". The checklist shall record all work completed, the date the work was completed, the odometer or hour meter reading of the vehicle or equipment and the name and signature of the person who completed the work.

Completed records shall be placed in the unit file for historical purposes.

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13. Manufacturer Recalls

All notice of defects or recall notices shall be promptly addressed so as not to affect vehicle safety or operational availability. Defect notices and accompanying repair orders and invoices shall be placed in the unit file for historical purposes.

14. CVSA Commercial Vehicle Inspection Reports

Drivers are required to submit all CVSA Inspection Reports to the Fleet Safety Officer to address any outstanding issues. Reports and associated repair orders and invoices shall be placed in the unit file for historical purposes.

15. Record Keeping

Vehicle Files

Millennium Heat will maintain vehicle files to ensure that all vehicles are adequately maintained in a satisfactory mechanical condition. Each commercial vehicle registered to the company will have a vehicle file that includes the following information:

- 1. Identification of the vehicle, including
 - a unit number, the manufacturer's serial number or a similar identifying mark,
 - the make of the vehicle, and
 - the year of manufacture.
- 2. A record of the inspection of the vehicle and repairs, lubrication and maintenance for the vehicle, including
 - the nature of the inspection or work performed on the vehicle, and
 - the date on which that inspection or work took place and the odometer or hubometer reading on the vehicle at that time;
- 3. Notices of defect received from the vehicle manufacturer and the corrective work done on the vehicle in relation to those notices;
- 4. Trip inspection reports;
- 5. Unless otherwise authorized through a permit, we shall maintain the records at our principal place of business.

The company will ensure that the records required to be maintained under this section are true, accurate and legible.

Record Retention

Millennium Heat will retain all trip inspection reports for the month they are created and an additional 6 months. The other records identified above will be retained for the year they are created and an additional 4 years. All records will be kept for 6 months after the vehicle is retired or disposed of. These records may be maintained in electronic or hardcopy format if they can be readily produced to a peace officer upon request.

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16. Document Revision Log

Revision #:	Date:	Reason:
N/A	April 1, 2018	Program Development
1	March 25, 2019	Update
2	June 25, 2019	Update after voluntary Audit of Regulatory Compliance
3	January 3, 202	Update