



# Fort Hills Workplace Observation Program

Document Number: <b>FHHS00007</b>	<b>Standard – Administrative</b>	Applies To: <b>Fort Hills</b>
Revision Date: <b>09/11/2019</b> Revision: <b>1</b> Review Cycle: <b>1 Year</b>	Document Owner (Title): <b>EH&amp;S Manager</b>	

## Summary of Changes

Rev No.	Section Changed	Revision Made
0		New Document
1		Cyclical review

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**Scope** This standard applies to all employees and contractors conducting hands-on work at Fort Hills.

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**Purpose** To define the purpose, function and execution of the workplace observation program. The workplace observation program is known as the Safety Observation System (SOS).

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**Compliance** Management is accountable for establishing expectations for program participation. Compliance with participation expectations is the responsibility of all employees and contractors.

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**Roles and Responsibilities** The following individuals and groups have the following roles and responsibilities:

- Document Owner**
  - Ensures this document is reviewed according to the required revision cycle.
  - Ensures the document is updated to accommodate changes to Suncor standards and policies, provincial, and federal regulation.
  - Ensures the document is updated to mitigate risks found as the result of an incident.
- Document Approver**
  - Ensures this standard is necessary and that it aligns with management and company direction.

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Approved By: Rod Daniels – Manager EH&S Upstream

*Roles and Responsibilities (Continued)*

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|--|---|
| <b>Fort Hills Operations Leadership Team (FHOLT)</b> | <ul style="list-style-type: none"> <li>• Support the use of the SOS.</li> <li>• Set the expectation that all workers and contractors will participate in SOS.</li> <li>• Review SOS reporting data as part of regular EH&amp;S stewardship.</li> <li>• Ensure that Fort Hills leaders and the safety improvement team are enabled to address safety concerns identified through SOS.</li> </ul>   |
| <b>Area Cross Functional Team (CFT) members</b>      | <ul style="list-style-type: none"> <li>• Establish expectations for SOS participation and quality observations within their areas.</li> <li>• Establish area specific and work stream specific observation cards, with front line worker input, that include hazards and controls related to SIF and recordable injury risk.</li> <li>• Review SOS participation rates, quality reports and data reports.</li> <li>• Provide CFT support to further understand at risk behaviours and safety trends and to develop mitigating actions.</li> <li>• Address SOS quality concerns and participation rates when required.</li> <li>• Support regular reviews of the SOS program to support continuous improvement.</li> </ul> |
| <b>Asset CFT Members</b>                             | <ul style="list-style-type: none"> <li>• Support and encourage SOS participation by frontline workforce.</li> <li>• Address and support SOS concerns in a professional, respectful and timely manner.</li> <li>• Support the <i>Nameless- Blameless</i> philosophy behind the SOS program.</li> <li>• Develop action plans to address at risk behaviours and workplace hazards.</li> </ul>  |
| <b>All Fort Hills Employees and Contractors</b>      | <ul style="list-style-type: none"> <li>• Participate in the SOS program at Fort Hills.</li> <li>• Receive SOS training.</li> <li>• Participate in action plans to address at-risk behaviours and workplace hazards.</li> </ul>  |
| <b>EH&amp;S Advisor(s)</b>                           | <ul style="list-style-type: none"> <li>• Provide advice and guidance on effective use of SOS.</li> <li>• Develop SOS training content, provide updates when required.</li> <li>• Ensure SOS cards are scanned into system and maintain e-tracker support hardware and software.</li> <li>• Develop and support SOS reporting for EH&amp;S stewardship to CFTs and FHOLT.</li> <li>• Lead regular reviews and updates to SOS observations cards and reporting programs.</li> <li>• Act as content matter experts for the SOS training package.</li> <li>• Provide updates and adjustments as needed.</li> </ul>  |
| <b>Learning and Capability Development</b>           | <ul style="list-style-type: none"> <li>• Create and maintain SOS training for Fort Hills with EH&amp;S support.</li> <li>• Manage SOS training program to ensure Fort Hills employees are capable and competent to participate in the program as per the expectations established by the FHOLT.</li> </ul>  |

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**Acronyms**

The following acronyms are used in this standard:

<b>CFT</b>	Cross Functional Team
<b>EH&amp;S</b>	Environment, Health and Safety
<b>FHOLT</b>	Fort Hills Operations Leadership Team
<b>SIF</b>	Serious Injury and Fatality
<b>SOS</b>	Safety Observation System

**Standard****1. Purpose of the SOS****Item****Description**

1.1

The purpose of the SOS is to provide a tool for Fort Hills employees and contractors to identify at-risk behaviours and at-risk workplace conditions.

The SOS functions as a behaviour-based worker-to-worker and leader-to-worker program, encouraging the recognition of safe work practices, and action against at-risk work practices, while providing a supportive forum where these concerns can be addressed.

Employees and contractors perform observations using SOS observation cards. Observations may be discussed with leaders. Leaders may also perform workplace observations. Workers may choose to submit anonymous observations without reviewing them with their leaders.

Workplace behaviour observations are meant to be *nameless, blameless and rankless* to facilitate discussions on methods and behaviour changes to improve workplace safety. Observations are to be performed in a respectful and constructive manner.

SOS is based on the idea that safety is the responsibility of everyone equally. It helps participants look at safety in a new way, and encourages a mind-set where safety is a discussion that takes place every day, not just when completing formal inspections.

SOS is supported with e-tracker hardware and software. E-tracker hardware scans SOS cards; e-tracker software supports the storage of SOS data and the generation of data reports.

EH&S is responsible for updating and generating SOS reports and observation cards.

Fort Hills employees and contractors will receive training on SOS participation, proper completion of SOS observation cards and performing meaningful and respectful observations as part of their onboarding and orientation.

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## 2. SOS Objectives

Item	Description
2.1	Ensure all employees and contractors are participating in identifying and correcting at-risk behaviours and workplace conditions.
2.2	Reporting of at risk behaviours and conditions through the completion of SOS observation cards.
2.3	Identification of safety concerns to FHOLT and CFTs through SOS data reporting as part of EH&S stewardship.
2.4	Development of action plans by the CFTs and safety improvement team to address hazards identified through SOS.
2.5	Supporting the Journey to Zero and operational discipline by allowing everyone at Fort Hills to influence safety in their work areas.
2.6	Provides real-time trending, identifying EH&S focus areas and allowing for real-time reaction.

## 3. Requirements for the use of SOS

Item	Description
3.1	All Fort Hills workers, leaders, supervisors, support personnel and contractors, will receive SOS training and observation training during orientation and onboarding.
3.2	Observations will be performed using the relevant observation card for the specified work area. Observation cards will be available from area leaders and managers. Suncor EH&S is responsible for supplying observation cards.
3.3	Observations and observation cards will be completed as per orientation training to ensure that the cards may be properly scanned and data recorded.
3.4	Workers and leaders are encouraged to discuss their observations to find immediate solutions to at-risk behaviours and workplace conditions.
3.5	Leaders are expected to use observation results and observation data in a non-punitive manner. Constructive action to address safety concerns ensures that the entire workforce at Fort Hills can adopt planned improvements.
3.6	SOS participants may submit anonymous observations if they choose.
3.7	EH&S will produce SOS data reports for stewardship to FHOLT and the CFTs.
3.8	CFTs will develop action plans to address SOS hazard trends identified in their areas. The safety improvement team may also be requested to develop or participate in action planning.
3.9	EH&S will help to develop improvements to SOS reporting cards and SOS data reports, at the request of the CFTs. EH&S will be responsible for liaising with e-tracker to make these improvements.

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**End of Standard**

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The following individuals have approved and signed this document

UserName: Rod Daniels (rdaniels)

Title: Mgr EH&S Fort Hills

Date: Monday, 30 September 2019, 08:24 AM Mountain Daylight Time

Meaning: I approve that this document is valid.

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