



NORTHWEST TERRITORIES
**POWER
CORPORATION**

Empowering Communities

2016 NTPC Safety Perception Survey Analysis Report

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1 EXECUTIVE SUMMARY

Survey Background

This survey was developed by Bernie Klein Consulting in conjunction with Northwest Territories Power Corporation (NTPC) and is designed to help understand NTPC safety culture. Respondents were advised of the Survey on January 28, 2016 and it was available on-line until February 12, 2016.

The Survey data was extracted and the document "2016 NTPC Safety Perception Survey Report" was generated as developed. In addition, the statistical data has also been extracted and is available in an Excel Spreadsheet. This report has been developed following the review of the 2016 NTPC Safety Perception Survey Report as the key source document for this review and survey analysis.

Survey Report Structure

The Executive Summary provides the overview summary analysis of the survey results and the key recommendations to consider based on the responses received for each element. The recommendations are also included in a Recommendations Table.

In reviewing the Survey Responses, the Survey Questions and responses have been consolidated into the following 8 key elements in this report:

1. Demographics
2. NTPC Safety Program
3. Specific Program Elements
 - a. Safety Concern Reporting
 - b. Hazard Assessments
 - c. Safety Practices/Procedures
 - d. Contractor Safety Management
 - e. Working Alone
 - f. Worksite Visits
 - g. Safety Inspection Program
 - h. Planned Maintenance Program
 - i. Incident Reporting and Investigation
 - j. Safety Training
 - k. Safety Communication
 - l. Emergency Response Plan
4. Commitment
5. Organizational Culture and Risks
6. Responsibilities
7. Joint Occupational Health and Safety Committees
8. General Safety Advice and Improvement
9. Health & Safety Department Services

The Graphs for each question have been included in this report and the open-ended survey questions which were exported have been included in summary form in each question. These summary responses are indicative of all the responses received for each question and not every individual response is included.

Survey Findings and Analysis

Overview

Overall the results have shown a very positive response from the NTPC respondents to each of the questions contained within the Survey regarding the status of the NTPC safety culture. Whilst in any survey one expects to see an element of “venting” by some employees with negative responses, the percentage of positive responses and comments far outweighed the negative responses.

In each question where the summary responses are shown in this report, whilst the number of summary negative and positive responses may appear to be similar in number, there were significantly more positive responses in each question within the survey. In addition, a further positive indicator was the amount of detail many of the respondents provided in the open-ended survey questions which were exported and have been included in summary form in each question.

To support my analysis of the positive response there are two questions in particular that stand out. Questions 45 & 46 were designed to determine responses on “what is one piece of advice on safety, specific to NTPC, that you would give a new employee” and “what is one key thing you would do to improve the level of safety at NTPC.” The responses received to both of these questions were of a very positive nature and clearly demonstrate underlying strong safety cultural aspects which are inherently evident in the organization.

Commitment to safety is critical to improving safety performance, and in summary it is evident from the scores in each of the Commitment to Safety type questions that there is a high level of perceived general commitment to safety by NTPC in the safety system that is being applied and supported at all levels. In addition, the scores from a personal commitment level to that perceived of others was rated as very positive which is fundamentally critical to improving safety performance.

The results of the set of questions for organization culture and risk has indicated there is evidence of a strong underlying organizational culture that supports safety in general which is essential for the prevention of injuries and illness. This is an important factor to recognize with the introduction of the Health and Safety Management System as NTPC needs both the underlying systems and an organizational culture that supports them.

It is evident from the scores that there is certainly general acceptance of responsibilities and actual demonstration of those safety responsibilities as perceived by a majority of the respondents. However, that is to say that everything is not perfect and the report has identified in Question 28 the 3 responses that “no one accepts responsibility for safety.”

There is scope for improvement by the JOHSC in communicating to all areas of NTPC. If workers see the JOHSC not performing a useful health and safety function, the JOHSC will have trouble in carrying out its duties effectively. Feedback from workers may decrease, poor cooperation, and even opposition may be experienced. On the other hand, JOHSCs with a positive image are able to function effectively. Not only must the JOHSC carry out its responsibilities as effectively as possible, but it should also consider how these actions are viewed in the minds of the workers.

The one piece of advice on safety specific to NTPC provided in the questions provides some very good, clear, strong safety messages. In addition, the responses to the one key thing you would do to improve the level of safety at NTPC are quite varied.

The results have indicated a reasonably high satisfaction score on the service provide by the Health & Safety Department however there are a number of key areas that the Health & Safety Department should consider.

Demographics

There are a total of 48 questions and 124 respondents initially responded. However, it is noted from Question 1 that at least 12 respondents “skipped” the questions, then from Question 5 the number of respondents dropped to around 109. In the Questions which provided the option to “Explain your answers” it is noted not all respondents provided detailed responses.

In the initial section of the Survey responses were provided on the demographics of the respondents participating in the Survey which included Location, Primary Role, Function and Years at NTPC. This demographic information is shown in the graphs provided; however at this stage has not been used for any further detailed analysis.

The Excel document “2016 NTPC Safety Perception Survey Report” could be used for further analysis to separate for example the Office Staff responses from the Field Staff. It should be noted that key area that needs to be taken into consideration is the breakup between a total of 82 Office Staff and 42 Field Staff. This may be a key factor in determining if NTPC wishes to conduct further in depth analysis.

NTPC Safety Program

The results of the scores in these questions indicated a very positive response to feeling “Safe at Work”. This was supported by the comments provided by respondents that “many feel safe at work” and that “steps were taken to ensure my safety at work,” and “it’s much safer now than in years past.” In addition, further comments were received that indicated overall NTPC has a good safety program and there is a healthy attitude from Senior Management that is communicated that safety is the highest concern, and that people are provided with tools and knowledge to ensure their safety as well as the safety of those around them.

There is a variety of comments provided in response to this question of whether over the last year the level of safety at NTPC has improved and based on the score results and comments, the response was that generally safety at NTPC has improved over the last year with the newly implemented Health and Safety Management System becoming more familiar to the company. However, there were comments and responses that more training on the new system is required and support from managers to ensure their employees are adhering to the system is key.

In summary, the results indicate that many respondents felt safe at work with NTPC and that over the last year the level of safety at NTPC has improved. However, there is still a lot of work to be done in the implementation of the Health and Safety Management System across the entire organization.

Recommendation: *It appears from the comments that it may be timely to review exactly where the organization is at with regards to the implementation of the Health and Safety Management System at the site level. Consideration should be given to conducting reviews at the site to assess the working knowledge of the Health and Safety Management System elements, both at employee level and management level.*

Specific Program Elements

Safety Concern Reporting

Respondents were provided with 4 options and the highest response at 52% was “when I report safety concerns, they are always responded to and I am included in resolving them.” This was followed closely by the next option at 28% which was “when I report safety concerns they are usually responded to.” Respondents provided a number of positive responses regarding the concern reporting procedures including in general that “the process of safety concerns are rigorously followed,” “the Safety Department has a very good follow up so that managers respond to the concerns” and that “the Concern Report process is positive and we are seeing an improvement in response time over the past 6 months.”

However, there were a smaller number of negative responses that the “concern reports submitted were not dealt with in a timely manner and were not satisfactory resolved as far as they were concerned,” “have not seen the concern report returned with manager’s comments from the last one submitted,” and “more often than not the response is incorrect.”

Recommendation: *It is recommended to conduct a specific verification audit on the Safety Concern Reporting process to ensure the process is being followed in accordance with the requirements Health & Safety Management System Element 10: Incident Reporting and Investigation, Section 6: Concern Reporting.*

Hazard Assessments

In Question 14 “is there enough time to properly assess hazards for jobs and projects” respondents were provided with 4 options. The highest response at 47% was “yes” followed by the next option at 33% which was “most of the time.” In Question 37 “what best describes the level of hazard identification and control in your work area” respondents were provided with 5 options. The highest response at 43% was that “all hazards are identified and controlled before work starts.” This was followed by the next option at 42% which was “most hazards are identified and controlled before work starts.”

Respondents provided a number of general positive comments that include “where Tailboards and Daily meetings are conducted before the start of a job, hazards are identified and controls in place, if anything changes or new hazards appear the meetings are updated as well.” In addition, a number of recommendations were provided by respondents that included “at the worker level NTPC should spend more time training staff on how to identify hazards/risks and how to identify barriers that need to be put in place or how to identify the barriers.”

Respondents provided comments that “there continues to be not enough time to plan projects and that Capital projects seem rushed or forgotten so planning is rushed.” Specific comments were received that included “where some projects seem rushed and to not have the proper amount of time to screen contractors, prepare a good Project Safety Plan, etc. and multiple projects and projects that are last minute (GNWT funded) result in the potential for not planning to level required.”

Recommendation: *It is recommended NTPC consider the further training for staff on how to identify hazards/risks and how to identify barriers that need to be put in place or how to identify the barriers. In addition, it is recommended to review the comments regarding hazard assessment in projects with the relevant department to identify what actions can be taken in this area.*

Safety Practices/Procedures

In support of the 74% response to yes, respondents provided a number of comments that the “Safety Practices/Procedures are effective and that the tools provided in the HSMS are very effective at helping complete jobs/projects safely. In addition, most hazards are identified and controlled before work starts and checked and verified each time they work on equipment.”

There were a number of comments that “the Safety Practice/Procedures were not effective, were not complete and not available, there are many not published for field work and Work protection needs to be cleared up.” Of further concern is where respondents indicated that “they do not have safety practices/procedures, and we don’t have practices for some things.”

Recommendation: *It is recommended to continue the development and implementation of the NTPC Safety Practices/ Procedures Manual. In addition, conduct a close review of one of the more detailed responses received regarding “the specific trade administered safety procedures are followed which aren’t incorporated by NTPC HSE program...which are safer; e.g., Using Rubber Gloves while using Hot Line tools-Gripall.”*

Contractor Safety Management

In support of the 59% response to yes, respondents provide a number of comments that “contractor safety is managed well” and that “the Contractor Safety Management Element and Construction Safety Coordinator are making great improvements to contractor safety at NTPC, especially on engineering jobs/projects.” There were comments that “more time will be needed to improve operations jobs/projects that involve contractors but for the majority of our projects, most projects have site supervisors so yes it is managed well.”

There were a number of comments that “contractor safety is not being managed” which included “where contractors are working on "special projects" without receiving proper site safety training, contractors are set free on our sites with no rep from company to oversee job and sometimes they are working under a work protection permit, but the holder of the permit is not present with them.”

Recommendation: *It is recommended that the Construction Safety Coordinator review this element in detail with specific regards to the comments that contractor safety is not being managed and ensure appropriate controls. This may require either further communicating the requirements of the Contractor Safety Management Element or conducting specific audits on projects against these requirements.*

Working Alone

The even distribution of the scores in the responses is evident in the comments, with almost equal positive and negative comments provided by the respondents. Positive comments included were in general “the Lone Work system, once fully implemented, will help ensure safety of workers working alone in the field” and “measures are being put in place to mitigate risk for those working alone but unsure if they have all been implemented.” In addition, comments were received that included “when people work alone they contact (email) their supervisor who knows when they arrive and when they leave their place of work.” Other positive comments include “with the new phones they are always connected” and “there are a lot safer methods now for safety.”

Negative comments included in general “there are serious doubts about the effectiveness of the Lone Worker system. There is a belief that the commitment exists to follow through with sending help in a timely fashion EVERY time an "alert" is triggered because a lone worker fails to report on time, or forgets their phone on their desk, but even if they do follow through, the process as described seems unlikely to provide assistance quickly enough in a true emergency situation.”

Recommendation: *It is recommended that the Safety Department as part of the current implementation strategy of the Working Alone or in Isolation review these comments to ensure for example that the process provides assistance quickly enough in a true emergency situation.*

Worksite Visits

Respondents were provided with 4 options and the highest response at 55% was “corrective actions identified during Worksite Visits are completed and followed up on” and this is then followed by the next option at 22% which was “Managers regularly conduct Worksite Visits.” Positive comments provided included that “Worksite visits help identify and correct safety concerns/issues, they help identify problem areas, keeps the worksite in check.” In addition, other positive type comments included “where so long as the corrective actions are completed and the reasons behind them explained to workers then it should improve safety, they help see what the worker may not notice but it is hard to judge a worksite with a 10 min. visit.”

However, of concern are the comments received regarding how the Worksite Visits are not effective in making this a safer place. One response reported that this in “the issue around conducting the worksite visits to meet the stats required and also where you know worksite visits are not effective when you see the stats and a manager has 20 visits to complete with one month left in the year.” One response made mention that they “understand the importance but the Hay River building is probably checked 100 times because office managers need to do 4.”

Other comments included were “these seem to be a waste of time and invaluable, they don't visit remote sites, worksite visits are all done in March, to be honest work site visit are a joke, in most cases managers do them just because they are told to, are only completing them to get them done to meet a number rather than for true value, some worksite visits are conducted in coffee room during coffee break which indicates they only do them for the bonus and not worker safety.” Negative comments also included “it is ideally an opportunity for worker and manager to work together to improve site conditions if necessary, but some managers feel a need to find issues where perhaps none exist therefore adding unnecessary burden and procedures.” Of concern is a further comment that “I have only ever had one worksite visit during my time at NTPC on a project I have been working on in the field.”

Recommendation: *It is recommended that this feedback be communicated back to those responsible for conducting Worksite Visits and advising that these Worksite Visits should be conducted in accordance with the requirements of Health and Safety Management System Element: 09 Health & Safety which is Worksite Visits are conducted to observe and document worker compliance with NTPC safety practices and procedures. In addition, the current system of KPIs in the number of Worksite Visits to be conducted should be reviewed and the reporting numbers should be established on a more frequent time frame as opposed to yearly, i.e., quarterly.*

Safety Inspection Program

In Question 31 respondents were asked “what best describes the Safety Inspection program at NTPC.” Respondents were provided with 4 options and the highest response at 65% was that “documented inspections are done by a variety of people within the work group and corrective actions are carried out.” This is followed by the next option at 24% which was that “inspections are done with some documentation, but no corrective actions are carried out.”

In Question 32 respondents were asked “if deficiencies identified in safety inspections are corrected in a timely manner. On a scale of 1 to 10 (1 is low, 10 is high) to what level do you agree with this statement.” The highest score at 23% was 8, followed by 16% for 7 and 15% for 5. There appeared no clear overall trend rating scores for this question.

The results of the questions Safety Inspection program at NTPC indicate a good positive result that documented inspections are done by a variety of people within the work group and corrective actions are carried out and are corrected in a timely manner.

Planned Maintenance Program

In Question 33 respondents were asked what best describes the Planned Maintenance program at NTPC. Respondents were provided with 6 options of which the respondents can choose all that apply. Therefore, the % score shown in the graph above should be disregarded and the relevant score is the Response Count figures. The highest response at 57 responses was “there are regularly scheduled maintenance checks, but maintenance backlogs are common.” This was followed by the next option at 26 responses which was where “Management actively monitors maintenance and ensures that maintenance backlogs are minimized.”

Specific reference to CMMS was made in the comments provided by respondents on “what would you do to improve the Planned Maintenance program” and included in general that “CMMS should be able to generate consistently shut downs. This is the most important machine we have. In addition, CMMS will go a long way to improving our maintenance programs and will definitely help if it is not just people checking off forms and actual maintenance is getting done. Continue to allow our CMMS to mature. Add in safety inspections and results into the CMMS database.”

There were 3 recommendations provided that should be considered in improving the Planned Maintenance Program:

- “Contract out labor of PM's until maintenance backlogs addressed in all work groups. So the front line workers can complete and develop the PM procedures and planning process.”
- “Conduct annual or semiannual meetings with all key maintenance personnel from all regions to discuss issues they have had, what fixed the issue, how can we prevent it from happening again. Meetings after an issue, let's say an outage? What happened? Did something we didn't do cause this? What I'm trying to say is communication is the key here, each department seems to do their own thing, that is an issue upper management should be working on.”
- “Regular meetings with maintenance staff, mangers and planners all in a room to talk about the issues.”

Recommendation: *It is recommended that the relevant Department conduct a review on this element consider addressing the 3 key recommendations provided in improving the Planned Maintenance Program regarding contracting out labor of PM's, conducting annual or semiannual meetings with all key maintenance personnel from all regions, and regular meetings with maintenance staff, mangers and planners all in a room to talk about the issues.*

Incident Reporting and Investigation

In Question 34 respondents were asked “what best describes the level of incident reporting in your work group.” Respondents were provided with 4 options and the highest response at 41% was that “all incidents are reported, no matter how minor. This includes near misses.” This is followed by the next option at 33% which was that “near misses, as well as incidents causing injury or damage, are reported.”

In Question 35 respondents were asked “what best describes the level of incident investigation at NTPC?” Respondents were provided with 3 options and the highest response at 52% was that “incident investigations are conducted by multidisciplinary teams led by the manager. Investigators are trained.” This is followed by the next option at 43% which was that “incident investigations are conducted by the Safety Department.”

In Question 36 respondents were asked “how effective are incident investigations at identifying underlying causes.” Respondents were provided with 4 options and the highest response at 37% was that “investigations are somewhat effective.” This is followed by the next option at 30% was that “investigations are very effective.” 29% responded with “don't know.”

The results of the questions on the Incident Reporting and Investigation program at NTPC indicate a good positive results that all incidents are reported, no matter how minor, incident investigations are conducted by multidisciplinary teams led by the manager and appear to be effective at identifying underlying causes.

Safety Training

Respondents were provided with 4 options and the highest response at 36% was that “continuous/regular safety training is provided based on position and individual needs. Ongoing coaching is provided.” This is followed by the next option at 32% which was that “safety training is provided as per legislation and best practice” and followed by the next option at 29% which was that “basic safety training is provided as per legislation.”

Positive comments were provided by respondents the included “since the hiring of a training specialist training is getting caught up and all staff will have the required training.” “The Training coordinator has developed a Safety training matrix and maintains a training schedule for every individual based on its position and invites the employee to attend to the necessary training sessions based on past training records and future requirements. Due to this process everyone in the company receives enough safety training necessary for his position in a timely manner.”

Respondents provided comments on “what safety training do you think is missing at NTPC” which include firstly “more training for the HSMS is required for all workers and managers. Managers need to have a good understanding of the HSMS so they can ensure their workers are following it. Workers need to be proactive and contact the H&S department to determine their HSMS obligations.” Secondly, comments on “what safety training do you think is missing at NTPC?” were provided and a list of those specific courses is provided in the main body of this report.

Respondents also provided a significant number of general need/improvements to the training program at NTPC and again these are listed in the main body of this report.

In Question 39 respondents were asked “do Managers receive enough safety training and support” and respondents were provided with 2 options either “yes” or “no” and responses. There was a fairly even with 54% for “yes” and 46% for “no” and this even split is also evident in the nature of the responses and comments received.

Comments where respondents believed that managers receive enough safety training included in general that “Managers already have too many hours per year in safety training. Mostly due to safety courses being drawn out by instructors. Courses that could be taught in a half-day session are stretched to 2 full days (asbestos). In addition, the training coordinator has developed a Safety training matrix and maintains a training schedule for every individual based on its position in the company and invite them to attend to the necessary training sessions. Due to this process everyone in the company receives enough safety training necessary for his position in a timely manner.”

Comments where respondents believed that managers do not receive enough safety training include in general “to be honest I feel our managers are not all fully equipped or have the necessary experience to manage the field, they do not take part in any practical teachings any more in the mandatory training. It is not enough to feel comfortable with implementing the program. Managers need more training and it is possible managers are doing too busy doing too much work, not leaving enough time to manager their employees.”

Recommendation: *It is recommended that NTPC and the Training Coordinator review these lists of comments and recommendations provided by the respondents regarding the general training program at NTPC and also the significant number of recommendations in respect of managers receiving enough safety training and support which are listed in the main body of this report, and consider these comments and recommendations as part of the overall NTPC training program.*

Safety Communication

Whilst the 60% response was that “safety information is available and actively shared across the organization” there were a number comments provided by respondents that “safety info is not as readily available for workers who are not computer literate/do not have reliable internet access.” In addition, it was reported that “some reports are not shared even though it would be a good example of why safety rules are required and that incident information is not shared to all NTPC employees, only JOHSC therefore no opportunities for employees to discuss and learn from them.”

Respondents also provided a number of key recommendations which appear to be relevant and appropriate and include that ‘when there is a safety alert then a warning bulletin should be sent out across NTPC,’ “safety stats only give a very brief description for what happened for each incident reported” and “JOSHC investigation results should be shared,” “the Safety information being on the company website is a great asset but sometimes not practical for the worker in the field to access.”

Recommendation: *It is recommended that the Safety Department review this element and consider the key comments and recommendations provided by the respondents regarding the safety alerts and warning bulletin, details of the Safety stats, JOSHC investigation results and the sharing of information from the website for the worker in the field to access.*

Emergency Response Plan

In Question 41 respondents were asked “if they are familiar with NTPC’s Emergency Response Plan” and respondents were provided with 2 options either “yes” or “no.” The highest response at 80% was “yes.”

Emergency Response Plans are critical documents within any workplace and as such NTPC needs to ensure every person is very familiar with emergency documents. The current Emergency Preparedness Element, NTPC Emergency Preparedness Plan and Site Emergency Response Plans are currently being reviewed and revised.

Recommendation: *NTPC should ensure all employees are provided with initial and regular training sessions on the revised Emergency Preparedness and Response requirements.*

Commitment to Safety

Commitment to safety is critical to improving safety performance, but less obvious is the nature of safety commitment at the individual employee level. Although strong safety performance begins with the organization, it is actually carried out by the collective behaviors of employees. Thus, every employee's personal safety commitment can dramatically affect safety outcomes and carry consequences not only for themselves, but their coworkers as well.

In summary it is evident from the scores in each of the questions within this group that there is a high level of perceived general commitment to safety by NTPC in the safety system being applied and supported at all levels. In addition, the scores from a personal commitment level to that perceived of others was rated as very positive which is fundamentally critical to improving safety performance.

Organizational Culture and Risks

An organizational culture that supports safety is essential for the prevention of injuries and illness. Management systems and programs can provide an effective safety framework; however, it ultimately is the worker's perception of the value of safety to himself and the importance of safety to the organization that governs safety performance. Simply put, for true performance, you need both the underlying systems and an organizational culture that supports them. This is often called "safety culture."

The comments provided by respondents regarding this question were for the most part very positive and with the score of 74% it is evident there is a strong underlying organizational culture of care towards employees.

Questions 16,17,18 &19 were designed to determine responses in respect of "working in a culture of risks and having to choose between getting the job done and working safely" and the element of "taking risks or getting the job done." These questions were also designed to determine responses within the organizational culture of being under pressure from co-workers or from management in taking chances. The results for each of these questions were high with a "never" response for each question.

Questions 20, 21 & 10 were designed to determine responses from respondents on the "management culture" and on "whether the manager would stop a job if it was not being done safely," "whether the manager emphasizes the importance of safety on the job" and also "the perception of whether management is honest and truthful with information and is generally interested in workers' ideas/suggestions about safety." The results of these questions were again all very positive.

Questions 24 & 25 were designed to determine responses from respondents on "whether they would say something to a co-worker if they were breaking a safety rule or procedure, but were not likely to get hurt" or "that could result in an injury to self or others." The results for each of these questions were high with an "always" response for each question.

Question 15 was designed to determine from respondents "what best describes the level of safety goal setting and planning at NTPC." 59% of respondents identified that "safety goals are strategically set and plans are in place, resources and accountability are assigned to achieve these goals."

In summary, the results of this set of questions has indicated there is evidence of a strong underlying organizational culture that supports safety in general which is essential for the prevention of injuries and illness. This is an important factor to recognize with the introduction of the Health and Safety Management Systems as NTPC needs both the underlying systems and an organizational culture that supports them.

Recommendation: *In moving towards improvements in the organization culture it is recommended that NTPC ensures there is a clear definition of the desired culture the organization wishes to achieve. Then in determining how you create movement toward the safety culture your organization wishes to achieve, goals will need to be set, measure where you are at with standard Safety Culture tools, and develop a clear plan to make it happen.*

Responsibilities

A clear indication of responsibilities, authorities and duties of individuals within any organization is essential to the effective implementation of the Health & Safety Management System. Without this the program will fail to have any significant impact on the organization. These questions are not designed to include detailed explanation and comments to be provided by respondents as they are regarded a very general “perception” type questions. In addition, these types of questions are designed to be viewed as a group in order to determine the general acceptance of responsibilities and what best describes the level of responsibility for safety at NTPC.

In summary it is evident from the scores in each of the questions within this group that there is certainly general acceptance of responsibilities and the actual demonstration of those safety responsibilities as perceived by a majority of the respondents. However, that is to say that everything is not perfect and the report has identified in Question 28 the 3 responses that “no one accepts responsibility for safety.”

Joint Occupational Health and Safety Committees

Effective JOHSCs can have many benefits to an organization including installing a better attitude toward solving workplace health and safety issues, stronger working relationships between workers and management across multiple departments and promoting open lines of communication amongst all levels of employees because everyone is concerned about their own health and safety.

The positive response of 58% is supported by the general comments provided by respondents that “the JOHSC are an important part of NTPC’s safety culture and they take their roles and responsibilities seriously and work to ensure that all safety issues are dealt with as soon as possible.” Other responses indicated that “the JOHSC provides an objective view of current status of our Culture of Safety by providing a forum for utilizing both union and management” and “they come up with recommendations to correct safety issues, they participate in all incident investigations, which makes a big difference to workplace safety - action items produce tangible improvements in our workplaces. They also action items brought up at meetings.” “In late 2015 the JOHSC memberships were filled up and a renewed commitment was made to hold and attend all meetings. This will help make the committees more effective.”

On the negative side with 11% of the responses comments were provided that “in general the JOHSC is not adding anything different or new to what the work groups are already achieving and in addition there are items listed that have been on the minutes for years and the same topics are discussed each month and nothing gets resolved.” Communication was reported as an issue in regards to “rarely see any minutes and not enough detailed information passed down to the workers.” One comment was received regarding “the Hay River JOHSC focusing on the correct issues as they sometimes go overboard on minor things, while not necessarily addressing more important ones.” In respect of the 31% of responses that indicated “don’t know” this is of concern equally as the “no” responses in the JOHSC making a real difference. There were a number of comments that indicated respondents were “not sure what they do that affects workplace safety, never hear anything from them, the knowledge & activities of the JOHSC are not shared with my work group, I know they have meetings but I don’t see the results of their effort.”

In summary from the results of this question there is scope for improvement by the JOHSCs in communicating to all areas of NTPC. If workers see the JOHSC not performing a useful health and safety function, the JOHSC will have trouble in carrying out its duties effectively. Feedback from workers may decrease, poor cooperation, and even opposition may be experienced. On the other hand, JOHSCs with a positive image are able to function effectively. Not only must the JOHSC carry out its responsibilities as effectively as possible, but it should also consider how these actions are viewed in the minds of the workers.

Recommendation: *It is recommended the JOHSC conducts an internal review of the effectiveness of the JOHSC on their roles, functions and reporting of activities conducted by the JOHSC. In order to improve its efforts, a JOHSC will want to have some measure of its past performance. In this way, weak areas can be strengthened including communications and strong areas maintained.*

General Safety Advice and Improvement

The response to Question 45 in regards to “what is one piece of advice on safety, specific to NTPC, that you would give a new employee” provided only 2 negative comments in respect of “CYA” and “the NTPC will try to put all liability on you.” The remaining responses were all positive and focused on a number of key areas. Firstly, there were a good number of responses regarding the Health and Safety Management System in “becoming familiar with and knowing the NTPC HSMS (reading elements, asking the H&S Department and your Manager questions, participate in H&S meetings, etc.), read and comply with the NTPC safety polices, rules and regulations.”

Other key areas included advice on taking responsibility where “if you see something, aren't comfortable, have a concern raise it and keep chasing it. This is an environment where a squeaky wheel is the only one greased and that everyone is responsible for the safety of themselves and their coworkers.” Training advice identified including “getting involved and learn, get as much training as you can & if you don't know, ask someone, take safety training/precautions seriously.”

In Question 46 respondents provided what I would regard as a very positive response to the question of “what is one key thing you would do to improve the level of safety at NTPC.” The areas of improvement include “training, safety meetings, the health and safety system, communications, Culture/Organizational, and the Safety Department.”

In summary, the “one piece of advice on safety specific to NTPC” provided in these questions provides some very good clear strong safety messages. In addition, the responses to the “one key thing you would do to improve the level of safety at NTPC” are quite varied.

Recommendation: *It is recommended that strong consideration should be given to the next step in reviewing this information in more detail to ensure NTPC firstly communicates the very good advice message and secondly determining a strategy of addressing the suggested improvements. It should be noted that many of the suggested improvements may also be relevant to other sections of the Survey report, e.g., Safety Department suggestions should be included in Section 10: Health and Safety Department Services.*

Health & Safety Department Services

In Question 47 in respect of “how satisfied respondents were with the service of the Health & Safety Department on a scale of 1 to 10 (1 is low, 10 is high)” 32% rated at a 9, followed by 21% for a 10, and then followed by 15% for 8 which indicates a very positive response the satisfaction level of the Health & Safety Department.

The response to Question 48 in regards to “how can the Health & Safety Department improve service” has certainly provided firstly some very positive comments in that “the Safety Department works hard at managing the managed system,” “they're doing a great job” and “keep doing what you're doing.”

There was however a large number of comments provided regarding improvements by the Health & Safety Department in the areas of visibility and engagement, communication and provision of information by the team. Training issues were identified which included “providing more safety training in house,” “having more hands on courses on new and upcoming safety topics” and “develop and conduct as many practical (onsite) safety trainings as you can, not only on theories and papers.”

In summary, the results have indicated a reasonably high satisfaction score on the service provide by the Health & Safety Department however there are a number of key areas that the Health & Safety Department should consider.

Recommendation: *It is recommended that initially the key areas of areas of visibility and engagement, communication and provision of information by the team be formally reviewed in order to develop a structured strategy by the team to make improvements in these areas.*

Recommendations Table

Element	Recommendations
NTPC Safety Program	It appears from the comments that it may be timely to review exactly where the organization is at with regards to the implementation of the Health and Safety Management System at the site level. Consideration should be given to conducting reviews at the site to assess the working knowledge of the health and safety management system elements, both at employee level and management level.
Safety Concern Reporting	It is recommended to conduct a specific verification audit on the Safety Concern Reporting process to ensure the process is being followed in accordance with the requirements <i>Health & Safety Management System Element 10: Incident Reporting and Investigation, Section 6: Concern Reporting</i> .
Hazard Assessments	It is recommended NTPC consider the further training for staff on how to identify hazards/risks and how to identify barriers that need to be put in place or how to identify the barriers. In addition, it is recommended to review the comments regarding hazard assessment in projects with the relevant department to identify what actions can be taken in this area.
Safety Practices/Procedures	It is recommended to continue the development and implementation of the NTPC Safety Practices/ Procedures Manual. In addition, conduct a close review of one of the more detailed responses received regarding the specific trade administered safety procedures are followed which aren't incorporated by NTPC HSE program...which are safer; e.g., Using Rubber Gloves while using Hot Line tools-Gripall.
Contractor Safety Management	It is recommended that the Construction Safety Coordinator review this element in detail with specific regards to the comments that contractor safety is not being managed and ensure appropriate controls. This may require either further communicating the requirements of the Contractor Safety Management Element or conducting specific audits on projects against these requirements.
Working Alone	It is recommended that the Safety Department as part of the current implementation strategy of the Working Alone or in Isolation review these comments to ensure for example that the process provides assistance quickly enough in a true emergency situation.
Worksite Visits	It is recommended that this feedback be communicated back to those responsible for conducting Worksite Visits and advising that these Worksite Visits should be conducted in accordance with the requirements of <i>Health and Safety Management System Element: 09 Health & Safety Inspections</i> which is to ensure Worksite Visits are conducted to observe and document worker compliance with NTPC safety practices and procedures. In addition, the current system of KPIs in the number of Worksite Visits to be conducted should be reviewed and the reporting numbers should be established on a more frequent time frame as opposed to yearly, i.e., quarterly.

Element	Recommendations
Planned Maintenance Program	It is recommended that the relevant Department conduct a review on this element consider addressing the 3 key recommendations provided in improving the Planned Maintenance Program regarding contracting out labor of PMs, conducting annual or semiannual meetings with all key maintenance personnel from all regions, and regular meetings with maintenance staff, managers and planners all in a room to talk about the issues.
Safety Training	It is recommended that NTPC and the Training Coordinator review these list of comments and recommendations provided by the respondents regarding the general training program at NTPC and also the significant number of recommendations in respect of managers receiving enough safety training and support which are listed in the main body of this report, and consider these comments and recommendations as part of the overall NTPC training program.
Safety Communication	It is recommended that the Safety Department review this element and consider the key comments and recommendations provided by the respondents regarding the safety alerts and warning bulletin, details of the Safety stats, JOSHC investigation results and the sharing of information from the website for the worker in the field to access.
Emergency Response Plan	NTPC should ensure all employees are provided with initial and regular training sessions on the revised Emergency Preparedness and Response requirements.
Organizational Culture and Risks	In moving towards improvements in the organization culture it is recommended that NTPC ensures there is a clear definition of the desired culture the organization wishes to achieve. Then in determining how you create movement toward the safety culture your organization wishes to achieve, goals will need to be set, measure where you are at with standard Safety Culture tools, and develop a clear plan to make it happen.
Joint Occupational Health and Safety Committees	It is recommended the JOHSC conducts an internal review of the effectiveness of the JOHSC on their roles, functions and reporting of activities conducted by the JOHSC. In order to improve its efforts, a JOHSC will want to have some measure of its past performance. In this way, weak areas can be strengthened including communications and strong areas maintained.
General Safety Advice and Improvement	It is recommended that strong consideration should be given to the next step in reviewing this information in more detail to ensure NTPC firstly communicates the very good advice message and secondly determining a strategy of addressing the suggested improvements. It should be noted that many of the suggested improvements may also be relevant to other sections of the Survey report; e.g., Safety Department suggestions should be included in Section 10 Health and Safety Department Services.
Health & Safety Department Services	It is recommended that initially the key areas of areas of visibility and engagement, communication and provision of information by the team be formally reviewed in order to develop a structured strategy by the team to make improvements in these areas.

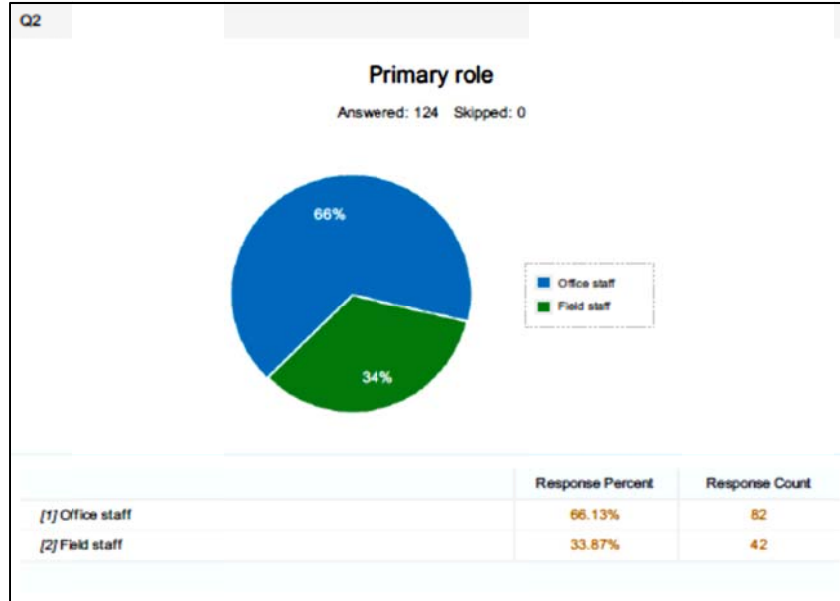
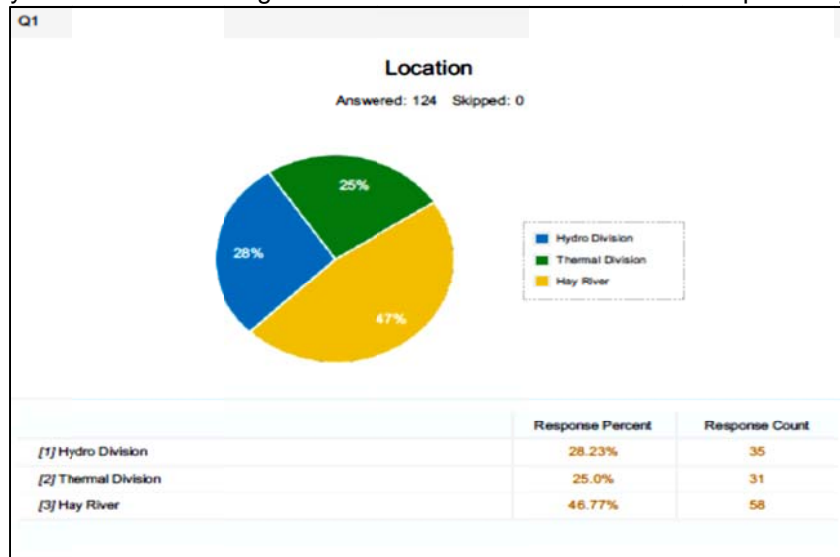
2 DEMOGRAPHICS

In the initial section of the Survey responses were provided on the demographics of the respondents participating in the Survey which included:

- Location
- Primary Role
- Function
- Years at NTPC

This demographic information is shown in the graphs below at this stage has not been used for any further detailed analysis. The Excel document “2016 NTPC Safety Perception Survey Report” could be used for further analysis to separate for example the Office staff responses from the Field Staff.

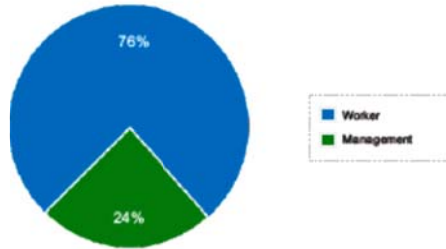
The Excel document “2016 NTPC Safety Perception Survey Report” could be used for further analysis to separate for example the Office staff responses from the Field Staff. It should be noted that key area that needs to be taken into consideration is the breakup between a total of 82 Office Staff and 42 Field Staff. This may be a key factor in determining if NTPC wishes to conduct further in depth analysis.



Q3

Function

Answered: 124 Skipped: 0

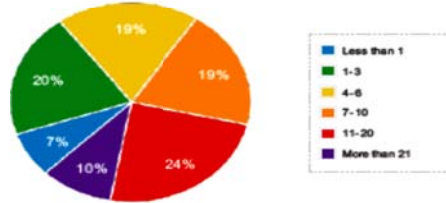


	Response Percent	Response Count
[1] Worker	75.81%	94
[2] Management	24.19%	30

Q4

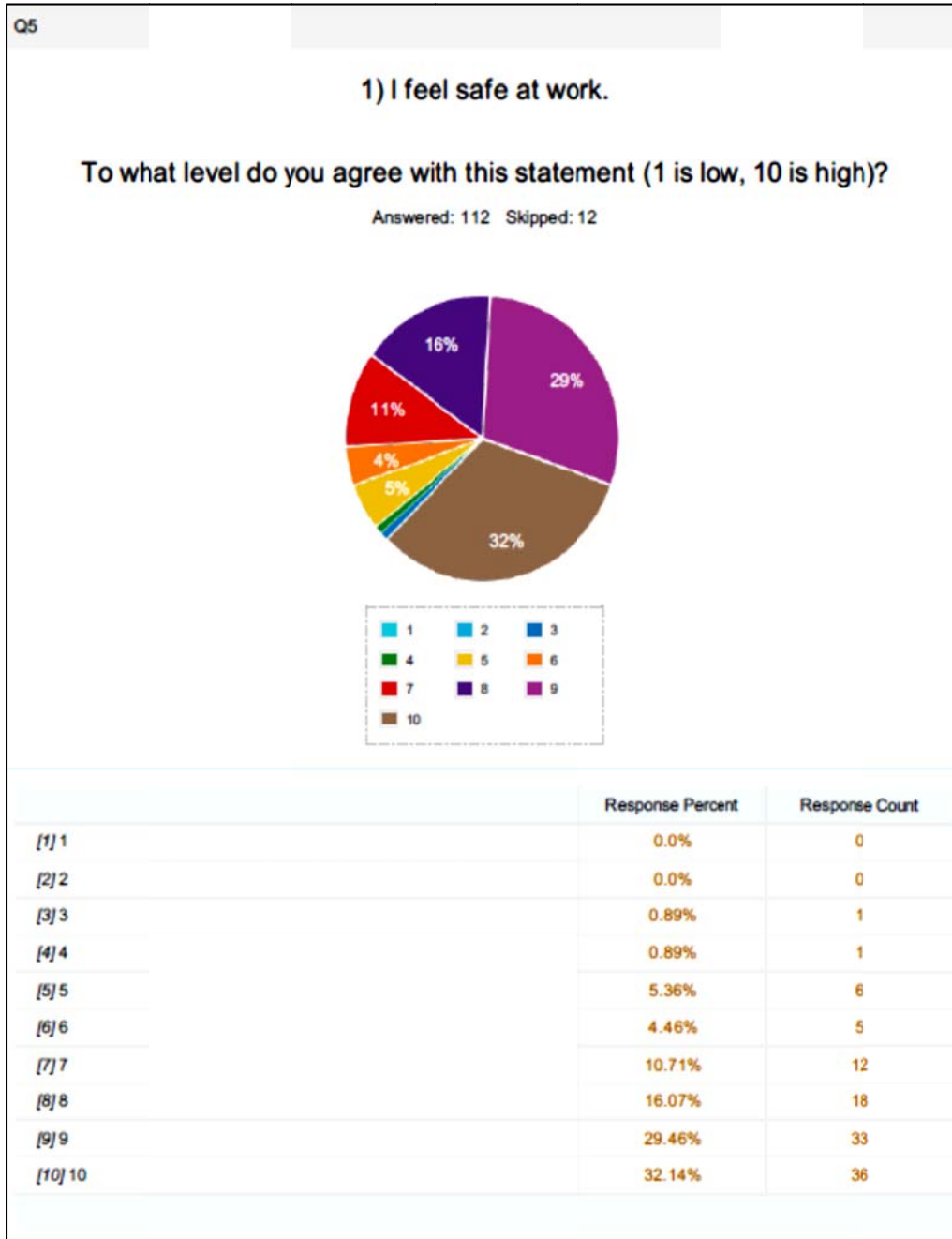
Years at NTPC

Answered: 124 Skipped: 0



	Response Percent	Response Count
[1] Less than 1	7.26%	9
[2] 1-3	20.16%	25
[3] 4-6	19.35%	24
[4] 7-10	19.35%	24
[5] 11-20	24.19%	30
[6] More than 21	9.68%	12

3 NTPC SAFETY PROGRAM



Q1. I feel safe at work. To what level do you agree with this statement
 On a scale of 1 to 10 (1 is low, 10 is high) 32% rated at a 10 and over 57% rated at a 7 or above which indicates a very positive response to feeling safe at work.

This score was supported by the comments provided by respondents that many feel safe at work and that steps were taken to ensure my safety at work, and that much safer now then years' past.

In addition, overall NTPC has a good safety program I feel that the staff including myself need to care more about their coworkers and their own safety, there is a healthy attitude from Senior Management that is communicated that Safety is the highest concern, I feel that I am provided with tool and knowledge to ensure my safety as well as the safety of those around me. The Corporation promotes and rewards safe work and never expect workers to compromise safety in order to complete work.

“Explain your answers” summary responses:

General safe

- Yes, I feel safe at work.
- I feel that steps were taken to ensure my safety at work.
- Much safer now than years' past
- The right steps are in place for me to feel safe and competent staff.

Excellent Safety Program

- NTPC has an excellent HSMS
- Overall NTPC has a good safety program I feel that the staff including myself need to care more about their coworkers and their own safety
- There is an healthy attitude from Senior Management that is communicated that Safety is the highest concern.
- I feel that I am provided with tool and knowledge to ensure my safety as well as the safety of those around me. The Corporation promotes and rewards safe work and never expect workers to compromise safety in order to complete work.

Office Work

- Normally in an office environment, but when in the field I feel safe too.
- Office work doesn't really have many risks. I sit at a desk in an office and rarely go to site. I feel safe sat at my desk. When I am at site I feel safe - if I don't then it's time to do something about it.
- I am fairly new and I work in the office. But everyone keeps our workspaces clean and ensures that the outside doors are shoveled and clear of ice. Plus, there have been a few safety emails circulated.
- The only safety concern I have is working on the second floor when paper flammable items are stored under the staircase.
- Very few physical risks in office beyond the poor air quality impacting work environment (temperature extremes, staleness, air flow). Mental health risks seem to be high in our environment.
- Low exposure to office hazards combined with active participation in safety program. ergonomic and psychological (stress) are biggest risk exposures

Specific Issues Identified

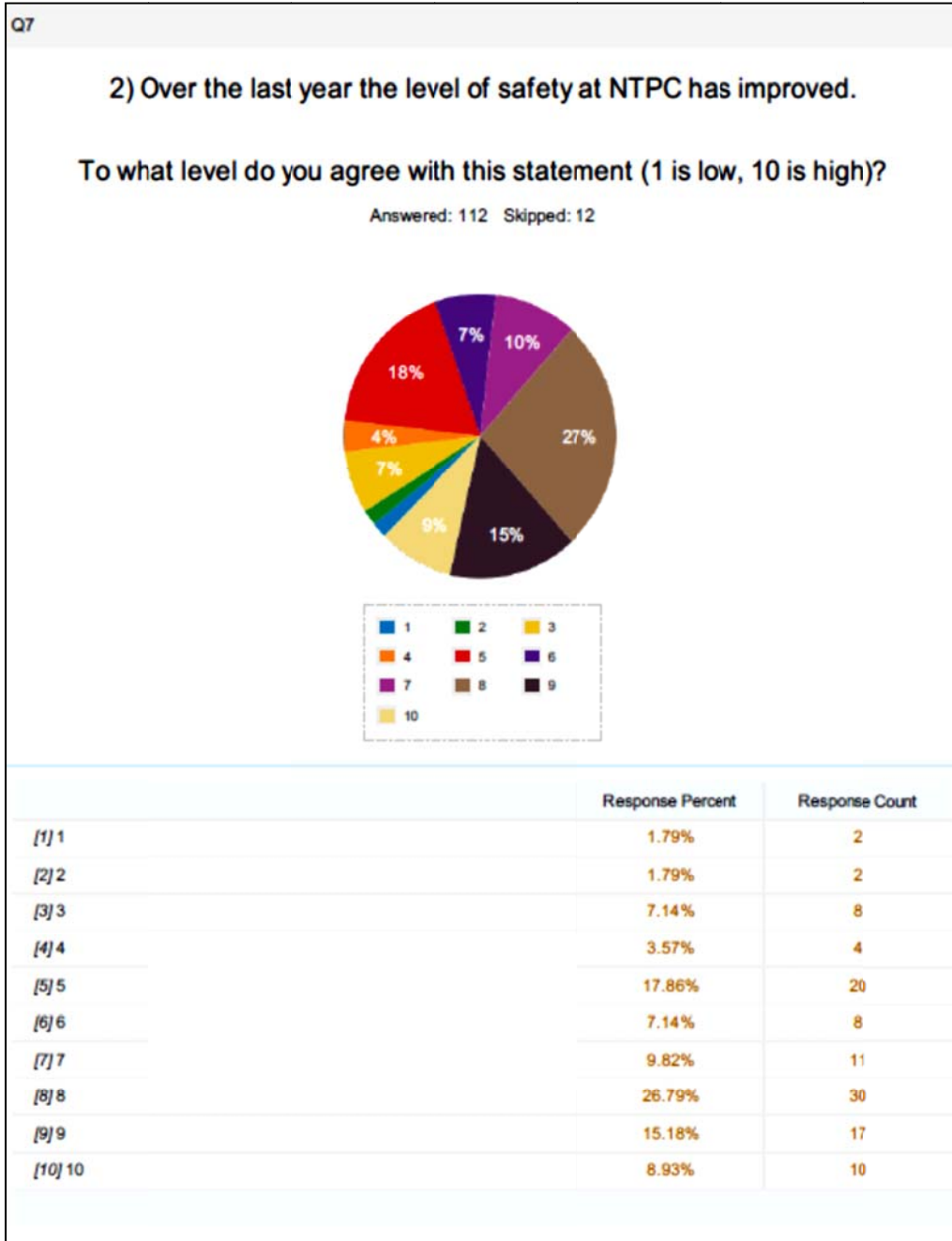
- Don't like working alone procedure within the corporation....NOT legislated anywhere in corporate safety where an on call Lineworker needs to have a QUALIFIED second man present. A remedy for this is to have a second Lineworker on call in a given area deeming 2 workers on call during an on call stint. Usually one week then passed on to another Lineworker in same area. If that area has full complement of Lineworkers...which isn't always the case. Procedure now is the on call Lineworker will try to reach another lineworker to go on trouble call but one is not always available, willing to go or obligated to go...then it's in the hands of the manager to locate someone from another area..Costing more...Delaying trouble response time and fixes....If that plan fails, then line worker is reliant on the on-site Operator who isn't qualified in Pole Top Rescue so, in reality, deemed an UNQUALIFIED worker in the event of a Working Aloft EMERGENCY...
- More training would be beneficial.
- Some site have safety issues and even if addressed it never get fix an example is snare falls plant sub station

- It is more difficult now to get work protection as it is unclear in many situations who the responsible person is or if the responsible person is unavailable. Prior, it was signed off by CCR who are available 24/7.
- At times when maintenance staff show up unannounced proves to me there is no thought given that field staff might want a heads up. That extra time can give us in the field time to prepare for more personnel in such a small space. It also puts pressure on necessary documentation to be filled out in a hurried up manner.

General Detailed Responses Provided by Respondents

The following are more detailed responses received:

- It has been pointed out to me that there are a couple of areas to improve upon with the growing safety culture. One is proper reporting of concerns and the proper tracking and feedback of those items. There seems to be an impression by field staff that if we chat about an issue, it gets resolved tomorrow exactly how I want it to be resolved. I do believe this potential misconception could be better managed with a more formal process to manage and incorporate safety items into the newly forming work process and continued positive support from Safety and management. This is a new company and a culture shift is under foot and it would be good to continue pushing now that it is rolling.
- Working in a generating plant should be quite safe. If the equipment is up to code wearing basic PPE should keep you safe. Driving and flying is probably the most dangerous things we do. Tripping and falling from heights below 6 feet and lifting will probably continue to be the biggest cause of injuries. If we follow the safety protocol for special jobs or more dangerous jobs everyone should go home safe. The work protection seems to work well at locking out all potential hazards. The line crew face problems with falling. Some of the poles are now 60 years old and some have too many ant holes.
- I do work in control room and I am confident in my duties, but when changes are made this makes me feel unsure of the operation in any changes in maybe in our Inuvik plant. therefore 8 is ok with me and as for changes there are 2 marks for certainty of good operation. to bring to a ten.
- I will not put myself in danger. I understand the equipment we operate and I can wait until I am shown or explained the consequence to my operating the spinning equipment. Further I am aware if I ask a question I am not stupid. The time I get in receiving an explanation is available. I just have to ask the question. I know I can refuse unsafe work and I categorize this as work that I am not familiar with.
- I feel safe at work but have reservations about other employees who I may have to interact with taking equipment out of service, or complete switching sequences with as they need additional training and experience to understand what they are actually doing.
- I answered with an 8, I do in general feel safe at work, and I believe in taking care of my own safety and taking responsibility for those around me and their safety. But, I also believe that there is risk associated with working here and it is impossible to eliminate it completely, and as such will act accordingly and treat our work environment with the respect and attention needed to be safe in it.



Q2. Over the last year the level of safety at NTPC has improved? To what level do you agree with this statement

On a scale of 1 to 10 (1 is low, 10 is high) the highest score was at an 8, followed by 5 then a 9 and there appeared no clear overall trend rating scores for this question.

There is a variety of comments provided in response to this question but generally safety at NTPC has improved over the last year with the newly implemented HSMS becoming more familiar to the company, however more training on the new system is required and support from managers to ensure their employees are adhering to the system is key.

"Explain your answers" summary responses:

Positive

- Well-developed H&S Management System. Improved exposure to the system. Improved corporate attention to safety programs and culture development
- We are making incremental progress each year. The age and experience of the workforce is increasing. Peer pressure and encouragement helps here. Having trained workers from other companies have brought in new ideas and also a higher level of safety expectations.
- Safety at NTPC has improved over the last year with the newly implemented HSMS becoming more familiar to the company, however more training on the new system is required and support from managers to ensure their employees are adhering to the system is key.
- It seems like we have good systems in place but there is a lack of understanding on how to use them and in my opinion we can improve much more, safety presence is key in working with the staff not telling them what to do
- I have not looked at the statistics to see if the year-on-year level of incidents has come down or not. From my viewpoint it has improved due to more pre-site planning and consultation with contractors and other measures have been put in place to improve safety like the introduction of more SWP and improvements to the Work Protection Code.
- I'm not sure that the level of safety has improved. I know that we have made leaps and bounds with regards to our safety program but does that mean that the level of safety has actually improved? I would argue that point. Just because you say it doesn't mean that it's how it actually is.
- I don't know where to find the stats but perception based on conversations is we are not better. I include mental health as a safety issue- our lack of commitment to it brings my score down.
- It is my opinion that staff feel easier about talking safety concerns and the message is getting out better. this has allowed for a formal approach to resolving these issues and building better processes for long term success
- I think safety has improved but the culture change is what needs the focus and effort with all the policies and the new safety element process.
- In some cases, it has improved...HSE has more documentation and applications but as mentioned above still needs modifications due to lacking in some areas....
- We have a new system it takes time to understand. I see a continued effort to allow for questions. I know my rights; I might not know the implications of accountability in the field if someone outside of my control is involved in an incident. I know NTPC has my back and I also know if I am negligent then I am screwed.

Negative

- New Element system implemented; poorly implemented and poor response to concerns expressed. Extremely poor training and follow up.
- In some aspects it has but in others, it's gone downhill. The lack of foresight on some jobs leaves one scratching their heads.
- Our safety system is a joke Having to log on to the Powerbox to find our safety system is the dumbest move ever
- Putting an untested and understood work protection in full swing could have killed someone
- The new work protection program was not implemented properly with practical training to ensure employees were familiar with the changes that were made from the previous system. These changes were items such as paper work, documenting the work being performed, tailboards, switching authorizations, filing of permits, sending permits to work protection email.

No change

- Basically no change
- No, if there is one high risk incident then safety has not improved.

Specific Improvements

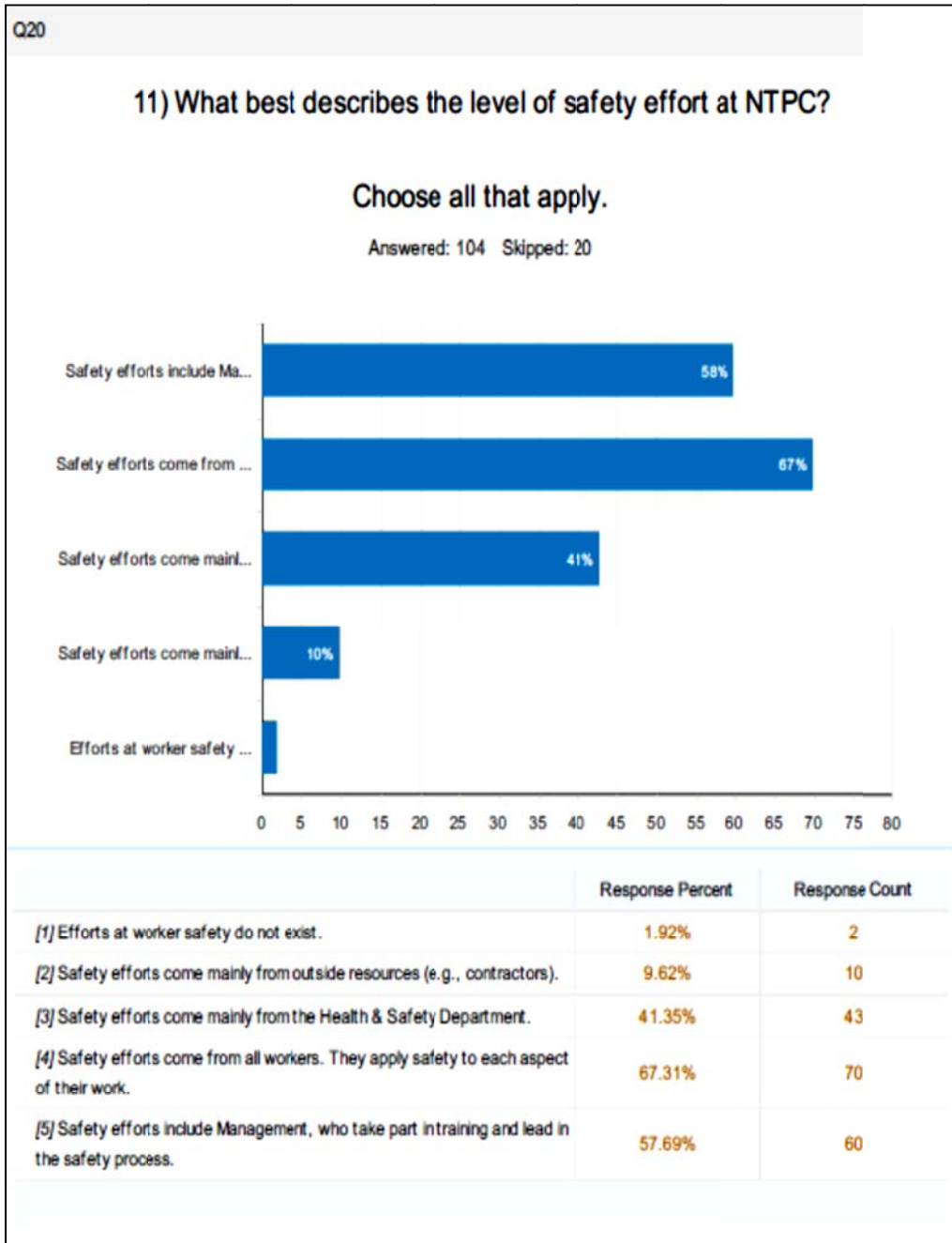
- Hazards and other potential dangers are always pointed out and training is always up to date.
- Started Implementing Project Safety Plans
- More meetings with front line workers are occurring and concerns are being addressed in regards to the HSE program.
- Safety programming has improved greatly, and training is beginning to move forward. Job Safety Analysis groups were formed which facilitates the production of Safe Job Procedures.
- With the phones I feel safer, the people I work with have commented on many topics regarding safety and you learn new things every other day about safety ideas

Safety Department

- Safety reps need to go into the field and find resolutions, vs saying this is wrong. Act as Advisors vs. COPS.

Paperwork

- Our safety program appears to be in transition right now and that promotes a lot of confusion about safety procedures and what might be appropriate for a given situation. Therefore, a lot of different opinions on how to utilize the various procedures and what their intent might be. also we are heading in the direction of "swamping" ourselves in overly repetitive paperwork (tail board, WHA, JSA, etc) I am seeing a tendency to blindly follow the procedure(s) and assuming safety has been achieved through managing "paperwork", rather than properly asses and manage the "situation".
- There has been an increased emphasis on safety with regards to documentation. Although I agree I notice that some maintenance staff not all but some have not taken this seriously and i.e. do not hold a tailboard properly by either just filling in basic info and getting others to sign before proceeding to work or starting work without having work protection in place and tailboard. I think H&S needs to seriously play a role by taking time to work with employees not by just handing down changes to our policy but by also "playing a practical role" to ensure the required process is taught and learned.
- Would generally agree with this as there is an emphasis on safety - project safety planning, etc. However, given the sheer volume of documents and the speed at which they are being sent out, I'm not sure if people have the ability to absorb all the information.



Q11. What best describes the level of safety effort at NTPC?

Respondents were provided with 5 options of which the respondents can choose all that apply. Therefore, the % score shown in the graph above should be disregarded and the relevant score is the Response Count figures.

The highest response at 70 responses was that Safety efforts come from all workers and they apply safety to each aspect of their work. This was followed by the next option at 60 responses which was where Safety efforts include Management, who take part in training and lead in the safety process. Safety efforts come mainly from the Health & Safety Department was the next level at 43 responses.

"Explain your answers" summary responses:

Positive

- NTPC is very concerned about improving safety at the workplace
- I mostly see Safety messages and encouragement to work safely from health and safety, although lately management seems to be more involved in leading the safety process
- Safety meetings are held regularly.
- Safety is the number one priority at my work place, Safety is a high priority with workers, management and contractors.
- Management and workers are dedicated to safety all work is planned in the region. Planned work is safe work. As workers and management discuss work and plan with safety being # 1 in the plan this is done during hazard assessment or tailboard of repetitive work. Unique or different work safety is number 1 and a critical work plan is completed with steps of work that is required and what barriers are required. NTPC has a good safety program. We need to train and insure workers understand so they follow the program
- There has definitely been an increase in safety management over the last few years, both from the HSE department and Senior Management, at times, almost to the extreme.
- There has been a noticeable increase in safety awareness at all levels. It is noticeable that upper management has made significant progress in making safety a priority.
- Clearly NTPC has put a high priority on safety, and the health and well-being of all workers. I've noticed that both workers and management play an active part, and that the commitment to safety at NTPC is genuine.
- Managers take the lead in promoting a safe work environment and set a good example by following through with regular safety meetings and addressing any safety concerns that may come up.
- Management guarantees to support an employee to do work safely; when an employee writes a concern report, management ensures that necessary action is taken to eliminate the concern.
- Safety policies, trainings and work protections are being applied to my everyday work. NTPC has been continuously taking the efforts and improving safe work environment.
- We are starting to see an increase in ownership of safety by management, especially following the Richard Morland presentation in Dec. 2015 that outlined responsibilities for safety. NTPC has made a shift since then that is evident in the support of the HSE Division by management.
- Discussion groups are led by outside contractors. Even some of the surveys come from the same areas. this is not an issue for me. I think safety is at an all-time high in this company.
- Generally speaking, both workers and management I come in contact with show a genuine interest in working safely. I do see the occasional person who seems to think it's "over the top" and don't buy in.

Good But

- I think everyone (management, workers and the H&S department) strive to make NTPC a safe place to work. More time will be needed to fully implement the HSMS.
- I have seen some great safety efforts come from contractors too, but not mainly from then. The ones that do are in the minority.
- Major safety procedures are followed by almost everyone. Less "important" safety related issues like hard hats & safety glasses aren't followed in remote community.
- Resources are made available however not always utilized
- I think most workers work safely and I feel that some managers are definitely big advocates of the safety program but not all. We need to enforce expectations amongst staff and then have Management hold everyone accountable. It needs to be a consistent message across the board not just depending on where you are or what department you are in.
- I believe safety is coming from all workers but more work needs to be done at the worker level, sometimes safety is not top priority. Management is pushing the safety properly but workers are not completely adapting to it.

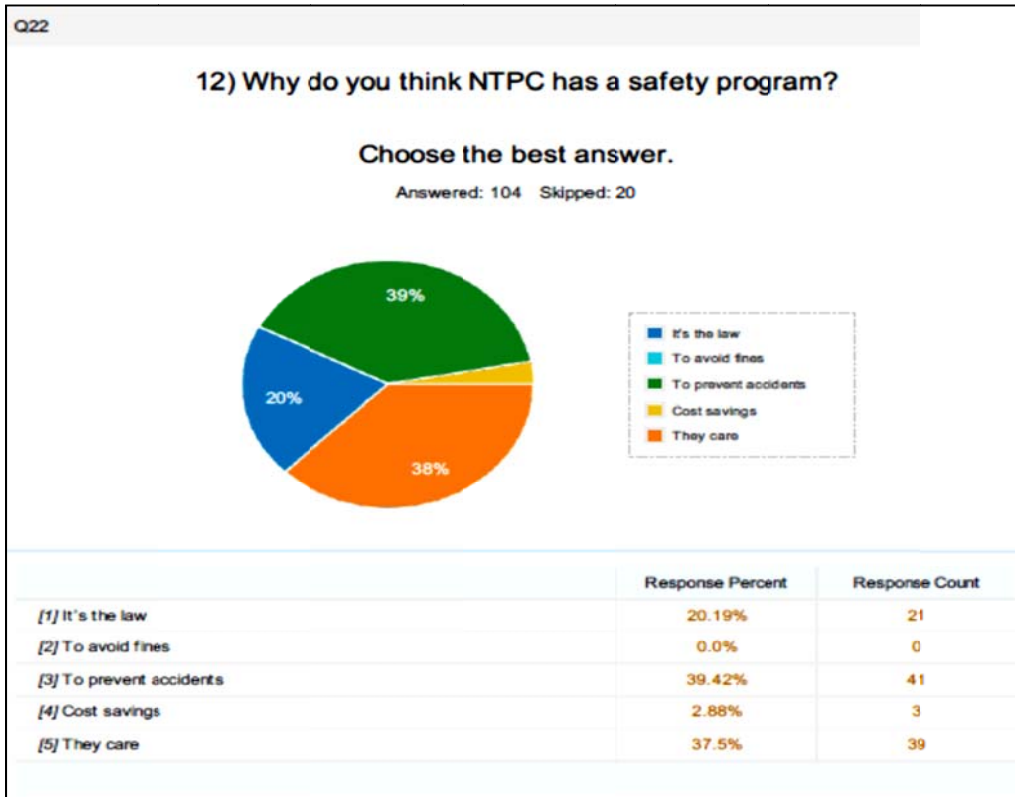
- Although there are efforts from worker to Senior Management, it is sporadic and inconsistent at best.
- I find my manager and director promote safety, but find it frustrating that other departments are not held to the same level of accountability.
- Most workers try and follow the guidelines that have been established but new employees are not necessarily aware of hazards that exist due to their experience levels, so more experienced employees have to provide guidance for them to do their job safely.
- Management take part in training because it is mandatory.

Negative

- Workers are expecting the safety department to provide the safety and don't believe they need to correct any hazards or workers do not realize it is everyone's responsibility for safety.
- A lot of times it seems like management can be a reluctant participant, it's like they are being told to cover stuff.
- There is lots of talk from senior management but if they don't do the hands on work daily then they don't know what we do
- Most of our workers are safe and work safe, when a safety concern is mentioned, there's really no direct action taken to remedy the issue. An email will be sent out or a new policy will be written up, without actually dealing with that particular issue, or listening to the worker or workers on ways to cure the problem.
- I just do not see active engagement from people around me.
- More of a statement like it is all workers effort at some level and apply some level of safety to each aspect generally the power of process is not fully understood and much confusion comes of the level of standardization in process items like this.
- The annual safety refresher courses is getting to be less priority, at those courses management use to attend the course too and it was mandatory to attend, training are always provided and is kept current.

Safety Department

- I feel that the HSE department does a good job of providing initiatives to help us work safe, but a lot of it is ignored in the field unfortunately.
- Awareness and promotion come mainly from Safety Department, supported by Management. People are active in the discussion of the safety program and offering understanding of situations and possible improvements.
- Seems strange that a health and safety department of 5 people aren't engaged actively in investigations, on-site training etc.
- Too much time writing policies, developing plans and coordinating contractors and more engagement with the workplace. People need to feel they have an unbiased safety focused group especially in investigations. Holding people accountable for safety need to feel they have an unbiased safety focused group especially in investigations. Holding people accountable for safety violations is another concern. We all hear stories of repeat offenders, serious infractions of policy / procedure without consequence. Hurts credibility.
- Safety department is generally reactionary, does not provide clear guidance or sound reasoning in grey areas.
- Response from our safety dept. left fill out another form
- Safety department do not even know their own new system and have to always ask a contractor for answers. How do you expect the work force to understand.



Q12. Why do you think NTPC has a safety program? Choose the best answer.

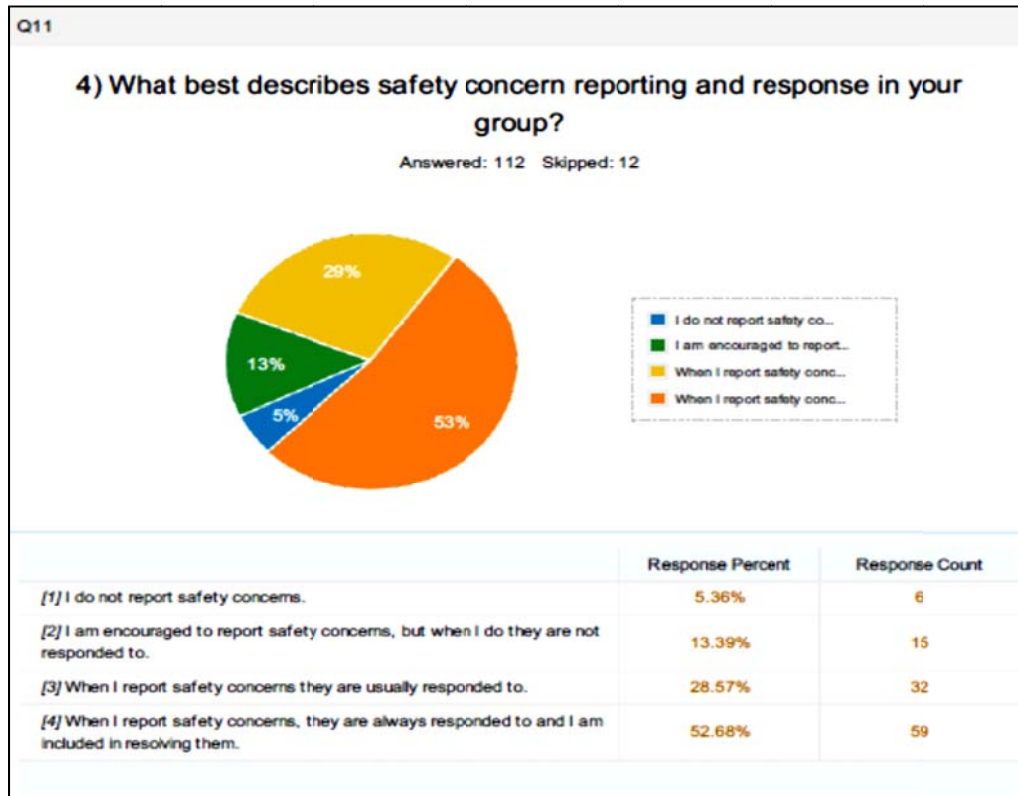
Respondents were provided with 5 options and the highest response at 39% was “To Prevent Accidents”. This was followed closely by the next option at 37% which was “They Care”.

“It’s the law” was the next level at 20% and it is noted as a positive that the response for “To Avoid Fines” was a 0% and “Cost Savings” was at only 2.8%.

There are no “Explain your answers” summary responses for this question.

4 SPECIFIC PROGRAM ELEMENTS

4.1 Safety Concern Reporting



In Question 4. respondents were asked what best describes safety concern reporting and response in their group.

Respondents were provided with 4 options and the highest response at 52% was when I report safety concerns, they are always responded to and I am included in resolving them. This was followed closely by the next option at 28% which was when I report safety concerns they are usually responded to.

“Explain your answers” summary responses:

Positive

- The concern reporting procedure ensures safety concerns are corrected.
- Concern Reporting is a good addition to the HSE
- Usually they are responded to.
- I have only reported one safety concern and was told it was okay. (paper storage under stairwell)
- The process of safety concerns are rigorously followed. The safety department has a very good follow up so that managers respond to the concerns.
- I have sent in one and it was dealt with.
- All safety concerns are acted upon immediately by both parties involved
- Safety concerns are usually promoted through department safety meetings. Responses to requests are always presented at next meeting when we follow up on outstanding items.
- The Concern Report process is positive and we are seeing an improvement in response time over the past 6 months.

- In the past I was not taken seriously until I supplied a safety concern report with regard to a particular matter. I sometimes feel there is a poor attitude with a couple of managers and they didn't take me seriously. I now know that the concern report can get my point across even though it meant a changed attitude toward me from managers.
- Safety concerns are submitted to the JOHSC but there seems to be a misconception of roles. IE what is management supposed to do, HSE & JOHSC. A clearer description was discussed but I don't know how widely it was disseminated or absorbed by management and staff.

Negative

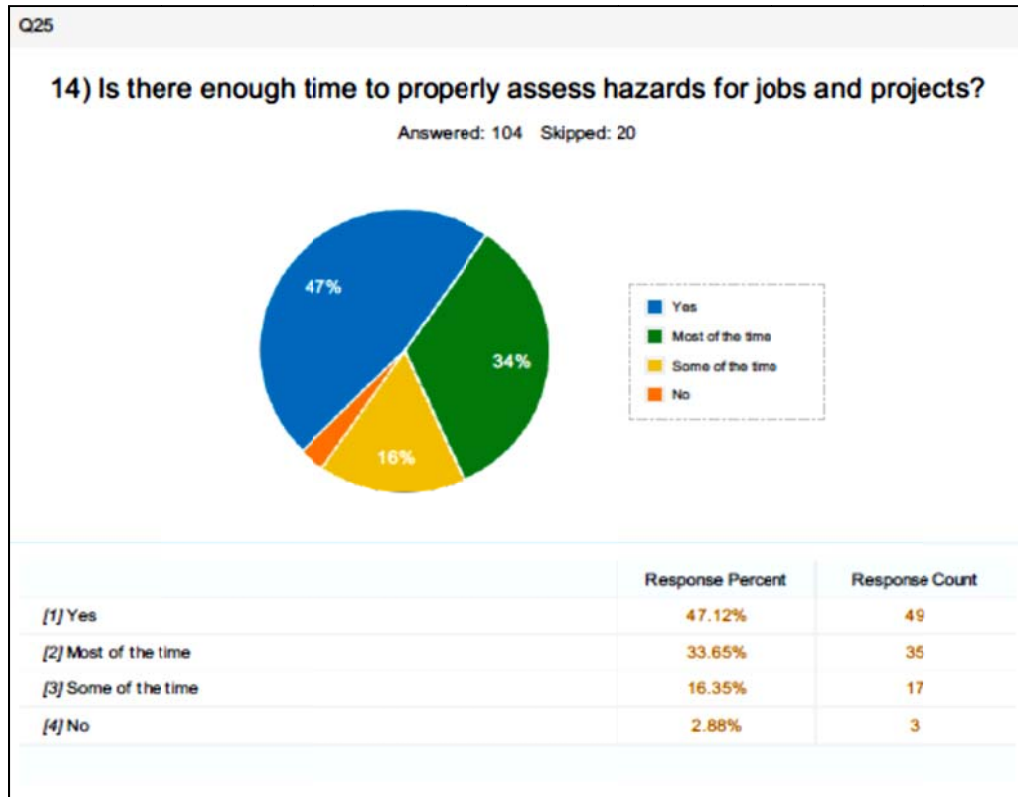
- I have not seen the concern report returned with manager's comments from the last one I submitted.
- But more often than not the response is incorrect.
- There are not too many Safety concerns
- Sometimes things just happen. I have filled out 2 concern or incident reports and will not fill out another.
- The concern reports I have submitted were not dealt with in a timely manner and were not satisfactory resolved as far as I was concerned.
- Concerns that involve management or board sponsored contractors have been ignored.

Not done before

- I have never had the opportunity to fill out a concern report
- I have yet to report any concerns but I do feel that if I did, they would be taken seriously and resolved.

4.2 Hazard Assessments

Questions 14 & 37 were designed to determine responses whether respondents felt there is enough time to properly assess hazards for jobs and projects and what best describes the level of hazard identification and control in their work area.



Q14. Is there enough time to properly assess hazards for jobs and projects?

Respondents were provided with 4 options and the highest response at 47% was Yes and followed by the next option at 33% which was most of the time.

"If no, why not?" summary responses:

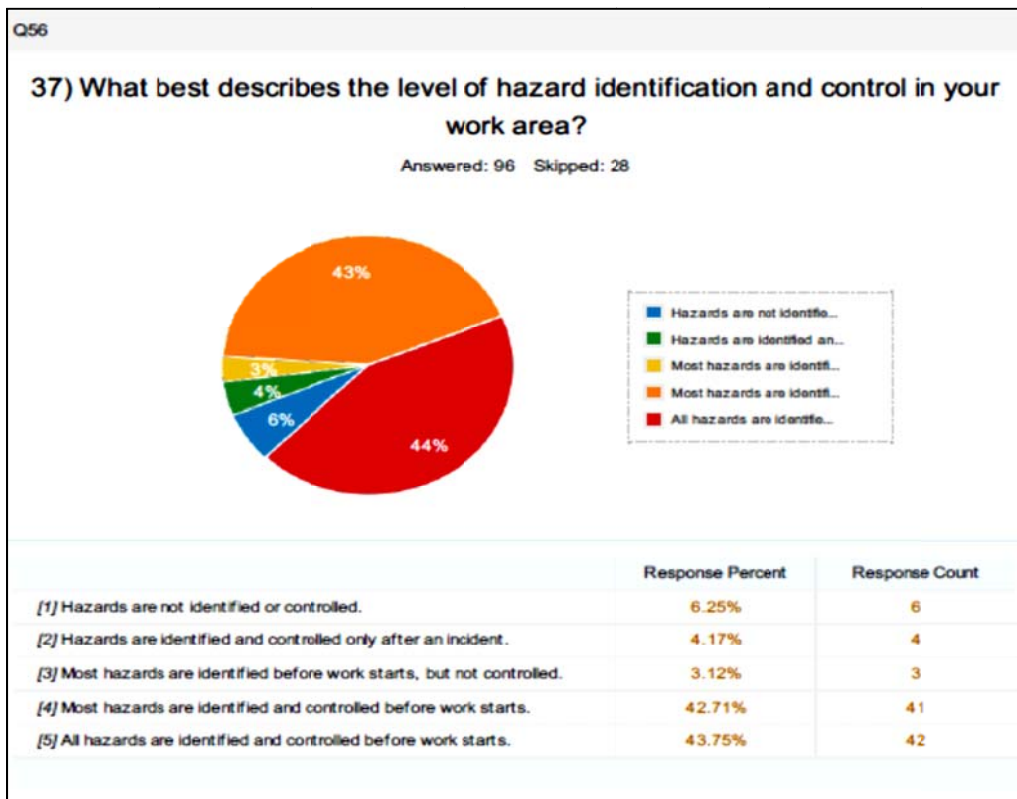
Not enough time

- There continues to be not enough time to plan projects. Capital projects seem rushed or forgotten so planning is rushed. I believe there is time however the time is not being used efficiently. IE the next year's capital plan should already be approved by the Board. Then the planning should commence, procurement, start the work, continuous feedback during work, end the work, post mortem on the project, contractors, etc.
- Some projects seem rushed and to not have the proper amount of time to screen contractors, prepare a good Project Safety Plan, etc.
- Definitely not enough time in the day to meet operational commitments and safety requirements, . look at the install of those diesel rental units...its says it all
- Sometimes work demands take priority of complete safety, safety is still there but may not be top priority.
- Multiple projects and projects that are last minute (GNWT funded) result in the potential for not planning to level required.
- Time is always an issue, proper co-ordination of jobs by the managers would give ample time for job planning and assessments for hazards associated with specific jobs.

- I think during the design stage of drawings NTPC should implement a process such that safety review at the end of the design as this would prevent safety items brought up after the new project is constructed. I would also recommend that a safety review be completed during commissioning as this is pretty much a industry standard. I would recommend that NTPC implement a PSSR Pre-Startup Safety Review system and process.

General Feedback and Advice Responses

- No one should be rushed so much to complete a task job that they feel they need to skimp on hazard assessment.
- Miscommunication mainly the result if improper hazard assessment...
- Emergencies are no excuse for lacking safety procedures before and during jobs/projects.
- Culturally, time is not managed to completely fit this in as of yet, but getting better and better
- There is always time but its not always taken
- Because of the remote nature of many of our sites, certain situations (outage response) will rely on the basic common sense and generally safety awareness and discipline of personnel on site. that is why it is important to ensure that personnel do not rely solely on the "procedure" and "paperwork management" aspects of the safety program!



Q37. What best describes the level of hazard identification and control in your work area?

Respondents were provided with 5 options and the highest response at 43% was that all hazards are identified and controlled before work starts. This was followed by the next option at 42 which was where most hazards are identified and controlled before work starts.

"Explain your answers" summary responses:

General Descriptive Responses

- Some hazards need diligence on the part of the individual as they are the control for themselves, like slips and trips. Others do need a more physical approach, like posting a warning sign.
- Usually equipment is locked out before works begins.
- I am a new employee but from working at locations other than Hay River I have heard hazards being talked about and how to control them.
- Tail boards and switching forms work well.
- Tailboards and Daily meetings are conducted before the start of a job. Hazards are identified and controls in place. If anything changes or new hazards appear the meetings are updated as well
- I believe they are to the best of people's ability, sometimes things aren't realized until there is a near miss or incident though.

Recommendations or Issues Responses

- More training is required for hazard identification and control
- Tailboards do not include a hazard risk rating,
- People have to complete a Safety Inspection, or simply walk by it for days.
- I feel that at the worker level that NTPC should spend more time training staff on how to identify hazards/risks and how to identify barriers that need to be put in place or how to identify the barriers.
- "No diesel idling" signs are posted at head office parking lot. Exhaust gas from gasoline engines is not harmful?
- You want all areas covered. Unfortunately, sometimes things get overlooked. Possible solution is to discuss after completing tailboard what other areas should be included.

No aware

- I'm not aware of any hazard identification and/or control in my work area
- I don't believe all hazards can be identified and controlled. If this was true, then SM could guarantee everyone's safety!

Negative

- One thing I notice is that investigations sometimes are done like it's an inquisition. There's always seems like someone needs to be blamed more than anything else.
- This is an office environment, so most hazards are relatively low, however, the mechanism for identifying, reporting & resolving hazards is not well defined or followed. Contact numbers / responsibility for issues occurring after hours or on weekends is not known.

4.3 Safety Practices/Procedures



In Question 23, respondents were asked the question “Are your safety practices/procedures effective” and respondents were provided with 3 options – Yes, No, Don’t Know. The highest overwhelming response at 74% was -Yes.

“Explain your answers” summary responses:

Yes effective

- The tools provided in the HSMS are very effective at helping complete jobs/projects safely.
- Most hazards are identified and controlled before work starts
- Checked and verified each time they work on equipment.
- The few that are in place are good but there are a lot still under development it seems

No not effective

- Not complete and not available
- How can someone who knows nothing about the practice or procedure within an industry develop those practices and or procedures!?
- Lacking training for some tasks.
- I hear there are many not published for field work.
- Work protection needs to be cleared up

Don’t have

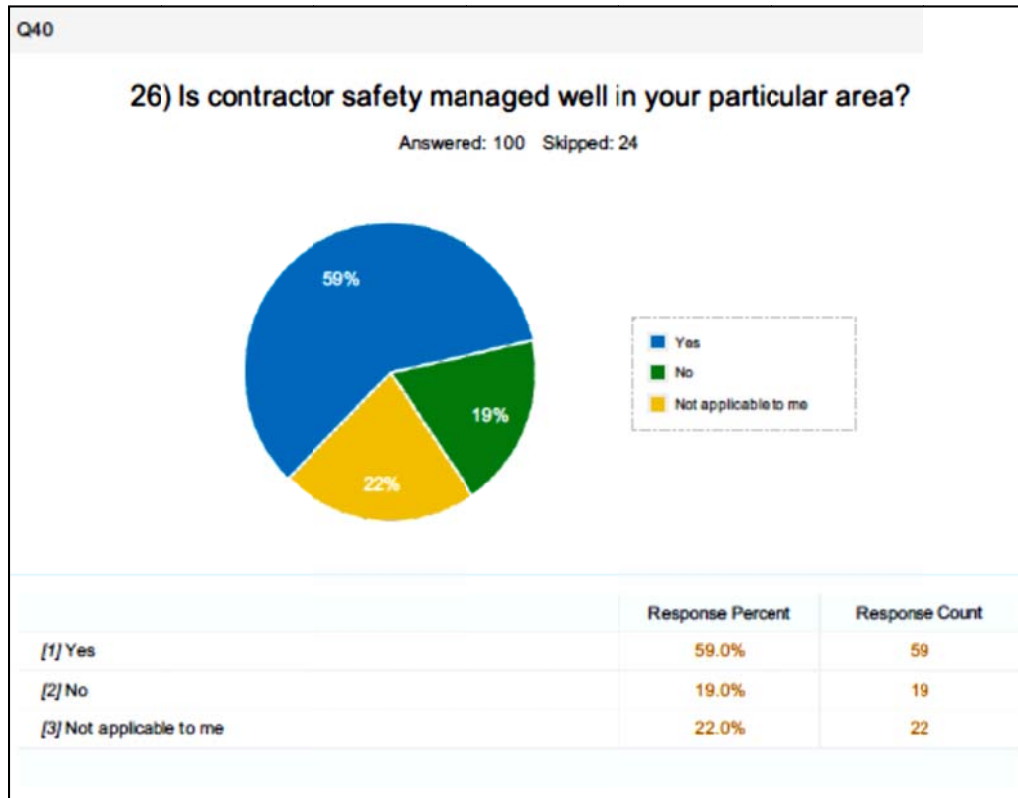
- I don’t really have safety practices/procedures
- I don’t think we have a lot in place
- We don’t have practices for some things

Detailed Responses

The following are more detailed responses received:

- Yes and no - you can have a thorough safety culture with all the right messages and learnings passed to employees and contractors but if the guy doing the welding decides he wants to cut corners then he will. He will be held responsible but it reflects badly on the whole safety system and NTPC as he is then a statistic and that's what people look at.
- Some, SPECIFIC trade administered safety procedures are followed which aren't incorporated by NTPC HSE program...which are safer. Eg. Using Rubber Gloves while using Hot Line tools-Gripall. This shouldn't be a NTPC HSE procedure...It's unsafe to use rubber gloves with a hotline tool, unless the application is for underground ONLY. If this stick is breaking down the usage of rubber gloves prevents user from feeling this tool breaking down or insulated damage...Resulting in the stick to become energized to the point of the safety rating of the rubber gloves...from 1V up to damage...Resulting in the stick to become energized to the point of the safety rating of the rubber gloves...from 1V up to 17,000V...If the stick touches an insulated portion of the workers body beyond the rubber gloves, electrocution could result...Hence, due to Red Seal Training...I DO NOT use rubber gloves while using Hotline tool-Gripall.
- It is my practice to make sure that all safety procedure is supplied with the work order so that employees are made aware of any special safety requirements for the job. The preventive work orders always start with the reminder to lock out equipment that needs to be locked out before starting the work and also to make sure the employee is using the proper PPE

4.4 Contractor Safety Management



In Question 26, respondents were asked if contractor safety is managed well in their particular area and respondents were provided with 3 options – Yes, No, Not Applicable to me.

The highest response at 59% was -Yes, with 19% - No and 22% - Not Applicable to Me.

“Explain your answers” summary responses:

Managed - Yes

- I think the Contractor Safety Management Element and Construction Safety Coordinator are making great improvements to contractor safety at NTPC, especially on engineering jobs/projects. More time will be needed to improve operations jobs/projects that involve contractors.
- Contractors in my area go to our Safety Meetings
- For the majority of our projects, most projects have site supervisors so yes it is managed well. I will say if a contractor does not have a pre-approved safety program by our Contractor safety coordinator as site supervisor should be assigned.
- I know visiting contractors to the HR office are given site orientations by finance team- I see them walked around on tours.
- At Snare, we go through safety and tailboards. A clear message is given that you are to work safe or go home. Be aware it is three hours to medevac weather permitting. KNow that NTPC is in charge of the property.
- Whoever is working at my plant will be monitored

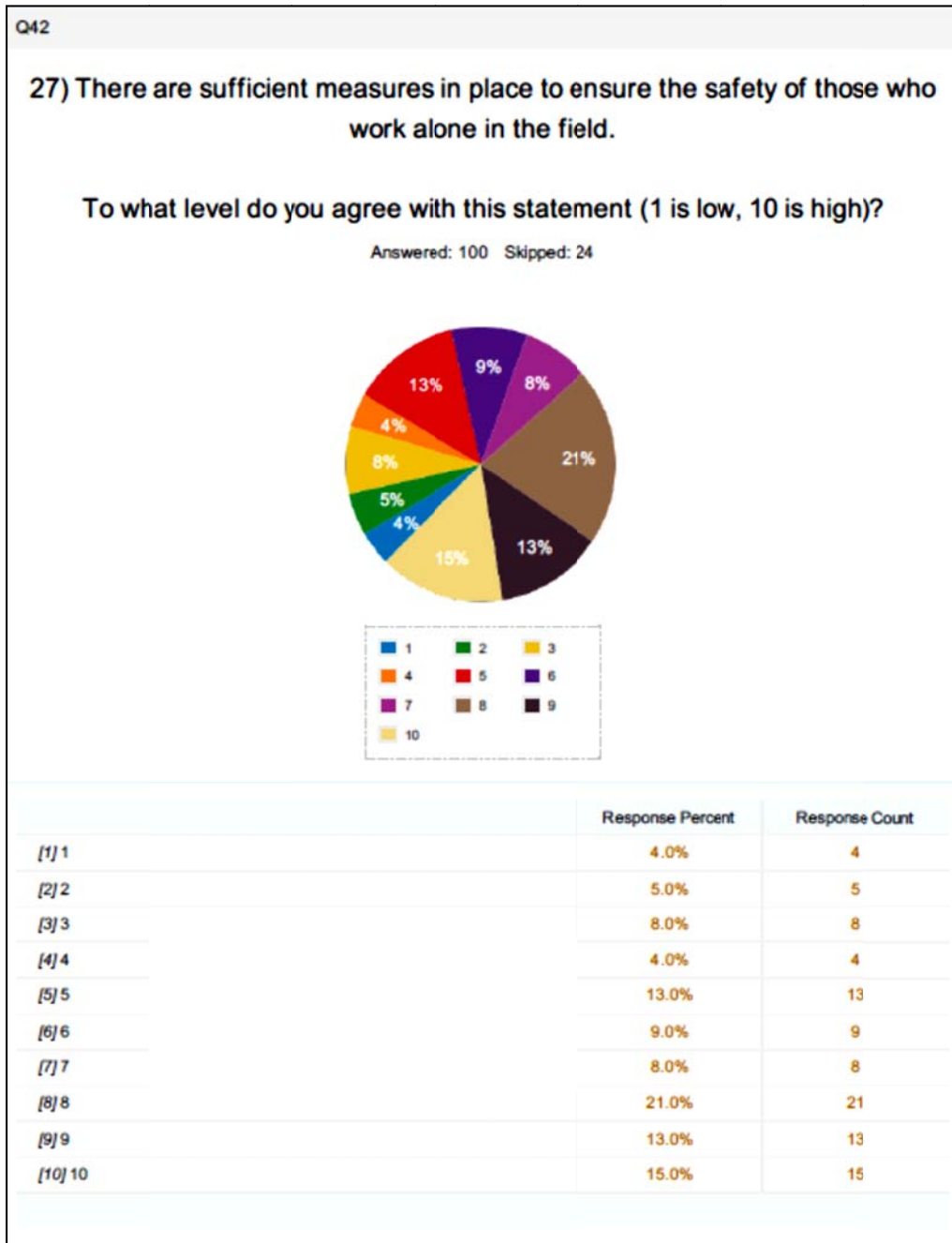
Managed - No

- Poor training
- You never see project monitoring at sites no spot un announce inspections or quality control either
- Not enough oversight
- Sometimes they are working under a work protection permit, but the holder of the permit is not present with them.
- Contractors are set free on our sites. With no rep from company to oversee job.
- Smaller contractors can be a problem. We treat these as employees for safety
- I have seen contractors working on "special projects" without receiving proper site safety training.

Other

- On major contracts with multiple contractors and workers, a safety representative should be on site at all times to ensure all rules are being followed that have been stipulated by the organization.
- I don't find contractors up to par with Tailboard & Work protection expectations but they are usually better than employees with PPE adherence.

4.5 Working Alone



In Question 27, respondents were asked if there are sufficient measures in place to ensure the safety of those who work alone in the field. On a scale of 1 to 10 (1 is low, 10 is high) to what level do you agree with this statement.

There was quite an even distribution from 5 and above at an average of around 13% and the scores of 4 and below were at an average of around 4% each.

"Explain your answers" summary responses:

Yes

- The Lone Work system, once fully implemented, will help ensure safety of workers working alone in the field
- Measures are being put in place to mitigate risk for those working alone but unsure if they have all been implemented.
- Based on my knowledge of the program being implemented I can say that improvement will be ongoing.
- Personally, when we work alone we contact (email) our supervisor who knows when we arrive and when we leave our place of work. We have full documentation on working alone.
- Lone worker program catching momentum.
- With the new phones were always connected.
- There are a lot safer methods now for safety
- Implementation of Lone Worker should help this, at least in terms of monitoring, communication and tools. Response time to boots on the ground will always be a challenge.

No

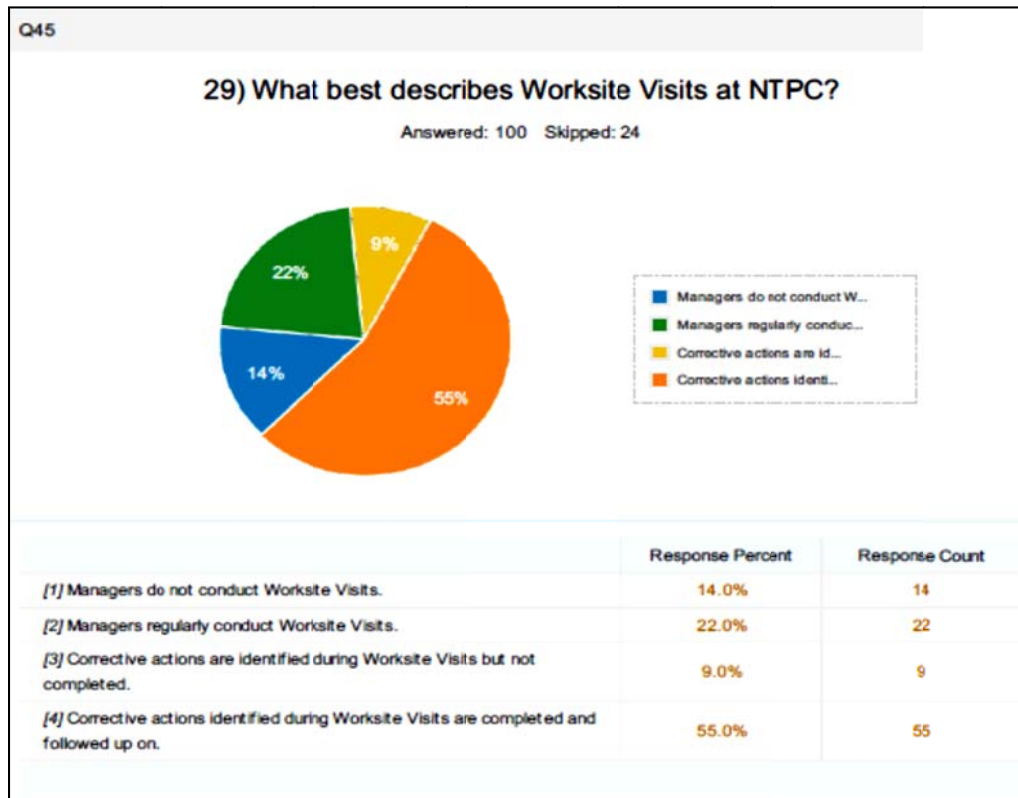
- Simply, NO
- No-man down in place and too long a recovery time if an employee was hurt especially if it was outside in winter.
- I believe we are working towards it but lacking in that depart as of today.
- I know I have heard that people travelling alone are supposed to call in when they arrive at their destination. But I also know that some people forgot and called in a couple of hours late but no alarms were raised.
- Based on what I have seen so far, I have serious doubts about the effectiveness of our "Lone Worker" system. I don't believe the commitment exists to follow through with sending help in a timely fashion EVERY time an "alert" is triggered because a lone worker fails to report on time, or forgets their phone on their desk. Even if we do follow through, the process as described to me seems unlikely to provide assistance quickly enough in a true emergency situation.
- I believe this is an area that needs more work.
- Plans are in place, but not yet in effect. Time is needed to see if they achieve the goals anticipated.

Other Responses

- All satellite plants are manned by one person, Should be two person operated facility.
- I believe every plant should be equipped with an AED although I was laughed at when brought to a safety meeting (a manager said laughing what are you going to use this on yourself). Other than that I feel equipped to complete my daily tasks. If I need help I am supported with that. Now that we have a cell phone and a safety link app for monitoring it is better.

4.6 Worksite Visits

Questions 29 & 30 were designed to determine responses what best describes Worksite Visits at NTPC and how effective are Worksite Visits in making this a safer place.



Q29. What best describes Worksite Visits at NTPC?

Respondents were provided with 4 options and the highest response at 55% was where corrective actions identified during Worksite Visits are completed and followed up on. This is followed by the next option at 22% which was Managers regularly conduct Worksite Visits.

“Explain Your Answer?” summary responses:

Positive

- I have done worksite visits where the contractor needs to implement the corrective action. Sometimes the job is finished before the contractor has carried out the corrective action.
- Targets for worksite visits are set and tracked.
- I don't know what corrective action gets done as a result of worksite visits. In my area things that are brought forward get resolved fairly quickly.
- Managers do complete worksite visits but heavy management workloads can cause this to be put to the side and completed in haste.

Not Effective

- You know worksite visits are not effective when you see the stats and a manager has 20 visits to complete with one month left in the year. Why aren't we completing these more regularly?
- The process of worksite visits is not working. Seems more of peer pressure when the HSE sends out the reminders. Doing something just for a checkmark and not to really solve the problem. However, I understand why the importance but the Hay River building is probably checked 100 times because office managers need to do 4.

- The worksite visits are completed by managers who aren't responsible for my area, and are only completing them to get them done to meet a number, rather than for true value. Find these to be a waste of time and invaluable.
- They don't visit remote sites
- Worksite visits are all done in March
- To be honest work site visit are a joke, in most cases managers do them just because they are told to. Some managers seem to be never here, never answer their phone and very seldom answer emails.
- Some worksite visits are contacted in coffee room during coffee break which indicates they only do them for the bonus and not worker safety

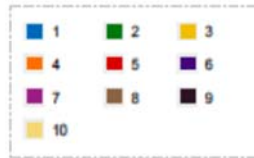
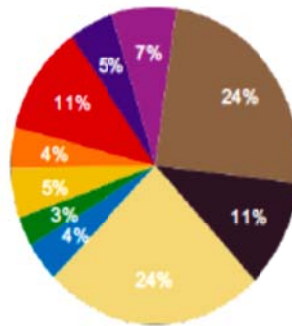
Safety Depart

- I would suggest that the safety division learn to input work orders on the new Guide Ti system.

Q47

30) How effective are Worksite Visits in making this a safer place (1 is low, 10 is high)?

Answered: 98 Skipped: 26



	Response Percent	Response Count
[1] 1	4.08%	4
[2] 2	3.06%	3
[3] 3	5.1%	5
[4] 4	4.08%	4
[5] 5	11.22%	11
[6] 6	5.1%	5
[7] 7	7.14%	7
[8] 8	24.49%	24
[9] 9	11.22%	11
[10] 10	24.49%	24

Q30. How effective are Worksite Visits in making this a safer place?

On a scale of 1 to 10 (1 is low, 10 is high) the highest scores at 24% for both was 10 and 8 and there appeared no clear overall trend rating scores for this question. This may be answered in the following summary responses.

"Explain your answers" summary responses:

Effective

- Worksite visits help identify and correct safety concerns/issues
- The help identifies problem areas.
- Keeps the worksite in check
- So long as the corrective actions are completed and the reasons behind then explained to workers then it should improve safety.
- They help see what the worker may not notice but its hard to judge a worksite with a 10 min visit.

Not Effective

- Hit and miss in my opinion
- Have so few it is irrelevant.
- I personally have not seen any impact specifically as a result of work site visit's.
- I think the safety concern form is the best document ever created by this company. The visit docs are, from my perspective, not at all effective.
- I have only ever had one worksite visit during my time at NTPC on a project I have been working on in the field.
- I think they are mainly done to comply with our rules rather than being used as a tool to improve workplace safety. With continued coaching I think this will change.
- It is ideally an opportunity for worker and manager to work together to improve site conditions if necessary, but some managers feel a need to find issues where perhaps none exist therefore adding unnecessary burden and procedures.

Recommendations Responses

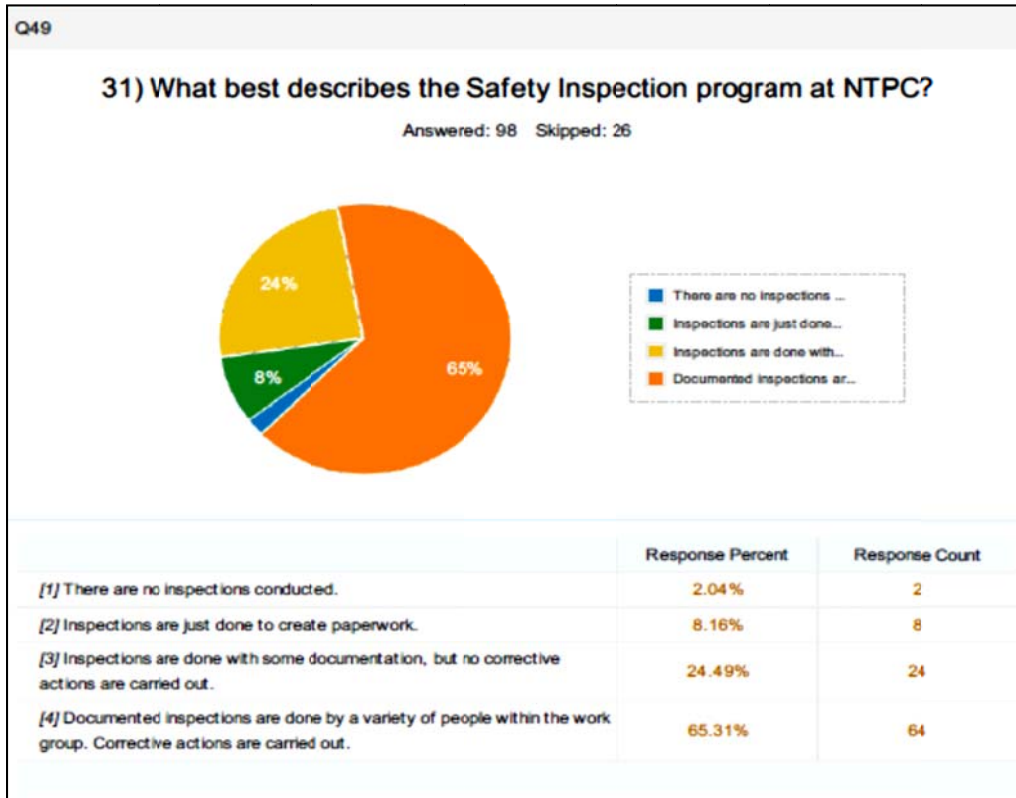
- I think the workers should be doing so many worksite visits also
- Form is too short. Managers just check things off, then done. Without really looking around. Should be longer form.

Other

- Employees most times become complacent about the work place. When there are small safety issues in the work place and everyone knows about them it doesn't become a high priority to get the hazard fixed. Then when someone unfamiliar with the work site is visiting these hazards can become a problem. It is always good to have someone unfamiliar with the daily changes in the worksite to come in and identify hazards.

4.7 Safety Inspection Program

Questions 31 & 32 were designed to determine responses what best describes the Safety Inspection program at NTPC and are deficiencies identified in safety inspections are corrected in a timely manner.

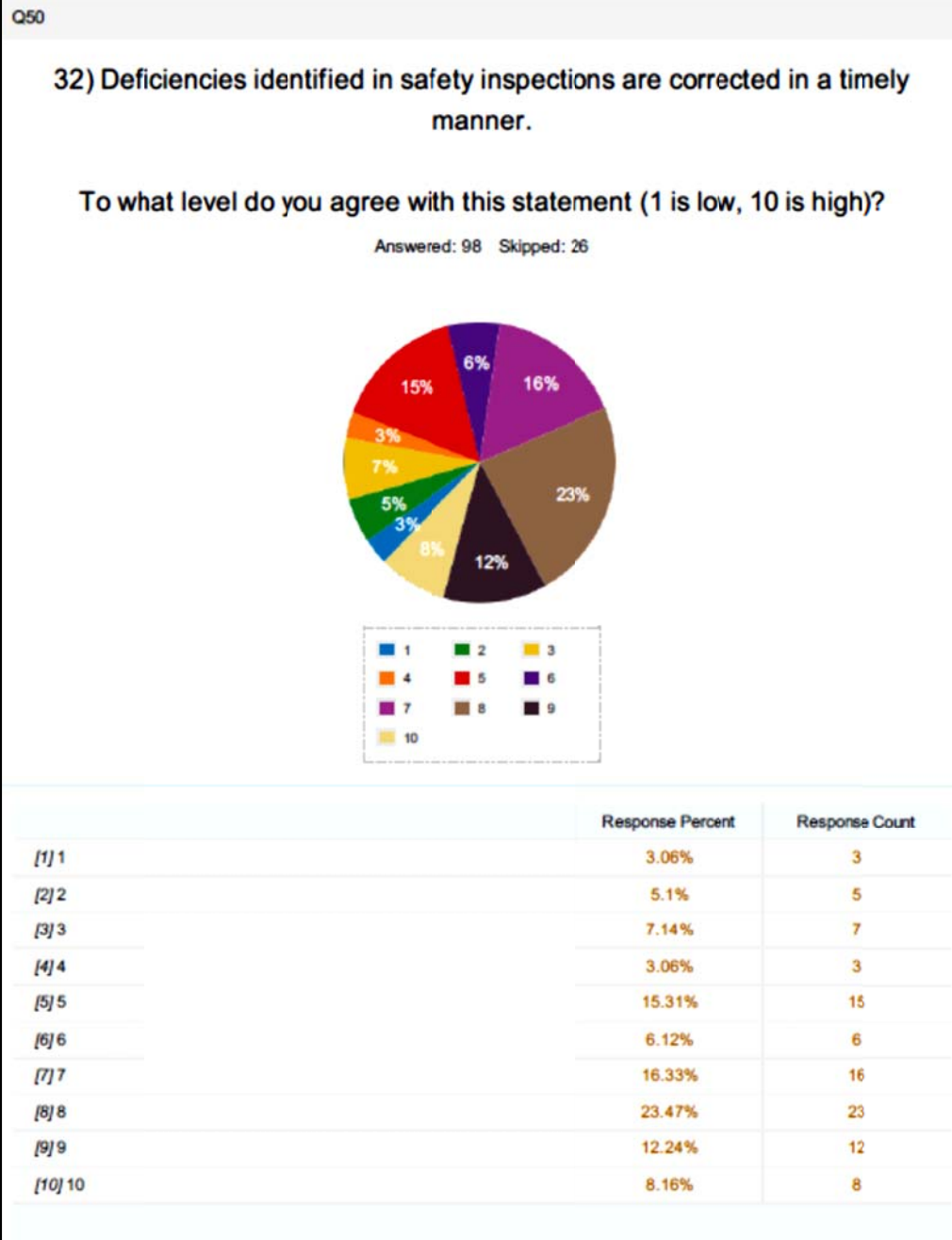


Q31. What best describes the Safety Inspection program at NTPC?

Respondents were provided with 4 options and the highest response at 65% was that documented inspections are done by a variety of people within the work group and corrective actions are carried out.

This is followed by the next option at 24% which was that inspections are done with some documentation, but no corrective actions are carried out.

There are no "Explain your answers" summary responses for this question.



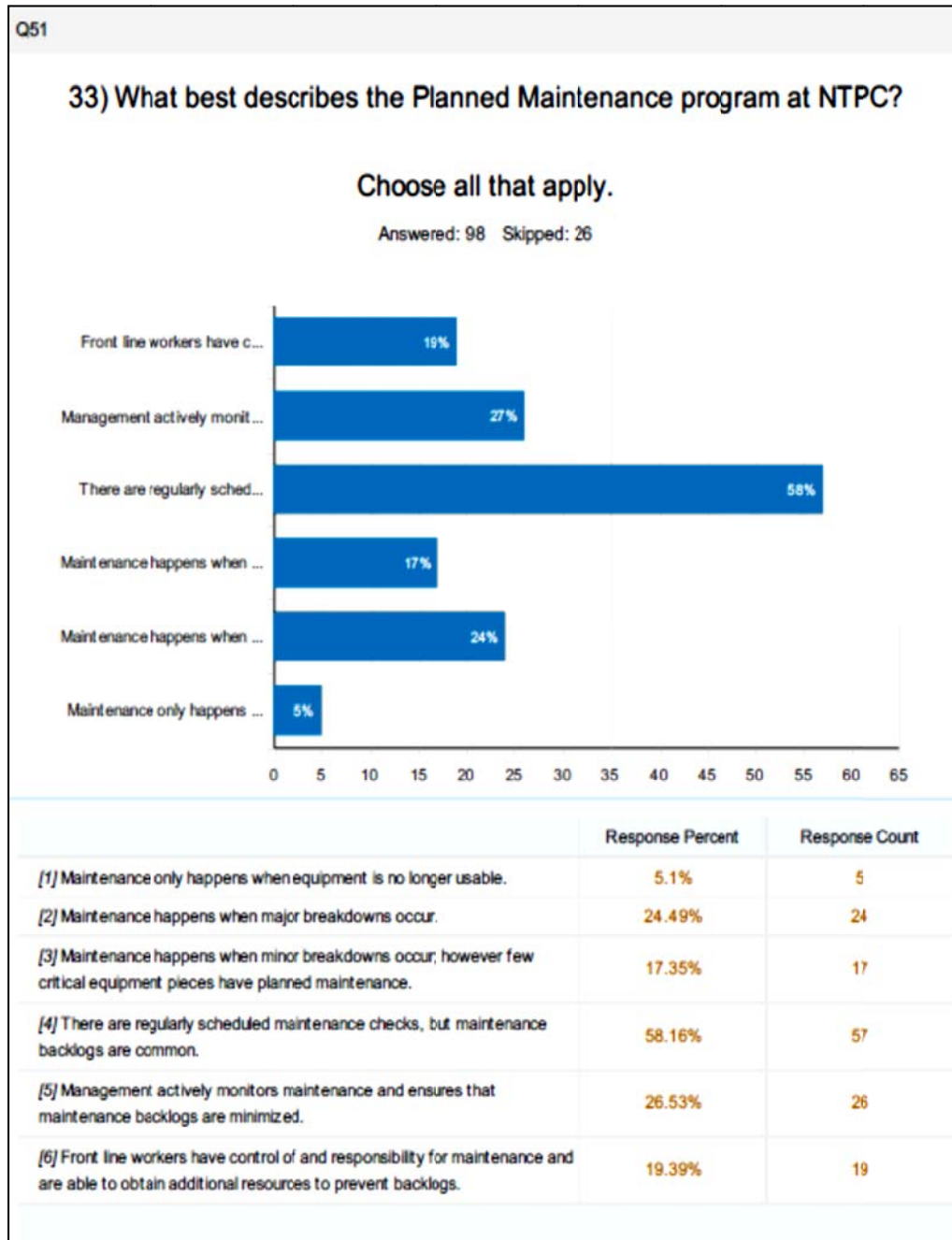
Q32. Deficiencies identified in safety inspections are corrected in a timely manner.

On a scale of 1 to 10 (1 is low, 10 is high) to what level do you agree with this statement

The highest score at 23% was 8, followed by 16% for 7 and 15% for 5. There appeared no clear overall trend rating scores for this question.

There are no “Explain your answers” summary responses for this question.

4.8 Planned Maintenance Program



In Question 33, respondents were asked what best describes the Planned Maintenance program at NTPC. Respondents were provided with 6 options of which the respondents can choose all that apply. Therefore, the % score shown in the graph above should be disregarded and the relevant score is the Response Count figures.

The highest response at 57 responses was there are regularly scheduled maintenance checks, but maintenance backlogs are common. This was followed by the next option at 26 responses which was where Management actively monitors maintenance and ensures that maintenance backlogs are minimized.

“What would you do to improve the Planned Maintenance program?” summary responses:

CMMS Specific Responses

- The CMMS will help improve planned maintenance at NTPC
- We now have CMMS. I can't think of another way to improve maintenance. I think this question should have been left out until CMMS has seen has had time to prove itself.
- CMMS will go a long way to improving our maintenance programs
- CMMS will defiantly help if it is not just people checking off forms and actual maintenance is getting done.
- Continue to allow our CMMS to mature. Add in safety inspections and results into the CMMS database.
- CMMS is going to help in a big way, its a culture shift.
- CMMS, should be able to generate consistently shut downs. The Rapids has not been shutdown for maintenace for 2 years or is it 3 years. This is the most important machine we have .

Other Responses

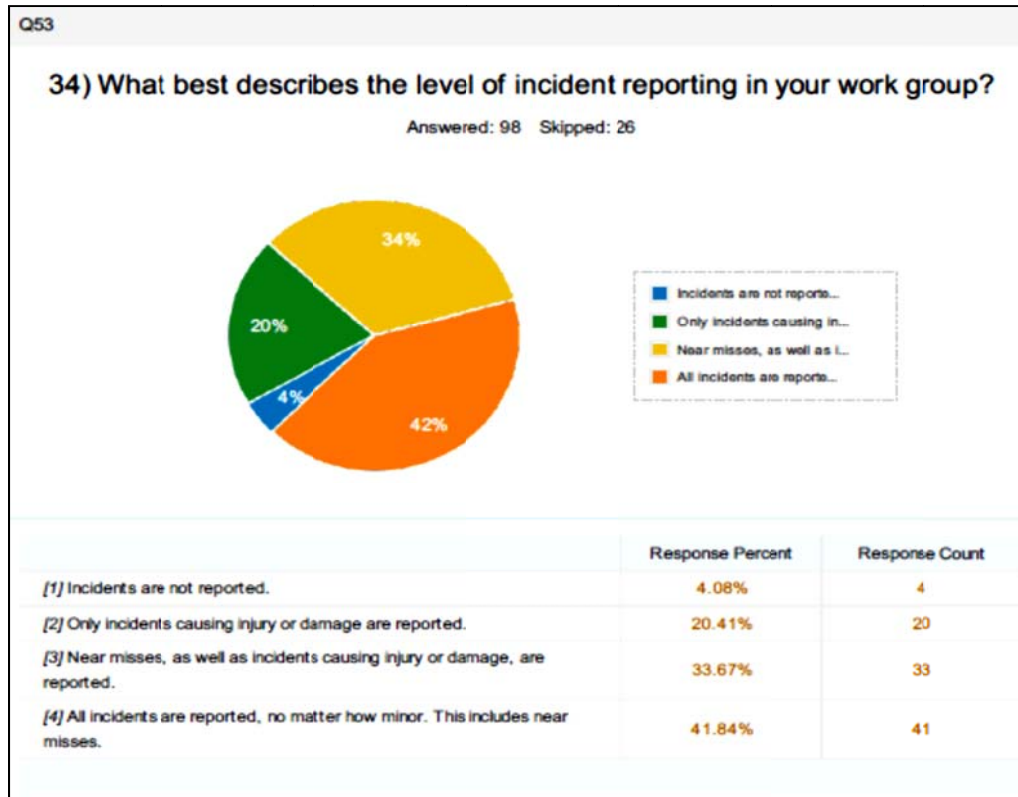
- Contract out labor of PM's until maintenance backlogs addressed in all work groups. So the front line workers can complete and develop the PM procedures and planning process.
- Conduct annual or semiannual meetings with all key maintenance personnel from all regions to discuss issues they have had, what fixed the issue, how can we prevent it from happening again. Meetings after an issue, lets say an outage? What happened? Did something we didn't do cause this? What I'm trying to say is communication is the key here, each department seems to do their own thing, that is an issue upper management should be working on.
- Now that we are starting to use Guide Ti we can be proactive on our planned maintenance. Planned maintenance is constantly changing as the equipment changes and ages. We can start to track what is causing breakdowns and see if we can add specific checks on our preventive task lists to identify and repair these problems before they are a breakdown. Reporting cause of breakdowns will help improve our planned maintenance.
- Regular meetings with maintenance staff, mangers and planners all in a room to talk about the issues.
- Managers!!!! READ your field worker's trip reports!!!

Safety Department

- Keep the H&S department appraised of daily tasks when there is a job going on. Sometimes a follow up question by H&S might be useful in ensuring safety. Currently H&S is not appraised of daily tasks.

4.9 Incident Reporting and Investigation

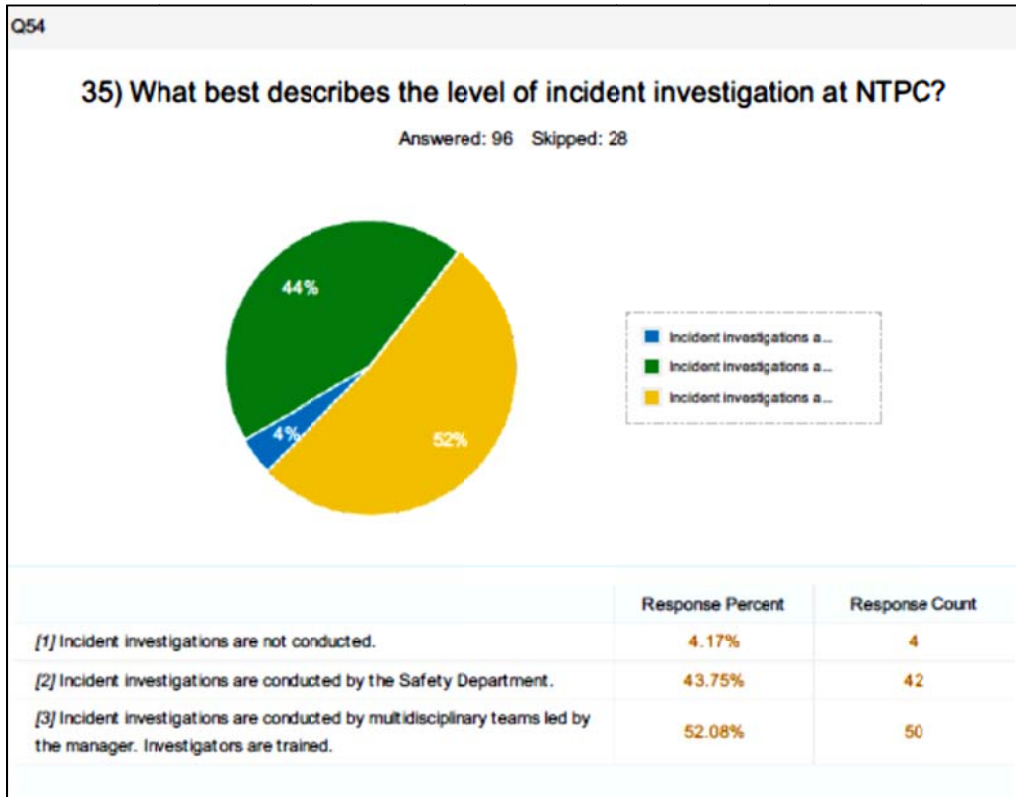
Questions 34, 35 & 36 were designed to determine responses of what best describes the level of incident reporting in your work group, what best describes the level of incident investigation at NTPC and how effective are incident investigations at identifying underlying causes?



Q34. What best describes the level of incident reporting in your work group?

Respondents were provided with 4 options and the highest response at 41% was that all incidents are reported, no matter how minor. This includes near misses. This is followed by the next option at 33% which was that near misses, as well as incidents causing injury or damage, are reported.

There are no "Explain your answers" summary responses for this question.

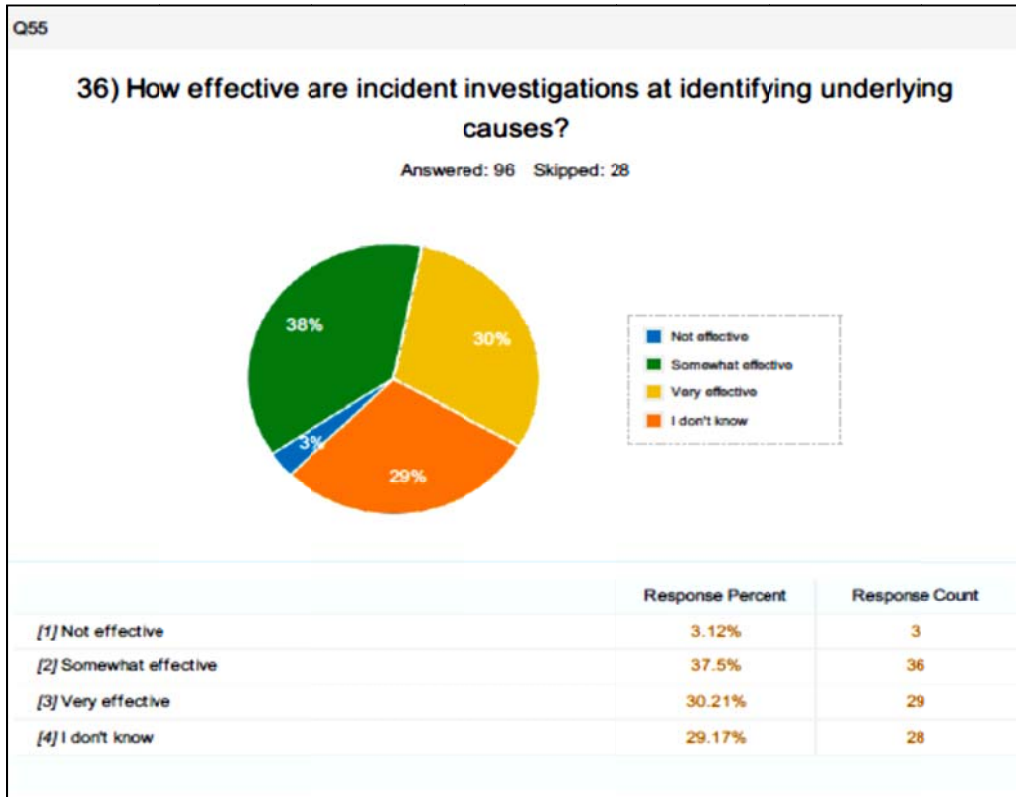


Q35. What best describes the level of incident investigation at NTPC?

Respondents were provided with 3 options and the highest response at 52% was that Incident investigations are conducted by multidisciplinary teams led by the manager. Investigators are trained.

This is followed by the next option at 43% which was that Incident investigations are conducted by the Safety Department.

There are no "Explain your answers" summary responses for this question.



Q36. How effective are incident investigations at identifying underlying causes?

Respondents were provided with 4 options and the highest response at 37% was that investigations are somewhat effective.

This is followed by the next option at 30% was that investigations are very effective.

29% responded with Don't Know.

There are no "Explain your answers" summary responses for this question.

4.10 Safety Training

Questions 38 & 39 were designed to determine responses of what best describes the level of safety training for workers at NTPC and do Managers receive enough safety training and support.



Q38. What best describes the level of safety training for workers at NTPC?

Respondents were provided with 4 options and the highest response at 36% was that continuous/regular safety training is provided based on position and individual needs. Ongoing coaching is provided.

This is followed by the next option at 32% which was that Safety training is provided as per legislation and best practice and followed by the next option at 29% which was that Basic safety training is provided as per legislation.

"What safety training do you think is missing at NTPC?" summary responses.

Positive

- I believe all training for safety is done
- Since the hiring of a training specialist training is getting caught up and all staff will have the required training
- None. If you want it, it is available.
- I think we are still growing in this area. positive steps have been made.
- Training coordinator has developed a Safety training matrix and maintains a training schedule for every individual based on its position and invite the employee to attend to the necessary training sessions based on past training records and future requirements. Due to this process everyone in the company receives enough safety training necessary for his position in a timely manner
- There are so many different positions at NTPC, it would be hard to give each position the exact training it would need. I believe we are working towards it but not there yet.

HSMS Related Responses

- More training for the HSMS is required for all workers and managers. Managers need to have a good understanding of the HSMS so they can ensure their workers are following it. Workers need to be proactive and contact the H&S department to determine their HSMS obligations
- Need to have more frequent and follow up training specially on our safety program, due to new work force and refresher training.

Specific Training Needs Responses

- Use of communication equipment, sat phone, radio in trucks
- Contractor Safety Management - We have mentioned this before - inviting contractors to the Contractor Safety Management course run for worksite monitors.
- Fire Extinguisher operation refreshers would be helpful.
- Defensive driving courses
- Winter survival training
- Incident/accident investigation
- LNG on site, fuel spill, fire drills, heat exposure, First Aid, fire training
- Drills! Casualty drill, outage drills,
- Food safety
- Basic safety training - How to identify hazards and control them, the list goes on
- Specific test equipment use
- Breaker operations for operators, Breaker maintenance and testing training for electricians
- Safety inspection training, safety audit training
- Switching plans and work permits.
- WHIMIS
- Arch Flash General safety awareness.
- Better confined space training
- Weather extremes
- PPE, hearing protection, respiratory protection Electrical hazards.
- Additional Emergency Response Plan training / review would be useful, to ensure that everybody fully understands their roles and responsibilities.
- Equipment safe operation training
- Trade Related Safety...Refresher training, keeping up with the times/technology
- Work protection training for all employees especially new employees so they understand exactly what they are being responsible for, and what the consequences are if steps are missed or not identified during switching operations.

Need/Improvements \General Responses

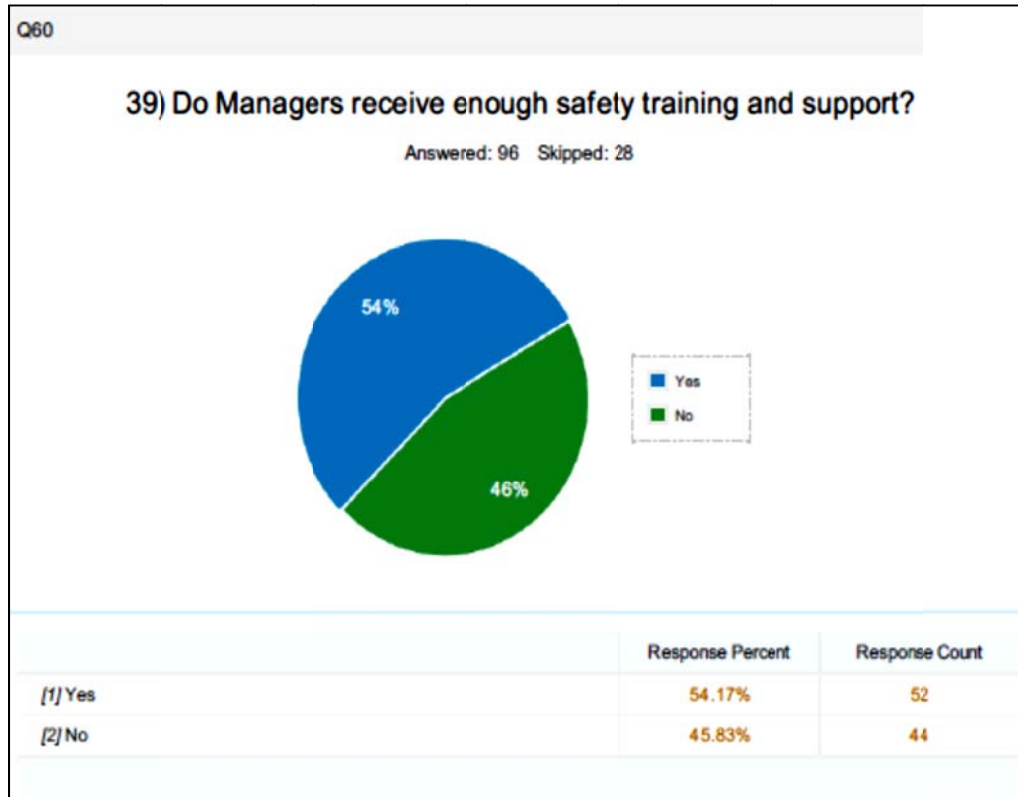
- The depth of training is missing
- Need more training (refresher training)
- Better quality and in a timely manner.
- We have people go through the training videos that are outdated
- Feel that safety training often doesn't apply to office workers.
- We need better certified courses.
- Testing of workers safety knowledge
- Need a formal plan to train casual plant operators and more training for casual operators in communities, mandatory training for casuals
- More training for new employees at start up. I was giving the safety booklet and a little test
- Easier access to the in-house courses- don't think we need to wait for classroom sessions to be made available- make it available online like the IT library is
- The strategic plan as far as I know discusses safety first. Developing an ongoing plan is becoming a reality. Most of the safety trainings are likely based on theoretical reading/writing/watching videos. There are no specific case studies, nor practical exercise related to

the NTPC work site and real jobs. Different groups should take different levels / aspects of trainings upon their job duties.

- NTPC overlooks the importance of having current and accurate information available about job sites. Includes drawings, nonfunctional instrumentation. Driver safety at Snare and other locations is an ongoing problem with some employees. This will not be resolved with more training. Discipline or other follow up is necessary but never applied.
- To me there is not enough emphasis with regards to "practical training" in all regards. H&S seems to have a priority with verbal or emailed training.
- Specific training. A video on slippery conditions and bear attacks downloaded from YouTube 15 minutes before a meeting is a lot less valuable than some training on office ergonomics, importance of using mirrors, closing drawers etc. Let's have our safety team (not a contractor or YouTube) develop some material specific and useful to our jobs.
- Annual procedural review (applicable to specific division)
- Our training is focused on filling out forms. We need to train & support workers in taking appropriate actions - how & when to limit access to hazardous locations, how to speak effectively to their supervisors about concerns, how to preserve evidence in the event of an incident so it can be properly investigated, what our role is in community emergency response planning, etc.
- At this time, I do not feel I am familiar with all the types of safety training available at NTPC to make a comment on what I feel is missing. One item I will mention is that in my former work place we had training for all employees including office staff on how to operate fire extinguishers. There was even a program you could buy that simulated a fire and the employee had to use a simulated fire extinguisher to put out the fire. It demonstrated how different sweeping methods or direct methods of applying the chemical worked on various types of fires depending on the fuel source of the fire.

Negative

- Work protection training is a joke
- It seems in the last few years Safety and the quality of safety training has gone down the tube.



Q39. Do Managers receive enough safety training and support?

Respondents were provided with 2 options either Yes or No and responses were fairly even with 54% for Yes and 46% for No.

“Explain your answers” summary responses

Yes

- Yes, they receive enough to be effective but there is always room for improvement
- Initial safety system training and follow up training are provided. Supervisor safety training is a required course for all NTPC
- Managers already have too many hours per year in safety training. Mostly due to safety courses being drawn out by instructors. Courses that could be taught in a half-day session are stretched to 2 full days (asbestos).
- Training coordinator has developed a Safety training matrix and maintains a training schedule for every individual based on its position in the company and invite them to attend to the necessary training sessions. Due to this process everyone in the company receives enough safety training necessary for his position in a timely manner.

No

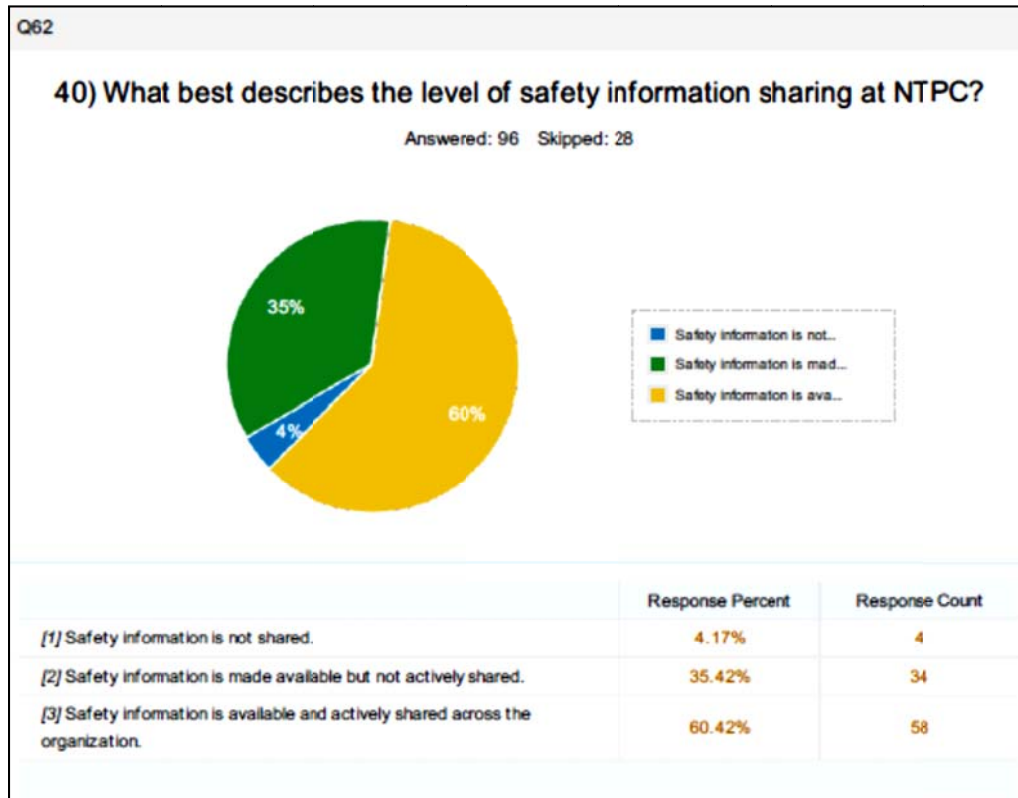
- More training isn't the issue, changing the culture is the issue. If managers roll their eyes at the next safety meeting or the safety bulletin topic then the approach needs to change.
- Not enough to feel comfortable with implementing the program
- They receive support from the HSE dept. but no sufficient training.
- Managers who have never taken out work protection are now training employees on how to take out work protection.

- To be honest I feel our managers are not all fully equipped or have the necessary experience to manage the field. They do not take part in any practical teachings any more in the mandatory training.
- Managers need more training. It is possible managers are doing too busy doing too much work, not leaving enough time to manager their employees.

Recommendations Responses

- Need more adequate information towards health and mental issues
- Middle managers have a tremendous amount of responsibility. Not only do they have to be experts at their job, they need to be experts in Human Resources, Safety, Environment, Finances, etc. It seems we are pushing down responsibility on the middle management group too much. Some managers need to be experts at their job because they don't have the resources to do their day to day tasks.
- Need some outside training courses
- Managers get training but do not pass it on to workers
- Too much responsibility is placed on the manager and no one really know what our Safety department does but send an email once and a while. If we have a request for something or require an answer on a particular concern it seems it seems it's our responsibility to find the correct answer or cure the issue, what is that? Our safety department needs more presence at the worksite and need to assist the workers in proceeding in a safe manor with suggestions. we have safety meetings with no safety personnel, what that's all about? Our safety department directs from the office, I don't think that the way is should be, that's like a sports nut giving direction from his lazy boy chair.
- I think managers should have more field experience in order to understand the work that has to be done in field work involves
- In the engineering department I have never been demonstrated or discussed with, arc flash or the risks other than my own internet research. I have never been give work protection training on the new safety element system. I may not take out work protection as part of my regular role but it should be something that I know and I am aware about to help foster a positive safety environment.
- Managers specifically need coaching in how to respond appropriately to employee concerns - so employees feel they can ask questions without fear of being condescended to or punished.
- Our training is focused on filling out forms. We need to train & support workers and managers in taking appropriate actions -how & when to limit access to hazardous locations, how to speak effectively to their supervisors about concerns, how to preserve evidence in the event of an incident so it can be properly investigated, what our role is in community emergency response planning, etc.
- More training and support on contractor safety analysis.
- Sometimes managers don't always know what staff face and how the policies and procedures apply to their staff, or if they're following them adequately enough on remote work.
- Manager's need more training to ensure that they are training staff properly. Little training is provided for delivering work protection training
- More training is needed on the H&S mgmt. system. Management must be champions of the system, and therefore require a strong understanding of the what the system contains and how to use it. This can be improved by receiving periodic training on the system.

4.11 Safety Communication



In Question 40, respondents were asked what best describes the level of safety information sharing at NTPC. Respondents were provided with 3 options and the highest response at 60% was that Safety information is available and actively shared across the organization. This was followed at 35% that Safety information is made available but not actively shared and at 4% where safety information is not shared.

“Explain your answers” summary responses:

Positive

- Safety information is available and is shared. Reviewing topics at safety meetings is a good way to do this.

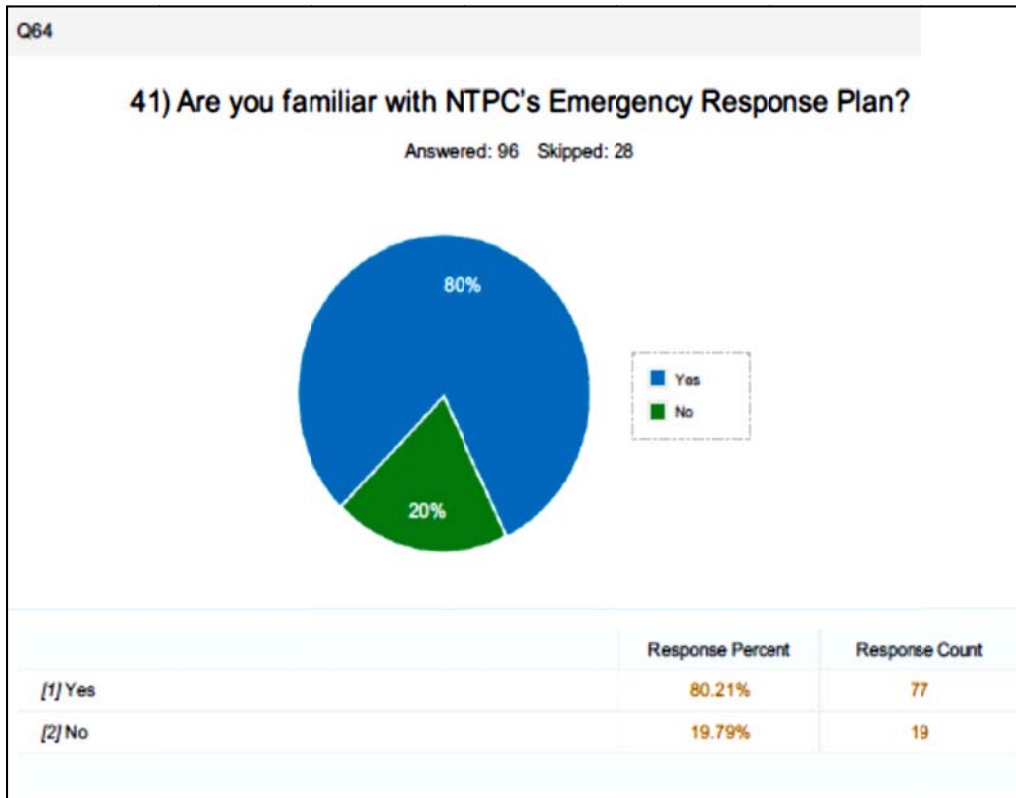
Negative

- Safety info is not as readily available for workers who are not computer literate/do not have reliable internet access.
- Some reports are not shared even though it would be a good examples of why safety rules are required.
- Incident information is not shared to all NTPC employees. only JOHSC. No opportunities for employees to discuss and learn from them.

Recommendations Responses

- When there is a safety alert then a warning bulletin is sent out across NTPC. Safety stats only give a very brief description for what happened for each incident reported.
- JOHSC investigation results should be shared. NTPC has just put a lone worker system. No blanketing email communication has been sent out on this. What is it all about how does it work? Is there now a policy in place that needs to be followed for this new lone worker program?
- The Safety information being on the company website is a great asset but sometimes not practical for the worker in the field to access. This is why it is important that the manager provides all the necessary safety information with each job.

4.12 Emergency Response Plan



In Question 41, respondents were asked if they are familiar with NTPC's Emergency Response Plan and respondents were provided with 2 options either Yes or No. The highest response at 80% - Yes

There are no "Explain your answers" summary responses for this question.

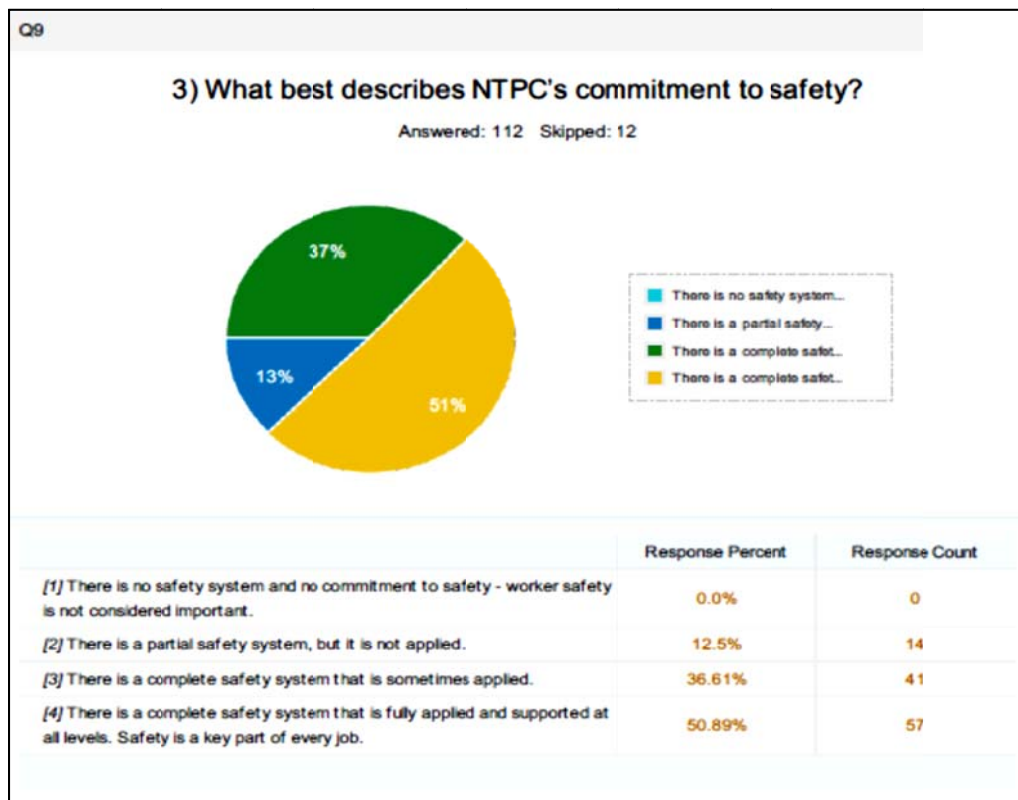
5 COMMITMENT TO SAFETY

Commitment to safety is critical to improving safety performance, but less obvious is the nature of safety commitment at the individual employee level. Although strong safety performance begins with the organization, it is actually carried out by the collective behaviors of employees. Thus, every employee's personal safety commitment can dramatically affect safety outcomes and carry consequences not only for themselves, but their coworkers as well.

Question 3, was designed to determine responses of what best describes NTPC's commitment to safety as an organization.

Questions 5 was designed to determine responses of what is your level of commitment to safety, this the respondents own personal level.

Question 6, 7, 8 and 9 were designed to determine responses of what is your co-workers' level of commitment to safety, what is your Manager's level of commitment to safety, what is Senior Management's level of commitment to safety and to what level do you agree with this statement "People talk about safety, but they do not follow what they say".



Q3. What best describes NTPC's commitment to safety?

Respondents were provided with 4 options and the highest response at 50% was that there is a complete safety system that is fully applied and supported at all levels. Safety is a key part of every job. This is followed by the next option at 36% which was that there is a complete safety system that is sometimes applied.

"Explain your answers" summary responses.

Positive

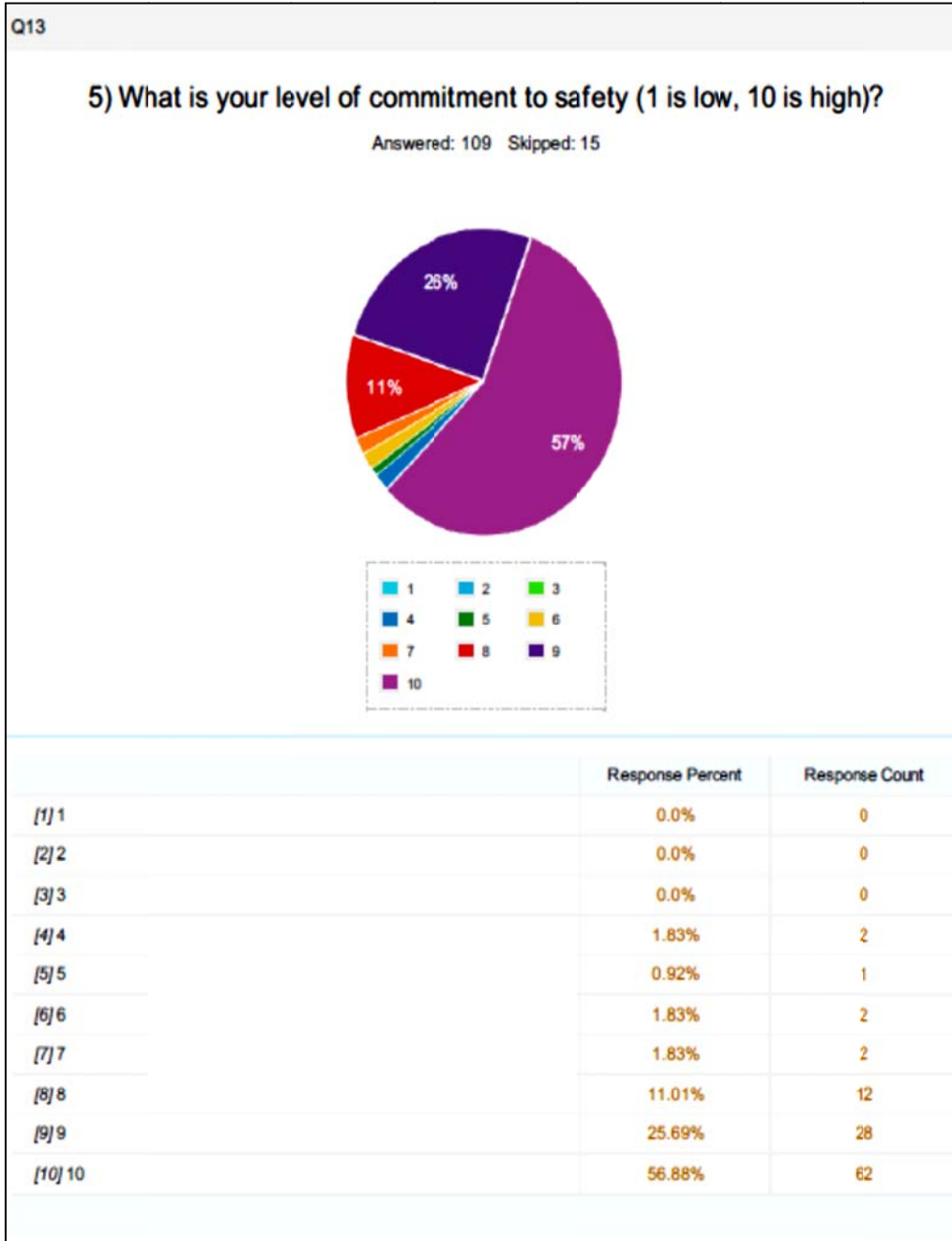
- There is definitely a full commitment to safety at all levels. But commitment just means intent, the accident-free project demonstrates if the commitment followed through to safe working.
- This is obviously an ongoing and ever changing system that requires constant refinement and improvement. We have come a long way but there is always room for improvement.
- I think we have a terrific safety program and I think that the people responsible for that are trying their best improve the safety
- So far in my limited experience there seems to be complete safety that is supplied and supported at all levels.
- It is obvious that the safety department has put out a comprehensive program on safety. Safe work procedures are being developed with the input of all involved. Having a written tailboard with all involved in a job as a minimum standard I believed has greatly increase our safety awareness. We have to continue educate our workforce.
- I think we have a terrific safety program and I think that the people responsible for that are trying their best improve the safety culture here at NTPC. But I also feel that we have people at the helm that perception seems to be enough for them. As long as it appears that we are safe, we are safe. That is what is hurting us with employee buy-in. Also currently, there are no consequences if you do not follow the safety rules/policies/procedures and there has to be. There has to be accountability for everyone when it comes to safety and the instilling safety culture.
- My understanding is that systems are in place and in use but we need to work on our overall culture. We need to take it to the next level.
- There what appears to be a complete safety system but I do not think that cultural change management process and fundamentals were applied for communication and training.

Negative

- Not all departments/employees are following the HSMS. This will improve with training and support from management.
- The safety system can be overwhelming and difficult to navigate.
- Safety has not quite been supported at all levels, I believe at the worker level some improvements can be made.
- Segregated working departments complying to their own work requirements, seems like no standards
- Who plans out the tasks? No commitment from Managers. Something goes sore, then FINGERS are pointed. Do we really learn from our mistakes, or this is just an exercise point fingers?
- Different departments are held to different standards in regards to safety.
- There also seems to be no policing of the work protection system to ensure the format is followed as it should be, without this there is no way to catch mistakes that are being made in the field.

Recommendations Responses

- Operators need more training.
- Safety in the work place currently exists, but I see issues with the YK system operators (not all), when applying for permits, it depends who is working that day. Also, there are too many forms to keep track of, there is no face to safety in NTPC, all you ever see is emails & forms, need actual boots on the ground from the safety department.
- There are gaps in the application of the safety system. An example of this is management and response of incident action items. No formal tracking system exists and is up to each individual manager to track and complete. This process is subject to significant error.
- The system is complete, and is being improved constantly. More education of front line staff is needed to help them fully use the tools and processes available (e.g., Safe Work Practices, forms).



Q5. What is your level of commitment to safety?

On a scale of 1 to 10 (1 is low, 10 is high) to what level do you agree with this statement. The highest score at 56% was 10, followed by 25% for 9 and 11% for 8.

"Explain your answers" summary responses.

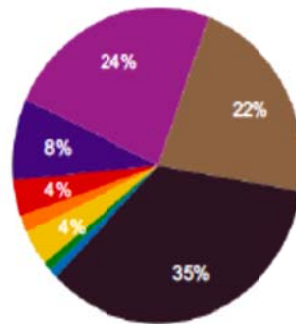
Positive

- Safety is the most important aspect when working in the field.
- I could do better, better tailboards/daily meetings at site - discussing relevant SWPs.
- I try to be the safest I can be....with the means I have available to me....
- I come from organizations with exceptional safety culture, so I hope NTPC will meet or exceed my expectations as I become more familiar with our organization.
- I look out for all involved in the day to day work activities
- I believe safety at work does not mean not doing your job, I believe its finding the safest way to complete it. At the end of the day we all want to o home to our loved ones.
- I'd like to commit more time to safe work practices but reality is there is not enough time to meet basic operational expectation and safety commitments
- Due diligence is done by the company which should make you comply to all safety regulations.
- I am always looking for ways to improve safety especially regarding safety equipment and all procedures related to performing work. I like to link all safety procedures to work orders as part of my contribution. I was responsible for making sure workers had the procedures for confined space, working at heights and working remotely at my previous employment.
- Still need a way to go. I will try not use the budget as an excuse not to process with items.
- Participate in safety meetings, complete safety presentations and always apply safety to my day to day role at NTPC.
- When unsure I will call the people that will have answers and a decision will be made if any questionable issues are at hand.
- If I see something I do something about it. If I don't know then hopefully someone points it out. ex. Didn't know about oxygen bottle and safe keeping so that they don't blow a hole through the roof. Safety department explained to me the serious possible consequences. Do safety plant checks keep developing a safety culture.
- I follow the rules and guidelines that have been established by NTPC to the best of my ability
- Safety is and should be the top priority.
- I might have let employees go in the past when not wearing all there PPE but have since realized that it is my position to enforce this matter when they are in this compound.
- My personal level is a 10 but to work within the SMS there are far too many areas that are not working.

Q15

6) What is your co-workers' level of commitment to safety (1 is low, 10 is high)?

Answered: 109 Skipped: 15



	Response Percent	Response Count
[1] 1	0.0%	0
[2] 2	0.92%	1
[3] 3	0.92%	1
[4] 4	3.67%	4
[5] 5	1.83%	2
[6] 6	3.67%	4
[7] 7	8.26%	9
[8] 8	23.85%	26
[9] 9	22.02%	24
[10] 10	34.86%	38

Q6. What is your co-workers' level of commitment to safety?

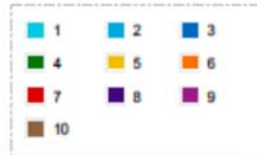
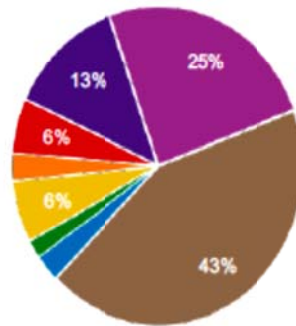
On a scale of 1 to 10 (1 is low, 10 is high) to what level do you agree with this statement. The highest score at 56% was 10, followed by 25% for 9 and 11% for 8.

There are no "Explain your answers" summary responses for this question.

Q16

7) What is your Manager's level of commitment to safety (1 is low, 10 is high)?

Answered: 109 Skipped: 15



	Response Percent	Response Count
[1] 1	0.0%	0
[2] 2	0.0%	0
[3] 3	2.75%	3
[4] 4	1.83%	2
[5] 5	6.42%	7
[6] 6	2.75%	3
[7] 7	5.5%	6
[8] 8	12.84%	14
[9] 9	24.77%	27
[10] 10	43.12%	47

Q7. What is your Manager's level of commitment to safety?

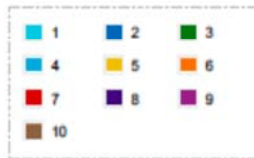
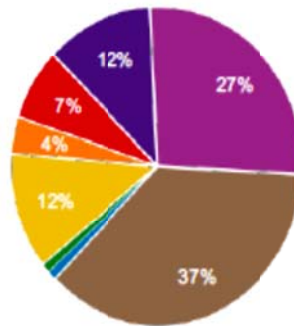
On a scale of 1 to 10 (1 is low, 10 is high) to what level do you agree with this statement. The highest score at 43% was 10, followed by 24% for 9 and 12% for 8.

There are no "Explain your answers" summary responses for this question.

Q17

8) What is Senior Management's level of commitment to safety (1 is low, 10 is high)?

Answered: 109 Skipped: 15



	Response Percent	Response Count
[1] 1	0.0%	0
[2] 2	0.92%	1
[3] 3	0.92%	1
[4] 4	0.0%	0
[5] 5	11.93%	13
[6] 6	3.67%	4
[7] 7	7.34%	8
[8] 8	11.93%	13
[9] 9	26.61%	29
[10] 10	36.7%	40

Q8. What is Senior Management's level of commitment to safety?

On a scale of 1 to 10 (1 is low, 10 is high) to what level do you agree with this statement. The highest score at 36% was 10, followed by 26% for 9 and 11% for 11.

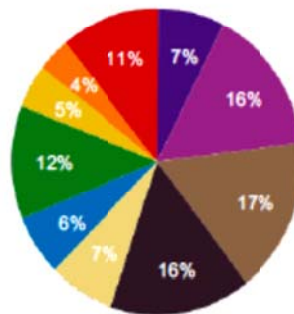
There are no "Explain your answers" summary responses for this question.

Q18

9) People talk about safety, but they do not follow what they say.

To what level do you agree with this statement (1 is low, 10 is high)?

Answered: 109 Skipped: 15



	Response Percent	Response Count
[1] 1	6.42%	7
[2] 2	11.93%	13
[3] 3	4.59%	5
[4] 4	3.67%	4
[5] 5	11.01%	12
[6] 6	7.34%	8
[7] 7	15.6%	17
[8] 8	16.51%	18
[9] 9	15.6%	17
[10] 10	7.34%	8

Q9. People talk about safety, but they do not follow what they say.

On a scale of 1 to 10 (1 is low, 10 is high) to what level do you agree with this statement.

Note: The scores for this questions appear to be spread across the scale from 1 through to 10 which may be due to the design of this question. Therefore, this Question shall be excluded from the survey analysis.

6 ORGANIZATIONAL CULTURE AND RISKS

An organizational culture that supports safety is essential for the prevention of injuries and illness. Management systems and programs can provide an effective safety framework; however, it ultimately is the worker's perception of the value of safety to himself and the importance of safety to the organization that governs safety performance.

Simply put, for true performance, you need both the underlying systems and an organizational culture that supports them. This is often called "safety culture."

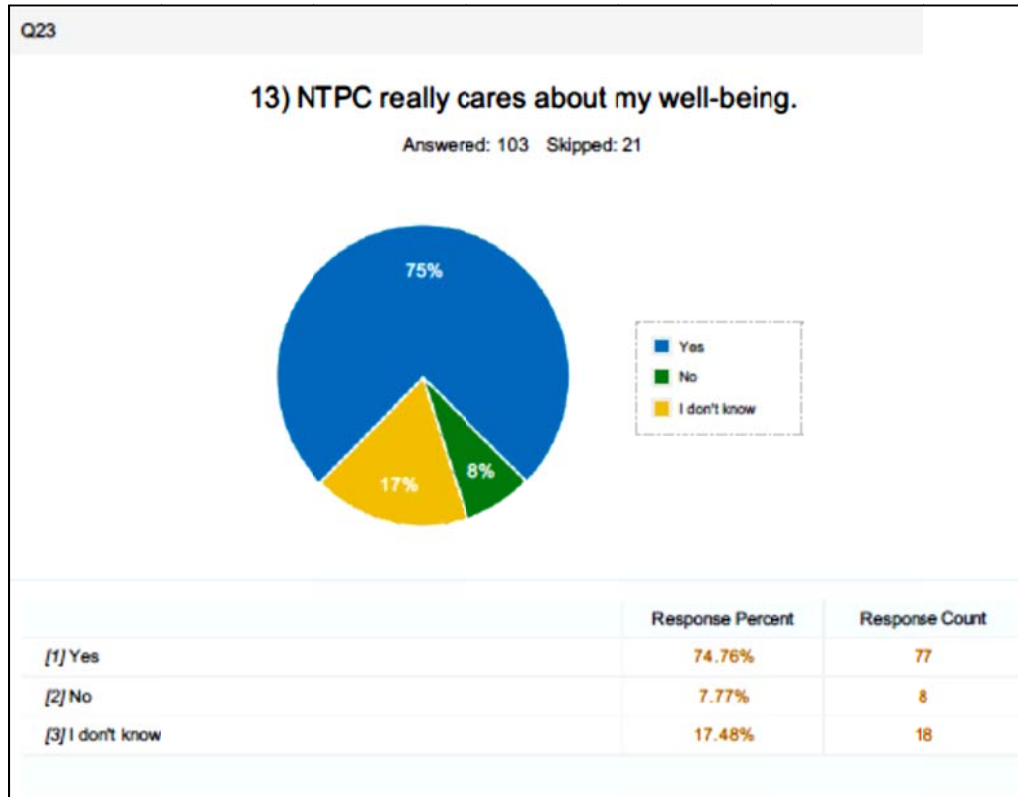
Questions 13 was designed to determine responses of the respondent's perception of whether NTPC really cares about their well-being.

Questions 16,17,18,19 were designed to determine responses in respect of working in a culture of risks and having to choose between getting the job done and working safely and the element of taking risks or getting the job done. These questions were also designed to determine responses within the organizational culture of being under pressure from co-workers or from management in taking chances.

Questions 20, 21 & 10 were designed to determine responses from respondents on the management culture on whether the manager would stop a job if it was not being done safely, whether the manager emphasizes the importance of safety on the job and also the perception of whether the management is honest and truthful with information and is generally interested in workers' ideas/suggestions about safety.

Questions 24 & 25 were designed to determine responses from respondents on whether they would you say something to a co-worker if they were breaking a safety rule or procedure, but were not likely to get hurt or that could result in an injury to self or others.

Question 15 were designed to determine responses from respondents on what best describes the level of safety goal setting and planning at NTPC.



Q13. NTPC really cares about my well-being.

Respondents were provided with 3 options – Yes, No, Don't Know.

The highest response at 74% was -Yes, with 7% - No and 17% - Don't Know.

“Explain your answers” summary responses:

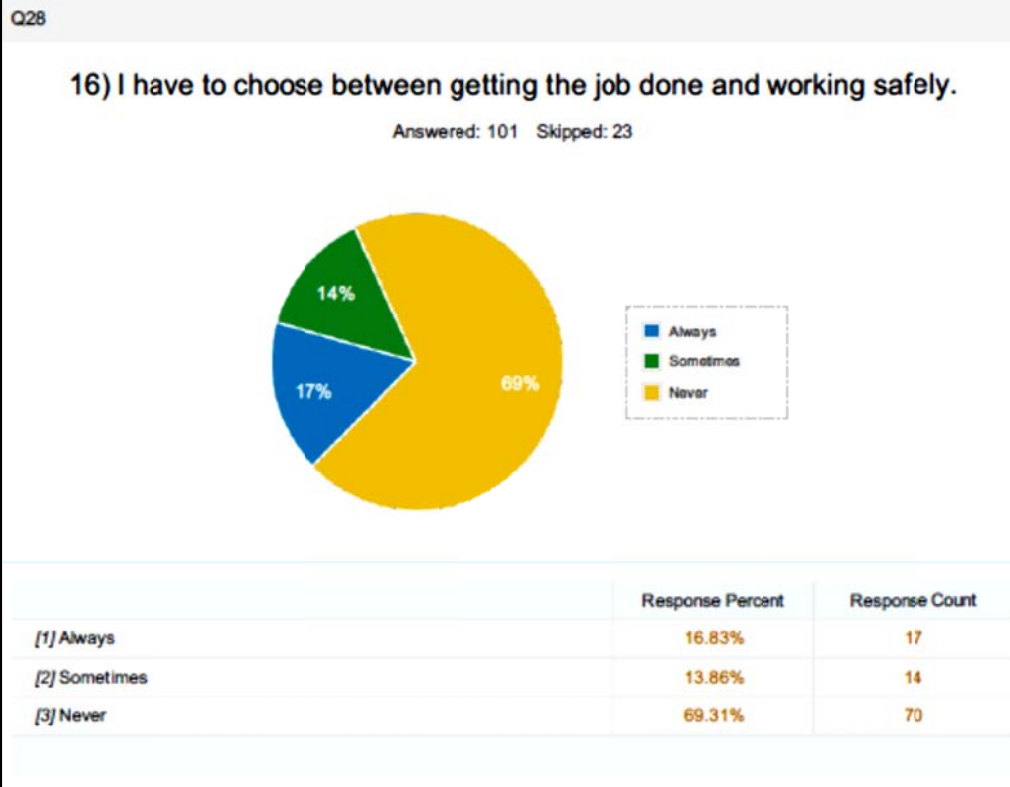
Positive

- NTPC provides resources and tools to help me work safely.
- I answered Yes because I truly hope and expect this to be the case.
- Overall, I believe that my manager and team members care about my well being.
- I find the middle managers do, they are always there to assist
- I truly believe NTPC cares
- Safety is emphasized a lot for my well being.
- I think we are moving away from It's the law and cost towards more of a caring attitude. Having a good safety program will probably save money in the long run.
- I don't believe anyone wishes for someone to get hurt. I do believe NTPC wishes for all staff to be safe.. But I also believe a lot of our safety activities are resulting from poor safety practices in the past and their resulting issues/ injuries/court actions that are in the public eye. Regardless of the reason behind improved safety we are moving in the right direction.
- If they didn't they would not provide training or give safety gear.
- This is a small company made up of people, and many of our employees know each other - you can usually put a face to a name. The company cares about worker safety.
- Safety equals good business practice! of course I understand that we all care about each other and want to be safe, but at the business management/strategy level...we work safely because it is efficient, and therefore a sound business practise.

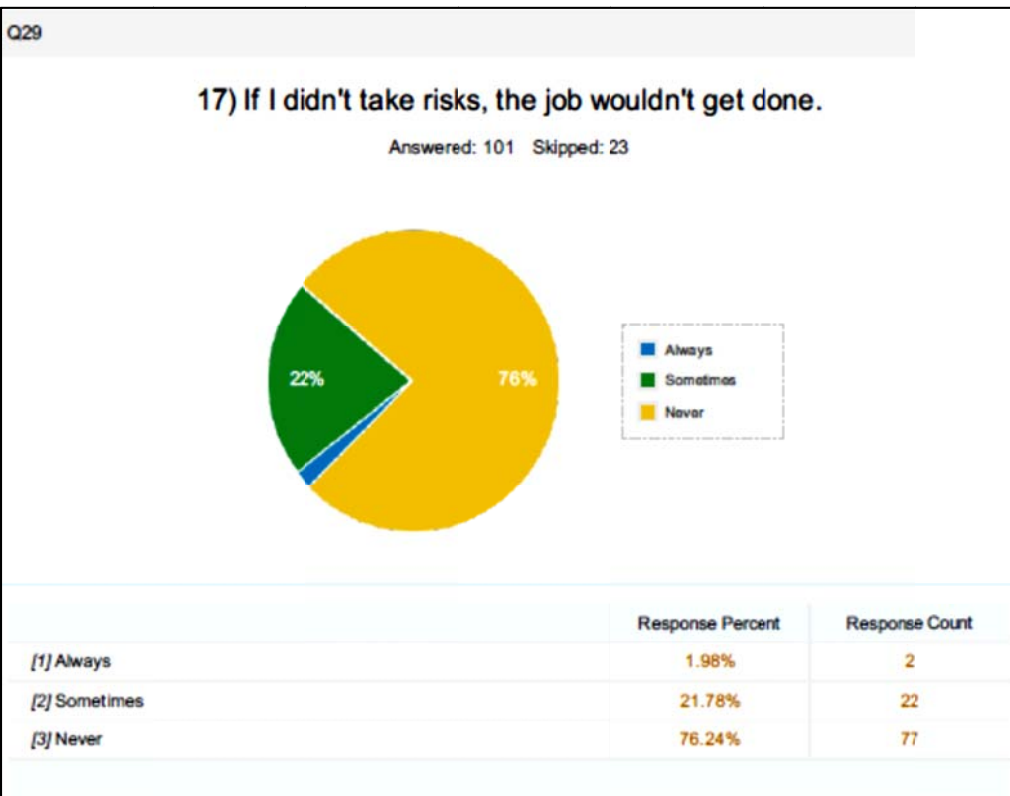
- I believe that our management care but the system is designed so they can CYA and download responsibility
- I believe they care, but implemented the new system poorly.

Negative

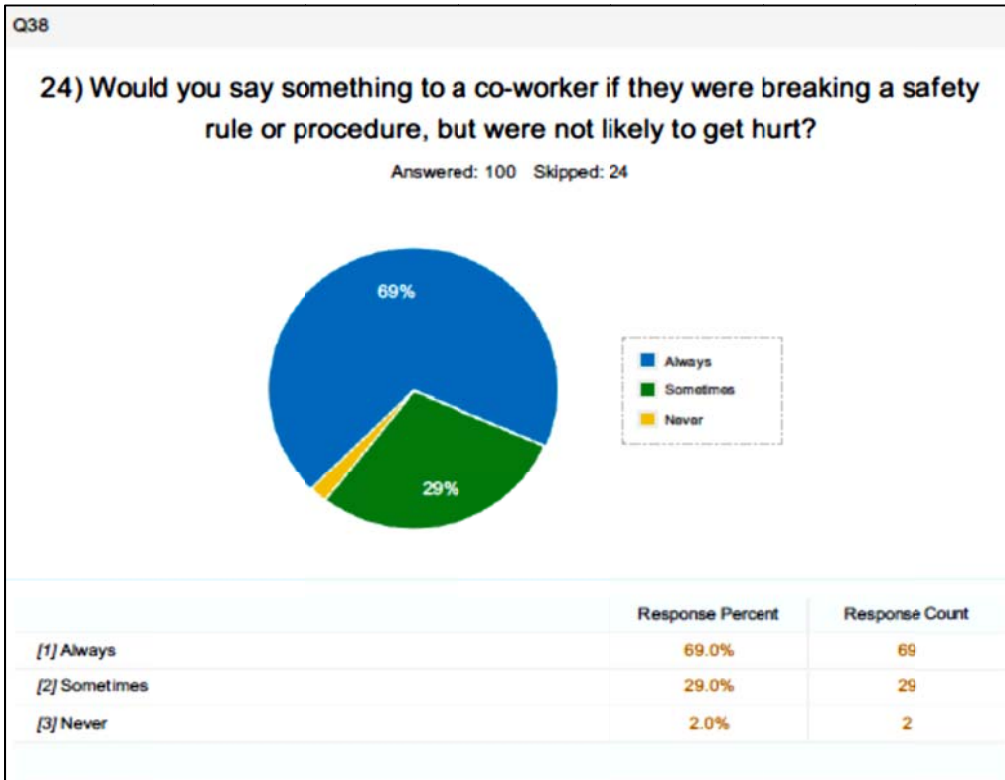
- The question is, if there was no law and fines, would NTPC still care as much?
- I'm sure they do but I feel not all areas of safety are dealt with accordingly...just done to agree with certain legislation...Sometimes a Corporation/Company needs to go above and beyond legislation to fine tune safety...All operational trades and applications are different.
- Safety cannot be boxed into one category..all branches of the tree must be fine pruned and tuned.
- The corp spends lots of money at the Engineering Level, creating Power Plants. The completed project does not incorporate hoisting for any level of maintenance.



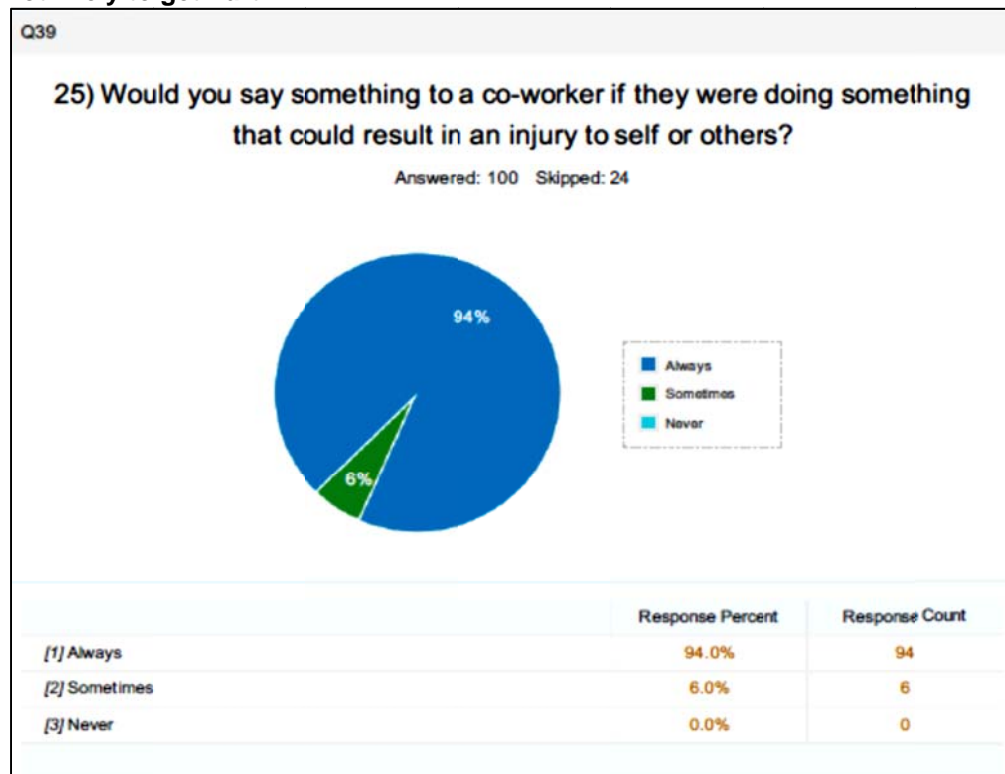
Q16. I have to choose between getting the job done and working safely.



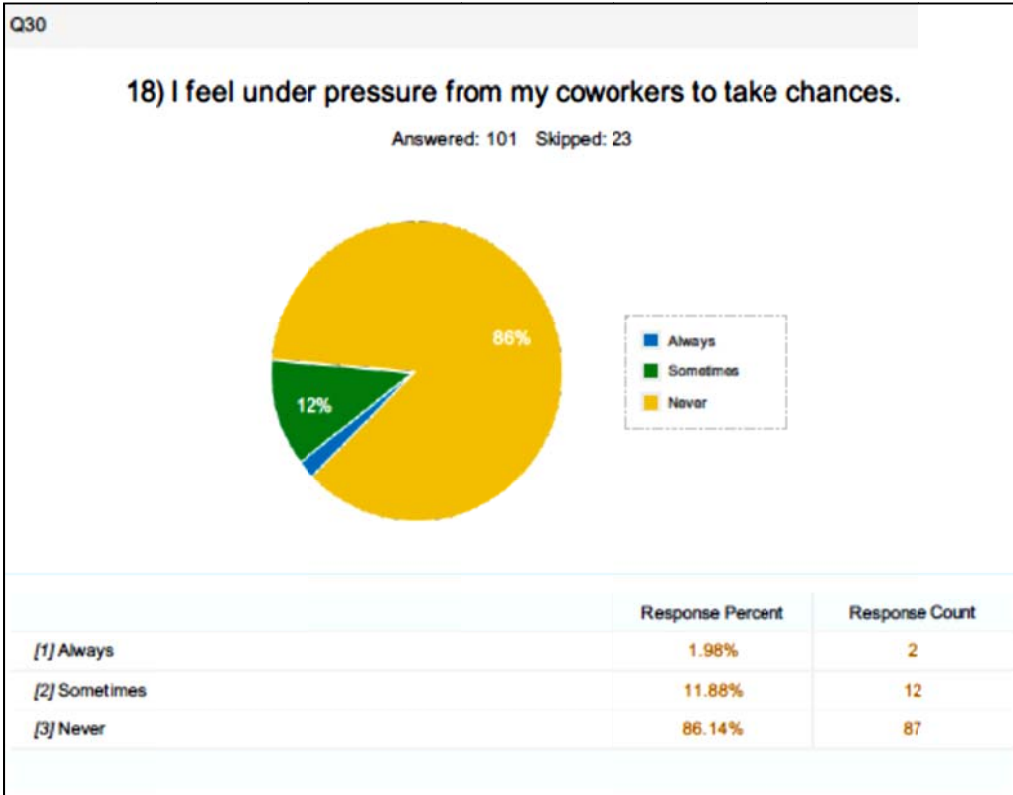
Q17. If I didn't take risks, the job wouldn't get done.



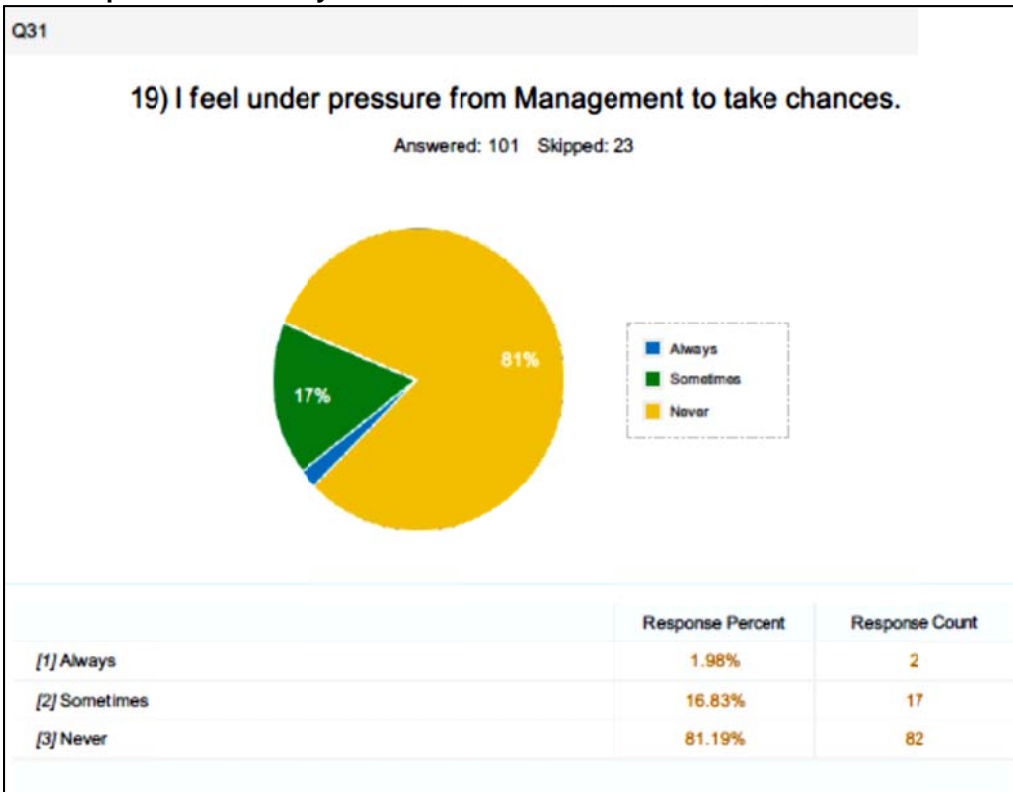
Q24. Would you say something to a co-worker if they were breaking a safety rule or procedure, but were not likely to get hurt?



Q25. Would you say something to a co-worker if they were doing something that could result in an injury to self or others?



Q18. I feel under pressure from my coworkers to take chances.

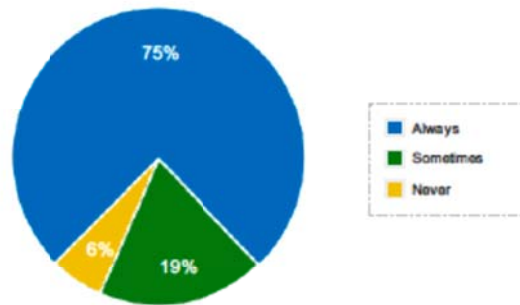


Q19. I feel under pressure from Management to take chances.

Q32

20) My Manager would stop a job if it was not being done safely.

Answered: 101 Skipped: 23



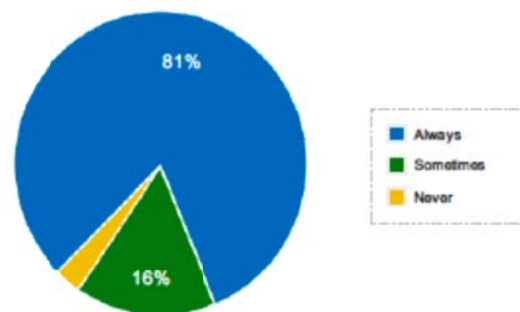
	Response Percent	Response Count
[1] Always	75.25%	76
[2] Sometimes	18.81%	19
[3] Never	5.94%	6

Q20. My Manager would stop a job if it was not being done safely.

Q33

21) My Manager emphasizes the importance of safety on the job.

Answered: 101 Skipped: 23



	Response Percent	Response Count
[1] Always	81.19%	82
[2] Sometimes	15.84%	16
[3] Never	2.97%	3

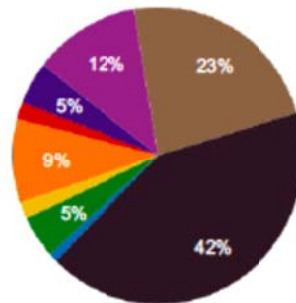
Q21. My Manager emphasizes the importance of safety on the job.

Q19

10) My Manager is honest and truthful with information and is generally interested in workers' ideas/suggestions about safety.

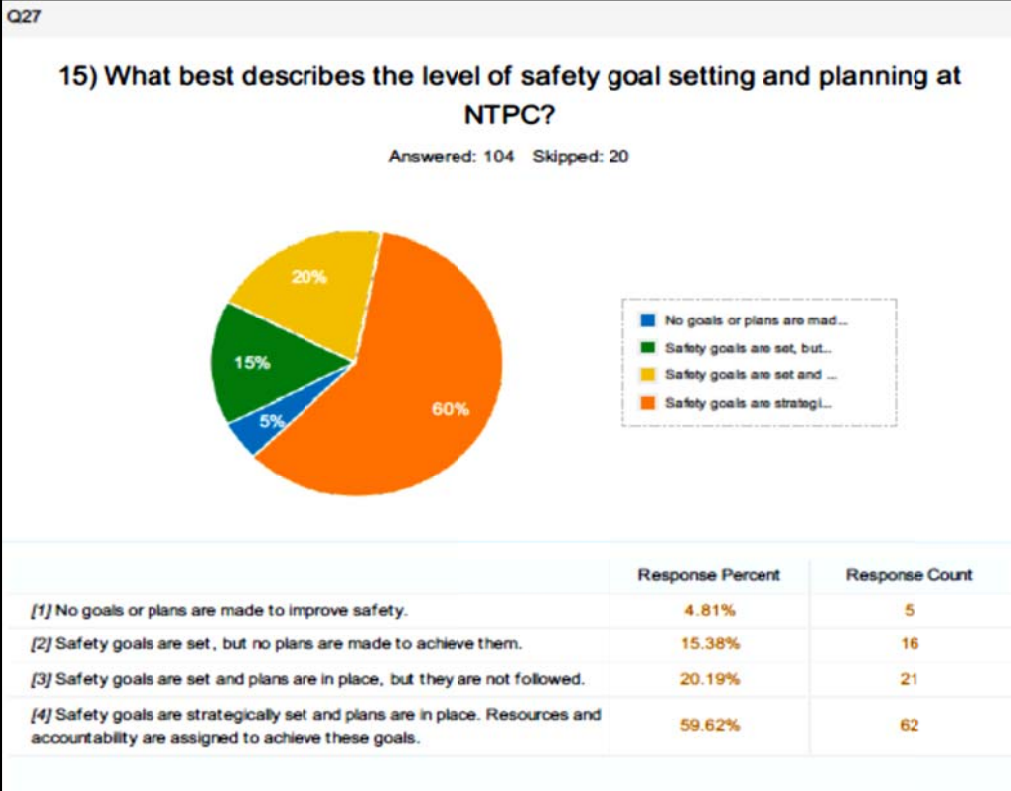
To what level do you agree with this statement (1 is low, 10 is high)?

Answered: 109 Skipped: 15



	Response Percent	Response Count
[1] 1	0.92%	1
[2] 2	0.0%	0
[3] 3	4.59%	5
[4] 4	1.83%	2
[5] 5	9.17%	10
[6] 6	1.83%	2
[7] 7	4.59%	5
[8] 8	11.93%	13
[9] 9	22.94%	25
[10] 10	42.2%	46

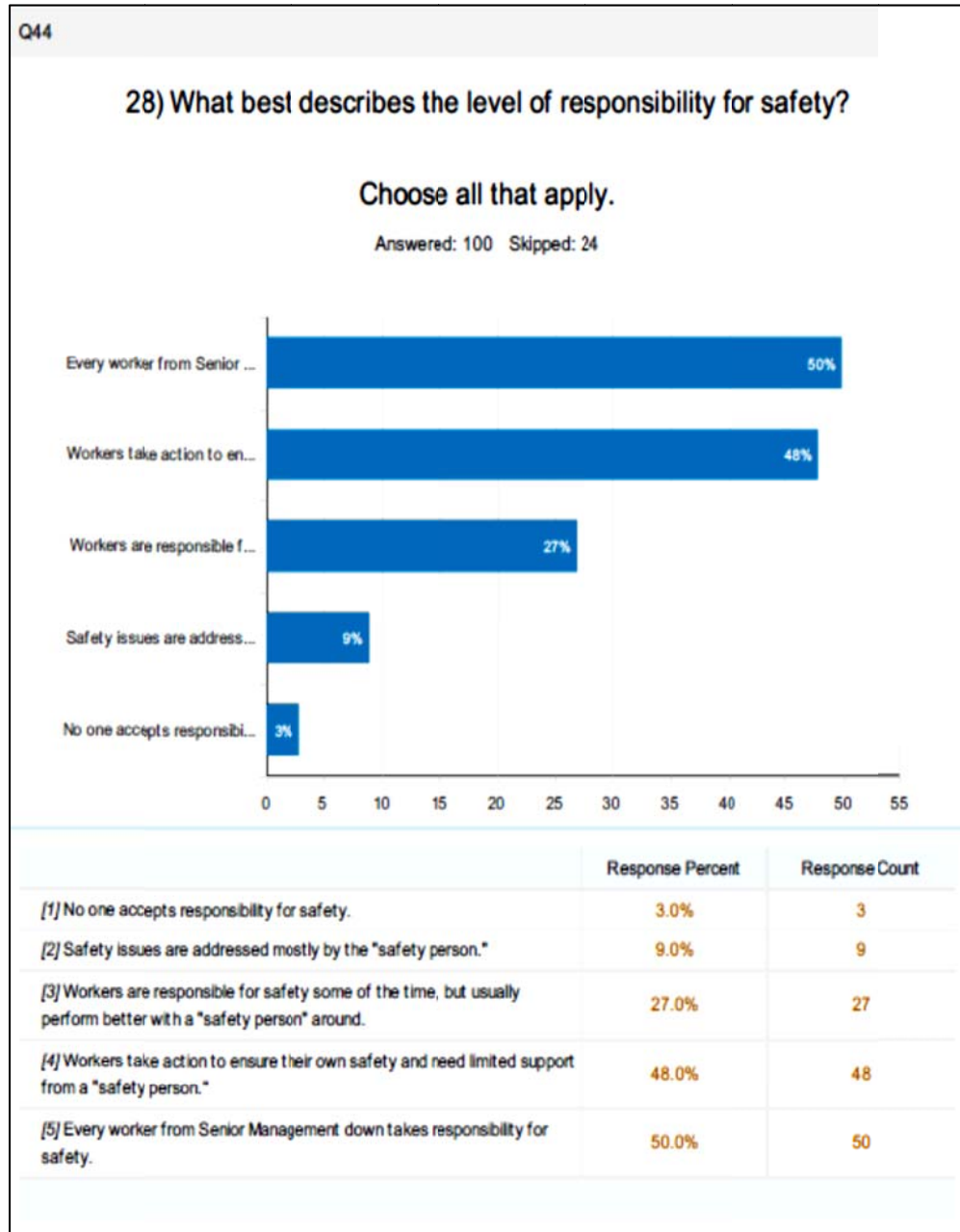
Q10. My Manager is honest and truthful with information and is generally interested in workers' ideas/suggestions about safety.



Q15. What best describes the level of safety goal setting and planning at NTPC?

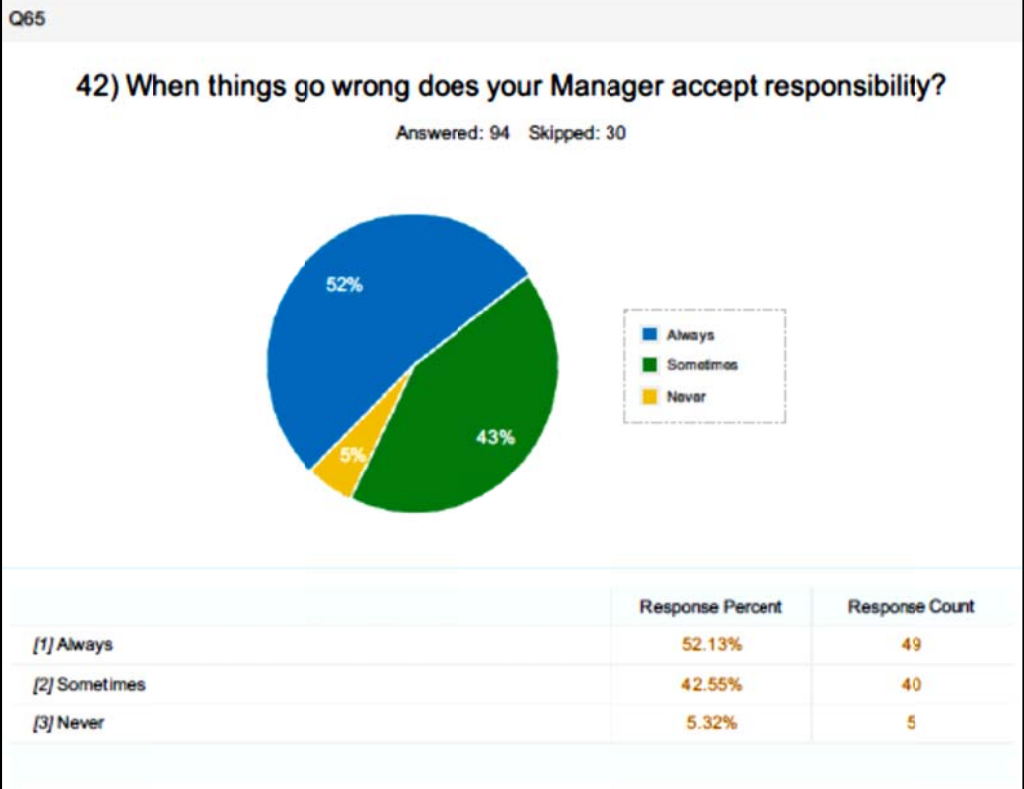
7 RESPONSIBILITIES

Questions 28, 42, 43, and 44 were designed to determine responses in respect of the acceptance of responsibilities and what best describes the level of responsibility for safety. In addition, the questions were designed to determine the acceptance of responsibilities by managers when things go wrong, does the manager share credit for success with your team and does the manager focus on both team success and NTPC success.



Q28. What best describes the level of responsibility for safety?

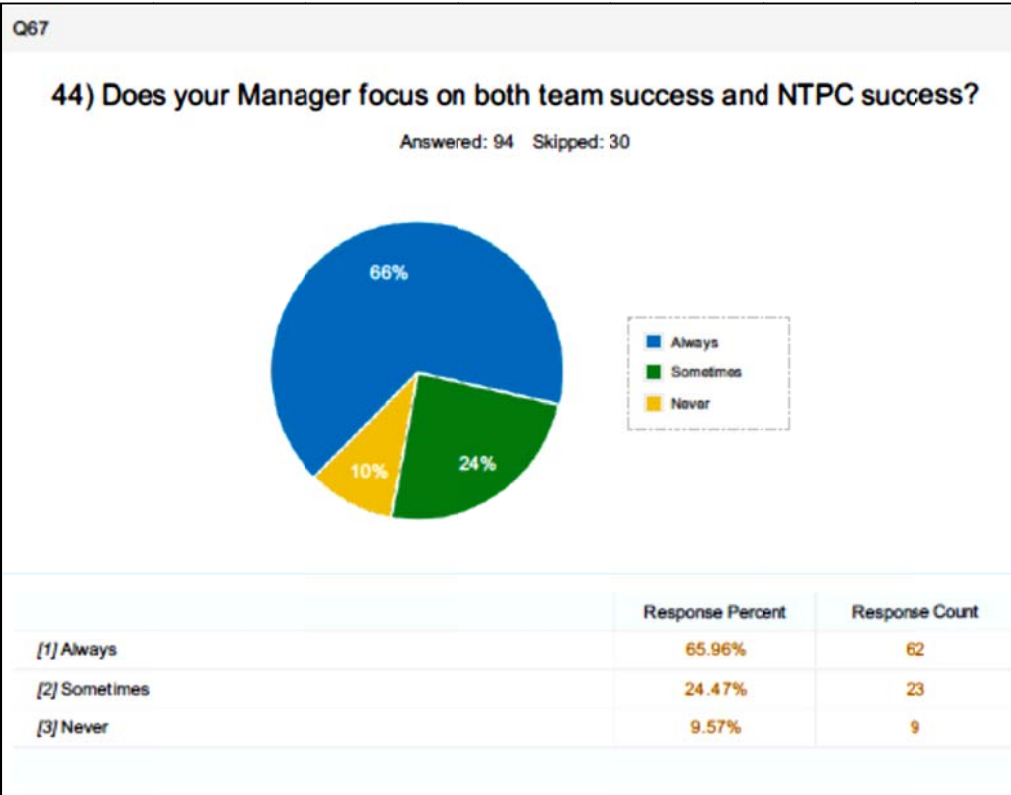
Respondents were provided with 5 options of which the respondents can choose all that apply. Therefore, the % score shown in the graph above should be disregarded and the relevant score is the Response Count figures.



Q42. When things go wrong does your Manager accept responsibility?

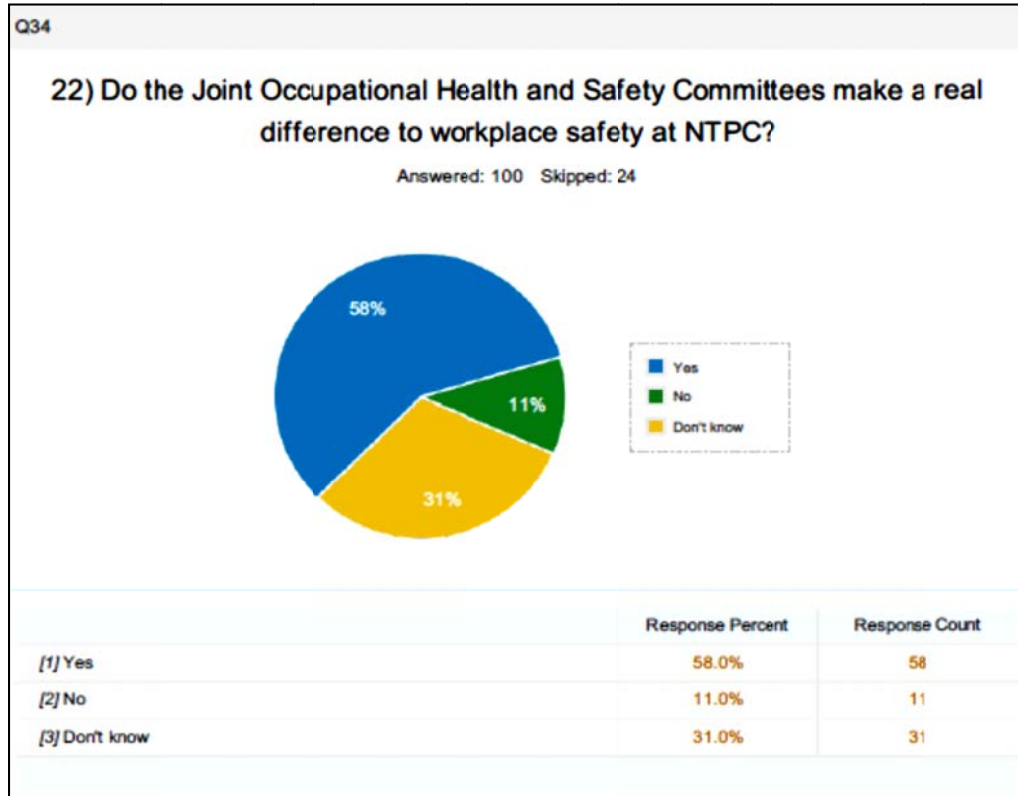


Q43. Does your Manager share credit for success with your team?



Q44. Does your Manager focus on both team success and NTPC success?

8 JOINT OCCUPATIONAL HEALTH & SAFETY COMMITTEE



Q22. Do the Joint Occupational Health and Safety Committees make a real difference to workplace safety at NTPC?

Respondents were provided with 3 options – Yes, No, Don't Know.

The highest response at 58% was -Yes, with 11% - No and 31% - Don't Know.

"Explain your answers" summary responses:

Positive

- JOHSC are an important part of NTPC's safety culture
- They are visible where I work.
- Yes, they do follow ups.
- The JOHSC takes their roles and responsibilities seriously and work to ensure that all safety issues are dealt with as soon as possible.
- JOHSC ensure that corrective actions are being taken care of
- It is a means to get improvements made by bringing concerns to the attention of SM
- Having taken part in a few JOHSC meetings, I know this is the case.
- Accidents and incidents are checked to see if they have been completed - investigation done, etc.
- Yes, by raising awareness and providing a balance of power
- JOHSC representatives indicate safety is important by all employees.
- I think so. I think that they are there if employees need another venue to take issues to. They are dedicated members who care about the wellbeing of all employees across the Corporation. They have a mandate and follow it.

- Provides an objective view of current status of our Culture of Safety by providing a forum for utilizing both union and management
- JOHSCs are independent safety advocates who highlight safety issues and seek solutions.
- Yes they do if the committees are engaged and dedicated.
- They come up with recommendations to correct safety issues
- They participate in all incident investigations, which makes a big difference to workplace safety - action items produce tangible improvements in our workplaces. They also action items brought up at meetings. In late 2015 the JOHSC memberships were filled up and a renewed commitment was made to hold and attend all meetings. This will help make the committees more effective.

Don't know or don't see results responses

- I haven't been involved with the JOHSC
- I'm not sure what they do that affects workplace safety
- Don't see results on issues addressed in the log book?
- Do not follow much of their meetings
- Haven't really interacted with it.
- Not familiar with JOHSC procedures really...
- Never hear anything from them.
- I assume they do. No real interaction.
- Not familiar with the committee.
- I have not personally seen exactly what they do and rarely see reports or communication. I understand what they do and what the purpose is but more reporting would be nice, even a small sheet sent out for safety meetings.
- Hard to see what effect they have
- I have not been involved with JOHSC as of yet.
- I know they have meetings but I don't see the results of their effort.
- The knowledge & activities of the JOHSC are not shared with my work group.
- Rarely see any report or feedback from JOHSC.

Negative

- I don't feel the JOHSC is adding anything different or new to what the work groups are already achieving.
- Role of JOHSC needs to be revisited. Still seems its there only because its legislated to there not to make a difference.
- There are items listed that have been on the minutes for years!
- Not at all. I feel JOHSC talks about the same topics each month and nothing gets resolved.
- Rarely see any minutes
- Not enough detailed information passed down to the workers.
- Recommendations are made by the JOHSC and then ignored
- I'm not 100% convinced the Hay River H&SC focuses on the correct issues. They sometimes go overboard on minor things, while not necessarily addressing more important ones. But that is just my opinion.
- Not visible enough except in safety meetings in the atrium

Other

- Yes they do when they are given the opportunity, but management seems to drag their butt on implementing any new steps to cure the issue.

9 GENERAL SAFETY ADVICE AND IMPROVEMENT

Questions 45 & 46 were designed to determine responses on what is one piece of advice on safety, specific to NTPC, that you would give a new employee and what is one key thing you would do to improve the level of safety at NTPC?

Q45. What is one piece of advice on safety, specific to NTPC, that you would give a new employee?

HSMS

- Become familiar with the HSMS (reading elements, asking the H&S department and your manager questions, participate in H&S meetings, etc.) and follow it.
- Know the NTPC H&S system, know what's expected of you and follow it + communicate all safety issues upwards immediately.
- Read the manuals.
- It appears to be a main focus but it is a work in progress.
- Read and comply with the safety rules regulations.
- Take the time in the first week to review the safety material on the website.
- Review the power box
- Adhere to all of NTPC safety policies
- Take the time to be well versed in the safety program, and get any clarification needed ahead of time. Safety really is top priority

Responsibility

- Its your responsibility. If you see something, aren't comfortable, have a concern raise it and keep chasing it. This is an environment where a squeaky wheel is the only one greased.
- That everyone is responsible for the safety of themselves and their co workers
- Safety is between your own ears!!! Take care of your own (and those around you) safety!!

NTPC

- NTPC is a safety conscious company and that they need to take safety seriously
- Nothing is more urgent and important in NTPC than Safety.

Training

- Do an orientation before starting a new position
- Learn the information
- Get involved and learn
- Get as much training as you can & if you don't know, ask someone.
- Take safety training/precautions seriously
- Training is good but real safety is experienced.
- Have you completed NTPC's online safety orientation and to report all incidents.
- Listen carefully to all safety training and ask questions for further clarification

Negative

- CYA
- NTPC will try to put all liability on you!

Positive

- Be positive
- Be Positive, do not get dragged down

General Work and Safety Responses

- Do the work safe and whatever it takes do it safely.
- Participate IN SAFETY - WE ARE ALL RESPONSIBLE FOR SAFETY
- Make safety priority one -
- Be safe all the time. f unsure DO NOT partake. Right to refuse anything they feel is unsafe.
- If you do not feel safe, always ask before proceeding with any job.
- If you are not sure on whether it is safe to do something, verify it with your manager and if you are still unsure, refuse to do the job until it has been investigated and deemed safe. Take your time and do the job safely and correctly the first time, not rush it.
- Make sure they know and what PPE to have at all times.
- You're responsible for your safety -- don't be afraid to speak up.
- Learn it, be familiar with it and most of all support it and your co-workers
- If you are not sure or have concerns about how to do the work safely. Make sure you stop work and ask your co-worker or manager
- Take responsibility for your own safety by making yourself aware of what NTPC has for a safety system, sign up for training and be a safety advocate.
- Always look at the task at hand and be sure it can be done safety without causing any harm to themselves or any co-worker. Don't be afraid to ask questions about the task especially when it comes to safety
- Get the job done as safely as possible. life Is more than work.
- If it not safe to perform the work, do not do it. Step back and re-assess. Involve managers or other experienced employees to assess. No negative consequences in stopping work.
- Do detailed tailboards every time and stop if your guy tells you something is amiss
- Please come forward with any safety related questions or concerns you may have. They will be taken seriously.
- Cover your ass make sure that you take the time to do the tailboard hazard assessment, work plan
- Stand up - Speak up for safety. no exceptions. The culture change in this company needs to make those who do this look like hero's instead of complainers! This positive recognition needs to happen publically!
- Use your head and do what you feel is right. Don't cave to pressure to get the work done without taking the proper precautions. Safety starts with you!
- Don't take safety for granted.
- Always think first, act second about safety.
- Ensuring employee and coworkers safety is the primary goal of this organization, at every level to ensure the safety culture and involvement reaches out to everyone in the form of compliance and training.
- Be extremely careful while working and realise that you are you best safety resource
- This place will kill you in an instant do not touch anything or do anything until you are aware of your surroundings.
- Attend the safety meetings and be prove active
- Always make sure the job your doing is safe. don't do anything you are not comfortable doing
- Keep safety a priority while doing work.
- Do not do any work unless you are certain it is safe and are comfortable doing it. If you have questions, ask them. Nobody will fault you for being cautious. Never be afraid to stop work due to safety hazards.
- Please follow all procedures and do not be afraid to tell your fellow worker to wear his PPE.
- If you are unsure or do not know, ask. Safety is paramount here. Always keep your work space clean and clutter free. Report incidents no matter how minor.

Q46. What is one key thing you would do to improve the level of safety at NTPC?

Training

- More training and support from managers
- Cater training, monthly briefings to our work.....create the occasional original material that is more relevant to our actual safety concerns.
- Make more time for refresher training.
- Re-instate the annual safety refresher courses.
- Provide more training for casuals
- Probably more frequent "brushing up" on worker safety training.
- Increase practical certifications
- New employees should spend their first day or two reviewing the safety procedures before going out to work.
- Annual safety course tailored to the needs of each department.
- Prepare videos of safe work practices and archive them systematically so that they can be retrieved easily.
- Ensure the work protection training that is delivered is understood by the employees who are being trained. Do not put employee in situations they are not trained in, ie breaker racking out, operation of disconnects, fuse changing.

Safety Meetings

- Have more safety meetings.
- Better organized training.

System

- Easier to understand forms so that staff are more likely to follow process/procedures that are in place
- Implement the rules and regulations more and often reviewed
- More training on the safety system explaining more on how to and what is expected in the different modules Also require refresher training and review of elements in the safety program during safety meetings. Listen to workers and follow up to correct any safety concerns
- Complete the SWPs
- I would make the paperwork easier to comply with.
- Focus on worker culture. (Job Planning, Hazard Identification, Barrier Control, Change management, Work Protection, Work place audits)

Management

- Senior Management dedication to it and commitment to get things done.
- Make everyone accountable for safety.

Communication

- More one on one discussions between each employee and someone within NTPC they respect as an outstanding manager who cares about his worker's safety
- Reward safety positively. Don't send out safety bulletins only for the bad things. Send out Bulletins about the hero that shut a job down and possibly saved a life in doing so.
- More dialogue of incidents.
- To communicate safety incidents happening at NTPC so we can be aware of these types of safety incidents happen at our work. I think we use to get an email on any safety alerts.
- Generate communication on what we have done right where we have to improve. Seasonal issues for safety, winter spring summer and fall. Safety first at the corp.
- Planning - more planning for projects and tasks.

Reporting

- I would encourage staff to continue reporting near misses, incidents, etc. Without this information how is the HSE group supposed to help out?

Culture/Organizational

- Find some way to make H&S "front of mind" for everyone all of the time when they are doing tasks.
- Ongoing improvement in safety culture. Know it, Live it.
- Let people know they can stop work -- anyone's work -- any time -- to make it safe. Regardless of cost.
- Implement a peer to peer safety interaction program.
- Hold all people responsible and accountable for safety so we actually start to develop the safety culture that is required for us.
- Shift the responsibility for safety from HSE to all Management and employees. HSE is a resource not safety policy and while they provide the documented program every employee should know that program as well as any HSE employee.
- Make safety & preparedness more interactive. Bring back events like pole top rescue, find opportunities for our staff to participate in community emergency preparedness activities (mock disasters, etc.). Offer "hands on" safety courses like fire extinguisher training, wilderness survival, defensive driving & others. For example, don't just talk about safe lifting - set up demonstrations, let people try techniques while being observed by a chiropractor or other expert so they can receive constructive suggestions for improvement.
- Bring safety down to the worker level, give incentives and tools to the worker to be safe.
- Get people in place that aren't afraid to speak their mind, and always promote safety because they are concerned about personnel, rather than doing some thing because we have to!
- More support from Senior Management for their managers to uphold the safety programs. Make it clear to them that they are the key stakeholders in the system, and are expected to champion it. They are the ones who will bring about safety change in this company.

Safety Department

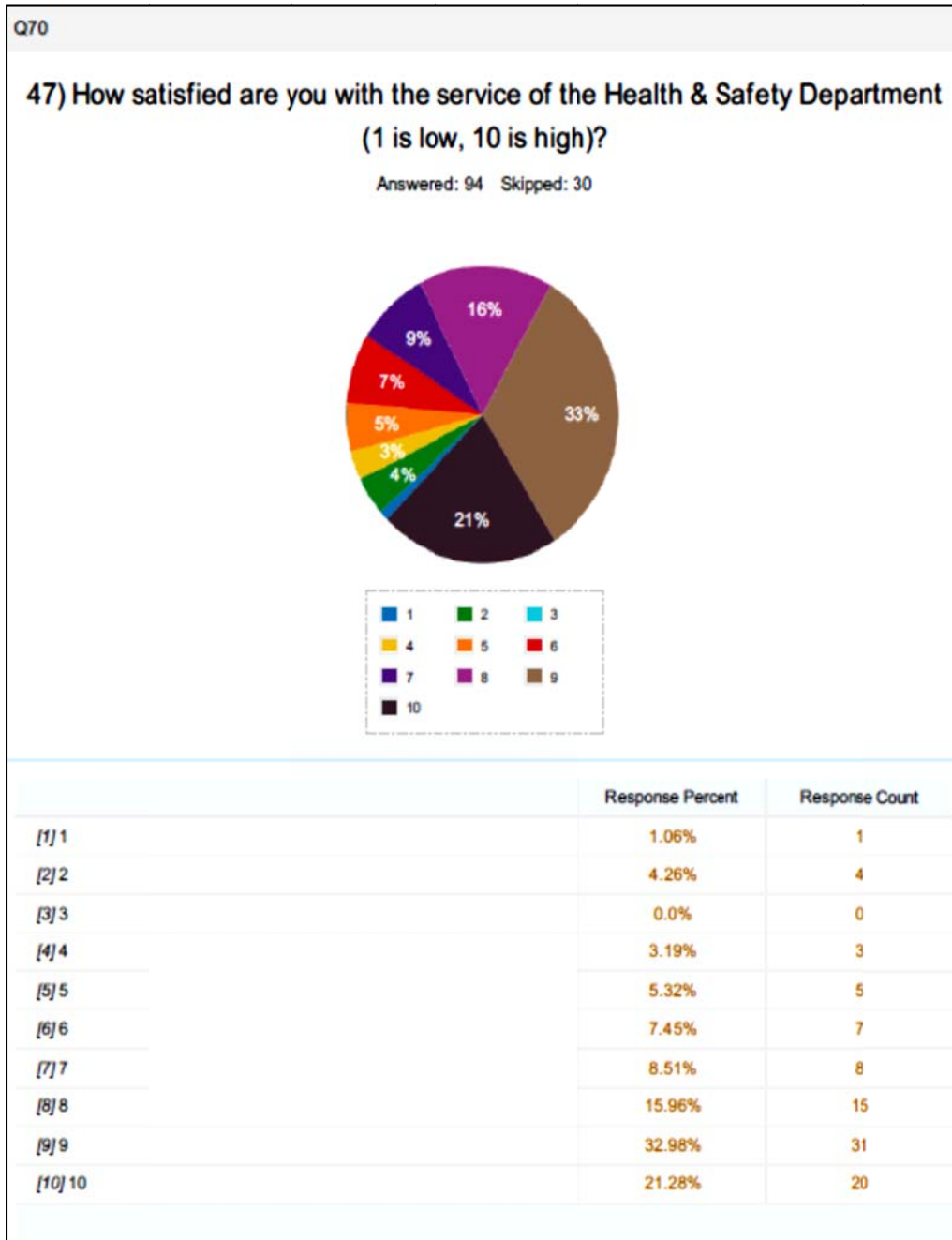
- Have people in the safety department that are familiar with the industry
- Put some senior people in the safety department that have a wealth of work experience in the power plants and diesel plants, and some safety professionals with utility experience
- More health and safety in the actual field away from their offices doing BS job like fire extinguisher refill etc waste of time and resources they need to go to sites and do unannounced visits
- Safety department needs to be more visible
- Safety department to be more involved in inspections and on the floor work. Hands on in the working environment and to work with operations to make things work better.

Operational

- Ensure two people are on Call at all times. especially in the Line work trade. Never send a line worker to an area ALONE.
- Make suggestions of implementing PSSR within the AME department and having more alignment with safety and our new CMMS.
- Add more rubber safety mats in plant to walk on thus possibly preventing slips. I also think this would cut down vibration on the person and possibly cut down on vibration for hearing loss .

10 HEALTH & SAFETY DEPARTMENT SERVICES

Questions 47 & 48 were designed to determine responses of how satisfied the respondents are with the service of the Health & Safety Department and how can the Health & Safety Department improve service.



Q47. How satisfied are you with the service of the Health & Safety Department?

On a scale of 1 to 10 (1 is low, 10 is high) 32% rated at a 9 followed by 21% for a 10 and followed by 15% for 8 which indicates a very positive response the satisfaction level of the Health & Safety Department.

Q48. How can the Health & Safety Department improve service?

Positive

- Safety Department works hard at managing the managed system. Support there when required.
- They're doing a great job.
- Keep doing what your doing !!!
- It's not up to them. they have been as effective as they can be. It is up to the individual workers to make that commitment to safety and embrace that culture.

Training

- Provide more safety training in house.
- Provide training. Continue to provide support.
- Put on more brush up training courses
- Implement changes in a controlled manner with adequate training supplied at the front end.
- Have more hands on courses on new and upcoming safety topics.
- Develop and conduct as more practical (onsite) safety trainings as you can, not only on theories and papers.

H&S System

- Get all the SWPs + SJP finished and on the Powerbox. Send out regular applicable incident reports summarized as to what went wrong and was done about it. Like everything else that is sent out, some will read it, some won't.

Competencies

- Have people in the safety department that are familiar with the industry
- Hire a subject matter expert relating to electrical work (lineman, electrician, engineer).

Visibility and Engagement

- Be visible, engaged yourselves, champion rather than dictate.
- More visibility of the director, when questions are asked of the director it would be nice that he would be available to come and talk to work groups.
- Break down barriers with field staff
- We have great folks in that department but we never see them in field
- More visible on the job sites
- I think seeing the safety department out more in the field and in other departments to see first hand what each department is dealing with. I feel it is pretty hard to make rules and documents when you have not seen all the work and departments first hand.
- Be more active going to sites in the various divisions. Support divisions on the capital side to have some of the larger safety issues corrected that require capital dollars. Ongoing refresher training on our safety program
- Need more frequent visits to the communities. We have to continue the school visits that were previously being conducted and the safety training that was done for grade 5 students is remembered by some of our new hires.
- Continue to offer your assistance in the workplace; be less about writing the policies and more about helping understand and apply the policies
- More focus on coaching & mentoring people, bringing safety to them on a human level that matches how they actually work, less on computerized forms.
- Talk to the people and listen to their concern about safety and act accordingly
- They can start by informing us as to what their exact role is because we just hear "We are a resource" No one understands what exactly that means None of the department has utility "safety" experience
- Promote a more common sense real world approach to worksite safety rather than blanket it in paperwork!!

Provide Information/

- Better information on when specific forms need to be filled out
- Have more news articles on what to work safely around the work place
- Share information to help others learn the benefits of acting safely and quickly resolving safety concerns.

Communications

- Keep improving and communicate these improvements and accomplishments, this helps to drive safety culture
- By getting feedback from all NTPC workers on how to improve service such as this survey.
- By asking workers this question more often.

Assistance/Guidance

- Amount of information, procedures, safety rules, etc. produced over the last couple of years is a lot. Need time to assist managers train their staff, know their responsibilities and accountability.

Other

- One department must take responsibility in ensuring that procedures and guidelines that have been established are being followed to ensure compliance. In the past the safety department has provided this service, now it seems the safety department is focusing on being a resource source, and not providing the service of ensuring that documentation and tracking of work protection is being completed properly ensuring the safety of employees in the organization. We need to establish what department is going to oversee the proper implementation of work protection if the safety department is being limited to resource information.