

File No.: 04-1000-20-2025-242

May 12, 2025

s.22(1)

Dear s.22(1)

Re: **Request for Access to Records under the Freedom of Information and Protection of Privacy Act (the "Act")**

I am responding to your request of April 21, 2025 under the ***Freedom of Information and Protection of Privacy Act*** for:

Record of the Vancouver Civic Theatres Safety Audit Report conducted in 2018 by a third party.

All responsive records are attached.

Under Part 5 of the Act, you may ask the Information & Privacy Commissioner to review any matter related to the City's response to your FOI request by writing to: Office of the Information & Privacy Commissioner, info@oipc.bc.ca or by phoning 250-387-5629.

If you request a review, please provide the Commissioner's office with: 1) the request number (2025-242); 2) a copy of this letter; 3) a copy of your original request; and 4) detailed reasons why you are seeking the review.

Yours truly,

Kevin Tuerlings, FOI Case Manager, for

[Signed by Kevin Tuerlings]

Cobi Falconer, MAS, MLIS, CIPP/C
Director, Access to Information & Privacy

If you have any questions, please email us at foi@vancouver.ca and we will respond to you as soon as possible. You may also contact 3-1-1 (604-873-7000) if you require accommodation or do not have access to email.

Encl. (Response Package)

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CITY OF VANCOUVER
ORGANIZATIONAL SAFETY AUDIT REPORT
Vancouver Civic Theatres

Distribution:	
Andrew Naklicki, CHRO Risk Management	Sandra Singh, General Manager Sandra Gajic, Director Guy Leroux, Associate Director Phil Iosef, Security Operations Manager

EXECUTIVE SUMMARY

August 31, 2018

The safety audit was initiated to provide reasonable independent assurance that the safety management systems, processes and compliance at Vancouver Civic Theatres (VCT) was present and effective.

The audit was conducted by Organizational Safety from April 24, 2018 through to June 8th, 2018 for the Vancouver Civic Theatres (VCT). The audit was conducted by Lisa Sheehan, Organizational Safety Specialist and certified British Columbia Municipal Safety Association internal auditor for the Certificate of Recognition program.

The goal of this audit was to determine safety practices through the following:

- Documentation review
- Observations
- Interviews

In Organizational Safety's opinion, the safety management system and processes at Vancouver Civic Theatres are functioning well. Small improvements in certain areas and implementing systems or processes for sustainment will position VCT for having a resilient safety culture and good compliance with the Occupational Health and Safety Regulation, City policy and achieving best practices for municipalities. Minor documentation issues that did not meet compliance with the Occupational Health and Safety Regulation were found, however there were no compliance issues detected that would directly cause an injury to any of the staff.

Key Areas of strength included:

1. Worker Safety Orientations and Training

The current practice at Vancouver Civic Theatres on worker safety orientations is the orientations are being provided on the first to 3rd work shift. This practice is working well. Recommend that this practice continues.

2. Worksite Inspections

Worksite Inspection Reports were reviewed and were found to be conducted and completed when required. Found that the Worksite Inspections were performed with a worker representative and an employer representative. Names of the inspectors and their positions are recorded on the inspection checklists that are filed and saved on VanDocs.

3. Safety Committee Meeting / Minutes

The Safety Committee meets on the 2nd Thursday of every month at 2:00pm. A search of previous meeting minutes indicate that all meetings occur at this time, and the scheduled time of the meeting is always printed on the previous minutes. The last 3 months of the Joint Occupational Health & Safety Committee monthly minutes were found posted on the Occupational Health & Safety (OH&S) boards at all the venues.

4. First Aid

Staff interviewed all knew how to contact first aid. Through observation, all first aid rooms were visited. The rooms were adequate and well-maintained with first aid supplies.

Key Areas of improvements include:

1. Safety Communication with Employees

Communication with employees is important for engagement and creating a strong safety culture. Communication systems and strategies emerged from the audit to be an area for ongoing improvement.

Communication examples with gaps included; confirming employees are aware of the location OH&S resources, making sure posted safety information is up to date and having formal and informal health & safety discussions with employees.

2. Documentation

Documenting safety activities is important. Observed documentation was not always fully completed. Improvements to standardizing documentation and where documentation is stored should be considered. City standards exist for filing formal safety documentation in corporate systems like VanDocs and SAP Training and Events Module (TEM).

3. Preventative Maintenance

Implementing a centralized documented preventative maintenance program should be considered. Decentralized and variable methods currently used at Vancouver Civic Theatres increases the risk of missing maintenance dates. The program should include all equipment inventories important to safety and operational resilience as starting point.

Findings and Recommendation have been discussed with appropriate management and responses are included with this report.

A. BACKGROUND

The Vancouver Civic Theatres is owned and operated by the City of Vancouver. It operates 4 venues:

- Queen Elizabeth Theatre
- Vancouver Playhouse
- Orpheum
- ANNEX

B. SCOPE

The audit objectives were to review the safety management systems practices in Vancouver Civic Theatres and to determine:

- Consistency with City standards;
- Compliance with legislation;
- Current strengths;
- Opportunities and recommendations

The audit included document review, observations of employees working and interviews with management, employees and safety committee members.

The following documents were reviewed:

- Safety Management Program – Policy / Safety Programs / Procedures / Regulations
- Organizational Chart
- OH&S Boards
- All Hazard's Plan (Emergency Program)
- Emergency Contact Procedures and Contact List
- First Aid Program
- Hazard Reporting / Risk Assessments / Hazard Checklists
- Hazard Alerts and bulletins
- Training / Education
- Pre-work/crew talk meeting minutes
- Management/supervisor logs
- Meeting Agenda's
- Health and Safety Orientations
- Contracting Documents (i.e. Prime Contractor)
- Safe Operating Procedures / Safe Working Guidelines
- Worksite Inspections
- Incident Reports and Incident Investigations

- Joint Health and Safety Committee Minutes

The auditor observations at the Queen Elizabeth Theatre:

- One front of house worker performing two tasks
- One back of house worker performing two tasks

The following interviews were performed:

12 one-one confidential interviews were held with the following positions:

- Manager;
- Supervisor;
- Joint Health & Safety Committee Member (management and union staff)
- Theatre Attendant 1; Theatre Attendant 2 and Theatre Attendant 3
- Auxiliary
- Security & Stage Door Attendant

C. FINDINGS – Document Review, Observations, Interviews

1. Safety Management Program – Policy / Safety Programs / Procedures / Regulations

Safety documentation is important for communication of management expectations for safe work places, employee safe work practices, and consistent work practices. Safety documentation is also important for due diligence, documented evidence that management is engaged in the safety of their employees.

Vancouver Civic Theaters accesses and uses organizational safety resources from Citywire.

Safety resources include:

- City's Occupational Health and Safety Policy,
- Safety Excellence Program - Safety management system document,
- Working Alone (Safetyline) Program,
- First Aid Program,
- Fall Protection Program

Vancouver Civic Theaters has established its own All Hazards Plan for Emergency situations.

All sites were observed to have posters communicating the use of Safetyline for employees working alone and posters on how to report work injuries and to first aid.

Written work procedures were available for workers.

Recommendations were noted and can be found in the Areas for Improvement/ Recommendations section (D – 1, 5, 6, & 13).

2. Organizational Chart

Vancouver Civic Theatres Organizational Chart was current, to April 3, 2018, posted and accessible to staff. Organizational charts are important to assist employees to understand the organizational structure and who to direct concerns for more efficiently.

3. OH&S Boards

Queen Elizabeth Theatre, Playhouse and the Orpheum OH&S Boards had all required items posted as per Workers Compensation Act. The ANNEX is exempt to having an OH&S Board. The workers at the ANNEX have access to the OH&S Board at the Orpheum.

Recommendations were noted and can be found in the Areas for Improvement/Recommendations section (D - 22).

4. All Hazard's Plan (Emergency Program) - Site-Specific Emergency Response Plan

An 'All Hazard's Plan' was documented, being implemented and training scheduled for all workers of all sites. The 'All Hazards Plan' roll-out/implementation and training began May 14, 2018 through to June 2018.

Recommendations were noted and can be found in the Areas for Improvement/Recommendations section (D - 7, 8).

5. Emergency Contact Procedures and Contact List

Updated Emergency Contact Procedures and Contact list was found on all 3 OH&S boards.

6. First Aid Program

First Aid Program is in place at all sites. All components of the first aid program are in place. Examples include Level II First Aid Attendants available during all work hours and the first aid rooms are well stocked with first aid supplies.

Through interviews, all workers interviewed knew how to contact first aid.

Recommendations were noted and can be found in the Areas for Improvement/Recommendations section (D - 9).

7. Hazard Reporting / Risk Assessments / Hazard Checklists

The 3 OH&S boards have the procedures on how to report a hazard to employer. Completed hazard and risks assessments were observed and reviewed.

Hazard identification / reporting processes are in place. During observations the Hazard Reporting Process was found posted on all OH&S boards.

Recommendations were noted and can be found in the Areas for Improvement/Recommendations section (D - 10 & 12).

8. Hazard Alerts and bulletins

A hazard alert was documented by e-mail communication and also observed being delivered during a before-shift briefing to Front of House staff. This was an example of a well communicated and documented current hazard.

Recommendations were noted and can be found in the Areas for Improvement/Recommendations section (D - 11).

9. Training / Education

Training, education and orientations are occurring when required.

Recommendations were noted and can be found in the Areas for Improvement/Recommendations section (D – 14 & 15).

10. Pre-work crew talk / Pre-planning meeting minutes

Found documented meeting minutes completed by the Front of the House on pre-work/crew talks. No documentation found or was provided from the other work areas.

Recommendations were noted and can be found in the Areas for Improvement/Recommendations section (D – 16).

11. Management / Supervisor logs

Found that manager and supervisor's documentation for safety activities was not standardized. Communication logs / documentation are important for due diligence, documented evidence shows that management is engaged in the safety of their employees.

Recommendations were noted and can be found in the Areas for Improvement/Recommendations section (D – 2, 3 & 21).

12. Meeting Agenda's

Two agendas were provided and reviewed. One Management meeting agenda and one for Front of House - Theatre Attendant 2 & 3 meeting agenda. Safety related topics were covered, however best practice would include a standing agenda item on safety to raise safety issues.

Meeting agenda's which include safety as a standing agenda item is important for due diligence and documented evidence that management is committed to safety of their employees.

Recommendations were noted and can be found in the Areas for Improvement/Recommendations section (D - 4).

13. Health and Safety Orientations

Health and Safety orientations are being provided to new workers. 10 new worker safety orientations were reviewed. 5 of the orientations were found to be provided on the first shift of work, 4 provided within 3 working days and 1 was completed within 5 working days. These findings compare well to the City standard of an orientation completed within 3 days.

There were no 'newly-transferred employees' from out-side departments or returning employees found within the past 12 months.

The City standard will be updated in the near future to complete the basic safety orientation on the first shift.

14. Contracting Documents (i.e. Prime Contractor)

A documented process was found in place and being followed to identify Prime Contractors and for Contractor Coordination with productions using the theaters. Productions may introduce new

and unusual hazards or increase risks to the facilities and VCT staff so awareness and coordination regarding new production hazards is important.

The documented process and sharing of information between the theater and productions currently seems to be working well. Ongoing attention and support for contractor coordination is important for VCT to continue to minimize hazards and risks.

15. Safe Operating Procedures / Safe Working Guidelines

Safe Operating Procedures (SOP's) and Safe Working Guidelines (SWG's) were found in the work areas requiring them. Worker assess to the SOP's / SWG's were either through a binder of SOP's / SWG's in each work area or found on the computer through the VCT's H:Drive.

Recommendations were noted and can be found in the Areas for Improvement/ Recommendations section (D - 6).

16. Worksite Inspections

All Worksite inspections are conducted and documented as scheduled. Formal checklists have been created and are currently used in the Inspection process.

Two of the three work areas documented their inspections in accordance with the regulation and City standard.

Recommendations were noted and can be found in the Areas for Improvement/ Recommendations section (D - 17).

17. Incident Reports and Incident Investigations

Incident reports are being reported and incident investigations are being conducted.

Recommendations were noted and can be found in the Areas for Improvement/ Recommendations section (D – 18, 19 & 20).

18. Joint Occupational Health and Safety Committee Minutes etc.

All Joint Health and Safety Committee (JOHSC) minutes were produced for all meetings held. The last 3 months of the JOHSC minutes were posted on all the OH&S boards.

The Joint Health and Safety Committee is established and has been in place for many years.

The safety committee structured meets and exceeds the minimum standards set out in the Workers Compensation Act.

The safety committee is composed at:

- employer representatives: 5
- worker representativeness: 6

The Safety Committee meets on the 2nd Thursday of every month at 2:00pm. A search of previous meeting minutes indicate that all meetings occur at this time, and the scheduled time of the meeting is always printed on the previous minutes. The last 3 months of the JOHSC monthly minutes were found posted on the OH&S boards at all the venues.

Through interviews of some JOHSC members, they all had positive responses and understood their function and duties as part of the JOHSC and have had training or scheduled for training on how to carry out their responsibilities.

Recommendations were noted and can be found in the Areas for Improvement/Recommendations section (D – 22)

D. AREAS FOR IMPROVEMENT / RECOMMENDATIONS

The recommendations and areas for improvement provided and recorded come from the review of documentation, interview answers and observations of VCT.

Management / Organizational Communication

1. Improve awareness with workers on where applicable health & safety regulations and other relevant health & safety resources are available to them.

VCT has an annual management action plan for safety initiatives as part of the overall VCT work plan; however, staff including, the safety committee members reported they were not aware of the action plan and the progress being made.

Through interviews, 50% of managers, supervisors and workers responded that they could not locate where the City's Health & Safety Policy was.

Through interviews, 30% of supervisors and workers could not describe where to locate applicable health and safety regulations and other relevant safety resources.

Recommend: develop communication mediums that are available for employees. OH&S resources (policies, safe work procedures, guidelines, action plans etc.) should be made more readily available to supervisors and workers such as locating these resources in main work area's and/or safety boards if computer resources are not available (Health & Safety website or VanDocs).

Management Response:

Please check one:

☒ Agree with the findings

☐ Disagree with the findings

Please check one:

☒ Agree with the recommendations

☐ Disagree with the recommendations

Departmental Management Comment:

As per the findings, VCT keeps detailed written records of OH&S issues and communicates to them via the OH&S boards, All staff meetings, and Pre-Show meetings as well as Fire Plan and All Hazards training. Management will re-enforce the importance of communicating OH&S issues through the appropriate channels. During the time of orientations staff are provided links to safety legislation.

Organizational Safety Actions:

Links are available on the Health & Safety website.

Departmental Management Actions:

VCT staff and OHS meeting reinforce the communication mediums and the location of safety resources

2. Managers and supervisors are encouraged to have regular discussions on Health & Safety issues/items with workers at least once each quarter or more frequently.

Regular discussions of safety, creates engagement with staff and demonstrates managers and supervisors are committed to safety. Documentation by formal or in-formal (i.e. e-mails, note books) methods is important for due diligence defense if something serious was ever to happen and it supports the safety audit process.

Through interviews, 71% of respondents indicated that managers discuss health and safety issues with workers.

Recommend: incorporate discussions on Health & Safety issues/items with workers at least once each quarter or more frequently. Document and date the formal and informal discussions with staff in a journal book or personal log.

Management Response:

Please check one:

☒ Agree with the findings

☐ Disagree with the findings

Please check one:

☒ Agree with the recommendations

☐ Disagree with the recommendations

Departmental Management Comment:

Management has now put Health and Safety as a recurring agenda item for all regularly scheduled meetings. Meetings are minuted and kept in a shared drive.

Organizational Safety Actions:

Hazard identification and Risk assessment documents are available on the Health & Safety website.

Departmental Management Actions:

3. Ensure all managers/supervisors are regularly sharing health and safety information and having safety conversations with their workers relevant to their operation.

Through interviews, 80% of respondents indicated that managers and supervisors share health and safety information relevant to their operation.

The desired audit result is 100% of respondents confidently sharing, that safety information is shared with them.

Recommend: to continue the safety conversations and the sharing health and safety information. Ensure conversations formal or informal are documented in a method that is efficient for supervisors and managers.

Management Response:

Please check one:

☒ Agree with the findings

☐ Disagree with the findings

Please check one:

☒ Agree with the recommendations

☐ Disagree with the recommendations

Departmental Management Comment:

Management will endeavor to reach 100% but notes that 80% is very respectable given the transient nature of the Auxiliary workforce.

Organizational Safety Actions:

N/A

Departmental Management Actions:

4. Ensure Management meetings reference safety, safety statistics and incidents for review as regular agenda items.

Through documentation review 'Safety' is not listed as a standing agenda on the Vancouver Civic Theatres Senior Management Team monthly meetings and the Exempt Staff Weekly Meetings, however, on the departmental round table OH&S is discussed.

Through interviews, 60% of managers and supervisors stated they have attended meetings in the past year where safety was a standing agenda item.

Recommend: at an appropriate management meeting an agenda or other standardized document should include **Safety** (safety issues, safety statistics and incidents) as standing agenda items to be addressed.

Management Response:

Please check one:

☒ Agree with the findings

☐ Disagree with the findings

Please check one:

☒ Agree with the recommendations

☐ Disagree with the recommendations

Departmental Management Comment:

Management has now put Health and Safety as a recurring agenda item for all regularly scheduled meetings. Meetings are minuted and kept in a shared drive.

Organizational Safety Actions:

Provide safety statistics/metrics at least quarterly.

Departmental Management Actions:

5. Management and supervisory positions should have clearly stated safety responsibilities within VCT.

Interviews with managers and supervisors were not confident in clearly describing all their safety responsibilities.

Not all staff interviewed believed management always lead by example. Some respondents commented they had not had the opportunity to observe leadership addressing a safety situation.

Recommend: Documentation to clarify managers' and supervisors' safety responsibilities should be reinforced and known by all stakeholders.

Management Response:

Please check one:

☒ Agree with the findings

☐ Disagree with the findings

Please check one:

☒ Agree with the recommendations

☐ Disagree with the recommendations

Departmental Management Comment:

VCT management will reinforce safety responsibilities of all staff.

Organizational Safety Actions:

Assigned Occupational Safety Specialist is available for support

Departmental Management Actions:

Program & Procedures (Written Instructions)

6. Safe Operating Procedures / Safe Working Guidelines

Ensure that the JOHSC members have the opportunity to consult in the development of health & safety programs, review of Safe Operating Procedures / Safe Working Guidelines and that they are readily available.

Through interviews, 40% of staff was unaware of the existence and location of SOP's / SWG's.

Through interviews, 30% of staff felt there could be more collaboration on development or reviewing SOP's / SWG's.

Recommend: the SOP's are reviewed annually or as required by managers, supervisors and workers to facilitate consultation. Substantial changes to SOP's should be brought to the committee for review.

Follow the Safety Management System best practice and save the SOP's / SWG's in VanDocs. Location – Departmental policies and procedures – 01-0500-22. Clearly communicate with staff where to find Safe Operating Procedures / Safe Working Guidelines.

Management Response:

Please check one:

☒ Agree with the findings

☐ Disagree with the findings

Please check one:

☒ Agree with the recommendations

☐ Disagree with the recommendations

Departmental Management Comment:

VCT management will ensure annual or periodic reviews of SOP are conducted. Substantial changes will be brought to the Safety Committee for review.

Organizational Safety Actions:

Safe Operating Procedures / Safe Working Guidelines templates are available on the Health & Safety website.

Assigned Occupational Safety Specialist is available for support.

Departmental Management Actions:

7. Emergency Role Training

It is recognized that emergency role training was occurring during and after the audit.

Through interviews, 43% of staff commented they had been educated on the roles and duties they would have in an emergency, if they were in a lead role, however have not had an opportunity to develop or practice the skills of the role.

Recommend: all workers with a lead Emergency Role have appropriate education and training to practice the skills required for the role. Continue with the education and training for the refreshed All Hazards Emergency Plan.

Management Response:

Please check one:

☒ Agree with the findings

☐ Disagree with the findings

Please check one:

☒ Agree with the recommendations

☐ Disagree with the recommendations

Departmental Management Comment:

VCT Management has provided role-based training on the Fire Plan and All Hazards plan to all staff. On-going training and drills will be provided to further develop skills necessary for the lead emergency roles.

Organizational Safety Actions:

N/A

Departmental Management Actions:

8. Emergency/Evacuation Drills

Documentation of planned and completed emergency drills at each site annually was available but there are opportunities for improved documentation. Documentation consisted of e-mails and timesheets that demonstrated that drills were done.

A clear record for drill events creates confidence in staff and interested 3rd parties inquiring about compliance.

Recommend: ensure evacuation drills are documented in a formal centralized location other than email and time-sheets. Ensure that any opportunities for improvement are documented and corrective actions assigned. Drills must be held at both sites at least every 12 months, and the records must be kept.

Management Response:

Please check one:

☒ Agree with the findings

☐ Disagree with the findings

Please check one:

☒ Agree with the recommendations

☐ Disagree with the recommendations

Departmental Management Comment:

VCT will adopt the fire drill template available from Corporate Protective Services.

Organizational Safety Actions:

Provide template for documenting emergency drills.

Departmental Management Actions:

9. First Aid Contact

Generally first aid was done very well.

Safety Committee meeting minutes and visual observation noted the lack of signage despite the presence of signage in other areas. This had not been closed off with the safety committee. This is a minor item.

Recommend: post signage at the ANNEX on how to contact first aid and report back to the safety committee.

Management Response:

Please check one:

☒ Agree with the findings

☐ Disagree with the findings

Please check one:

☒ Agree with the recommendations

☐ Disagree with the recommendations

Departmental Management Comment:

Management notes that all staff begin their shift at the Orpheum where the OH&S board is located. Management will post signage at the Annex.

Organizational Safety Actions:

N/A

Departmental Management Actions:

Hazard Identification and Control

10. Hazard Identification – Training

Hazard identification / reporting processes are in place. During observations the Hazard Reporting process was found posted on all OH&S boards, in addition observed a before shift briefing for Front of House staff where there was communication and documentation on a current hazard. However, through interviews and documentation managers have not received training on the City's Hazard Identification and Risk Assessment method.

Recommend: managers that are required to conduct hazard identification and risk assessments should take the Hazard Identification and Risk Assessment course from an Occupational Safety Specialist. Managers should share appropriate risk assessment information with supervisors.

Management Response:

Please check one:

☒ Agree with the findings

☐ Disagree with the findings

Please check one:

☒ Agree with the recommendations

☐ Disagree with the recommendations

Departmental Management Comment:

VCT management agrees with the recommendations.

Organizational Safety Actions:

Assigned Occupational Safety Specialist is available for support to provide training.

Departmental Management Actions:

11. Improve Hazard Alert communications / bulletins to all workers.

Through documentation review and interviews it is evident that VCT has opportunities to better communicate hazards.

Recommend: post all Hazard Alerts on OH&S boards and utilize on site communication methods.

Management Response:	
<i>Please check one:</i>	<i>Please check one:</i>
<input checked="" type="checkbox"/> Agree with the findings	<input checked="" type="checkbox"/> Agree with the recommendations
<input type="checkbox"/> Disagree with the findings	<input type="checkbox"/> Disagree with the recommendations
<i>Departmental Management Comment:</i>	
<i>Organizational Safety Actions:</i>	
N/A	
<i>Departmental Management Actions:</i>	

12. Controls Developed for Identified Hazards

Through document review it was noted that risk assessments are completed by Security for every event/production held at each venue and controls are put in place for identified hazards. No risk assessments were provided from 'back of the house' so it is unknown if risk assessments were required to control hazards that may of occurred within the past year.

Recommend: ensure there are completed Risk Assessments for hazards and ensure there is a process in place to review risk assessments periodically or risk assessment processes to ensure controls are in place and remain sufficient. Ensure that the Safety Committee is aware of the risk assessment process and individual assessments where a given risk is significant or extraordinary. Ensure general and significant risk assessments are stored in VanDocs – 07-4000-24.

Management Response:

Please check one:

☒ Agree with the findings

☐ Disagree with the findings

Please check one:

☒ Agree with the recommendations

☐ Disagree with the recommendations

Departmental Management Comment:

VCT management will follow up with Back of House to confirm if completed risk assessments are documented and communicated.

Organizational Safety Actions:

Assigned Occupational Safety Specialist is available for support.

Departmental Management Actions:

13. Preventative maintenance program.

Through document review and interviews a departmental preventative maintenance program there are opportunities to better ensure for a failsafe preventative maintenance approach.

Recommend: develop a shared calendar for checking critical maintenance schedules are followed and completed.

Management Response:

Please check one:

☒ Agree with the findings

☐ Disagree with the findings

Please check one:

☒ Agree with the recommendations

☐ Disagree with the recommendations

Departmental Management Comment:

VCT has a comprehensive preventative maintenance spreadsheet and is currently creating a shared calendar.

Organizational Safety Actions:

Departmental Management Actions:

Training, Education and Certification

14. Training Availability

Training, education and orientations are occurring when required.

It is important for workers to receive training appropriate for their position.

Through interviews, 20% of staff indicated that there was not enough training provided.

Recommend: All staff should be reminded by management that safety comes first and should encourage staff to identify gaps in their safety training.

Management Response:

Please check one:

☒ Agree with the findings

☐ Disagree with the findings

Please check one:

☒ Agree with the recommendations

☐ Disagree with the recommendations

Departmental Management Comment:

Management will remind staff at the All Staff training event on September 17th.

Organizational Safety Actions:

Assigned Occupational Safety Specialist is available for support.

Departmental Management Actions:

15. Tracking Training

Documented evidence found that internal training is being tracked but it is not clear if the external training is being tracked. A centralized system of tracking training was not used. While compliant, the current methods present opportunities for improvement.

Recommend: Develop a centralized process to track training in VanDocs.

Management Response:

Please check one:

☒ Agree with the findings

☐ Disagree with the findings

Please check one:

☒ Agree with the recommendations

☐ Disagree with the recommendations

Departmental Management Comment:

Organizational Safety Actions:

Assigned Occupational Safety Specialist is available for support.

Departmental Management Actions:

16. Pre-work crew talk / Pre-planning meetings

Through documentation review it is clear regular pre-job/pre-planning meetings are held for high risk safety issues or tasks.

Through interviews, 30% of supervisors and workers indicated that on-the-job or pre-planning meetings are held to discuss high risk events.

Recommend: document regular pre-job crew talk/pre-planning meetings. Suggest using a standard checklist format for the crew talk meetings.

Management Response:

Please check one:

☒ Agree with the findings

☐ Disagree with the findings

Please check one:

☒ Agree with the recommendations

☐ Disagree with the recommendations

Departmental Management Comment:

Current practice is to note the crew talk and safety topics at the top of the FOH timesheets for each event. These documents provide evidence of who is receiving the crew talks and are kept in a locked cabinet. FOH briefings and BOH Crew Talks discuss high risk safety issues. Management will continue this practice and ensure event info sheets provide documentation.

Organizational Safety Actions:

Assigned Occupational Safety Specialist is available for support.

Departmental Management Actions:

Worksite Inspections

17. Worksite Inspections – Complete Documentation

Worksite inspections are being conducted as scheduled. Formal checklists have been created and are currently used in the Inspection process.

It is recognized that the worksite inspections were being completed when required by all work area's however, improvement is required on completion of the checklist on the 'back of the house' inspections and sharing of the completed Worksite Inspection reports with workers.

Through interviews of supervisors and JOHSC members it was recognized that correcting hazards documented on the inspection checklists were not always completed in a timely manner. It was observed and also suspected that due dates or individuals were not documented or assigned individuals were not properly informed of their task or had a system to remind themselves of the outstanding action items.

Recommend: ensure identified hazards found during inspections are risk rated for priority order and a reasonable target completion date is assigned.

Ensure action items are assigned to an individual with the ability to correct the deficiencies found during inspections and the named person is documented on the Inspection Checklist in the appropriate section.

Management Response:

Please check one:

☒ Agree with the findings

☐ Disagree with the findings

Please check one:

☒ Agree with the recommendations

☐ Disagree with the recommendations

Departmental Management Comment:

Management has begun the practice of reviewing and assigning specific individuals to deficiencies noted on the inspections and reviewing them with the OH&S committee meeting.

Organizational Safety Actions:

Review and update current Inspection Form template.

Assigned Occupational Safety Specialist is available for support.

Departmental Management Actions:

Incident Reports and Incident Investigations

18. Incident/injury Reports

Incident reports are being reported and incident investigations are being conducted.

Through interviews 83% of workers are aware of the incident/injury reporting process.

Through documentation review incidents/injuries were being reported, but not consistently within the required timelines. Reviewed 6 reported incidents in Parklane and 4 were reported within the timeline.

Recommend: ensure that supervisors/managers are entering incidents/injuries into Parklane Incident reporting within 24 hours of the incident occurring so the report can be reviewed and submitted corporately to WorkSafeBC within 3 business days of the incident date.

Management Response:

Please check one:

☒ Agree with the findings

☐ Disagree with the findings

Please check one:

☒ Agree with the recommendations

☐ Disagree with the recommendations

Departmental Management Comment:

Parklane was in the process of being implemented during the audit and some administrative errors were made. VCT management is committed to full compliance with injury reporting.

Occupational Safety Actions:

Further training to be provided by assigned Occupational Safety Specialist.

Departmental Management Actions:

19. Incident Investigations

Effective and timely incident investigations ensure preventative actions can be identified and implemented before another similar injury occurs.

Through documentation review it was evident that Managers/Supervisors require additional training on finalizing preliminary and full investigation steps in Parklane and the awareness of the legislative timelines for completed reports.

Out of 6 investigations only 2 had the preliminary and full investigation completed.

It is recognized that the new incident investigation system, Parklane, has recently been implemented. System users do not always complete all three components of an investigation; reporting, preliminary investigation and full investigation.

Recommend: additional Incident Investigation training for all Managers/Supervisors along with additional training on timelines and how to complete the preliminary and full Incident Investigation in Parklane. In addition, follow-up is necessary to ensure that the Investigations have been fully completed accurately.

- Ensure Incident Investigations are completed accurately and completely within the legislative timelines. 48 hours from day of injury for preliminary investigation and 30 days from the date of injury or sooner for full investigation. Ensure that investigation reports are reviewed by management and documented on investigation report or meeting minutes of where the injuries are reviewed.
- Incident Investigations should also have the worker committee member who is involved in the investigation listed on the form.
- Ensure employer representatives involved in conducting investigations receive investigation training on an ongoing basis.
- Communicate the results of incident investigations with workers.

Management Response:

Please check one:

☒ Agree with the findings

☐ Disagree with the findings

Please check one:

☒ Agree with the recommendations

☐ Disagree with the recommendations

Departmental Management Comment:

Management would welcome training from Corporate safety on the use of Parklane.

Organizational Safety Actions:

Further training to be provided by assigned Occupational Safety Specialist.

Departmental Management Actions:

Program Administration

20. Communication and Performance

Best practices for engaging the workforce in safety includes sharing performance metrics for safety indicators.

Through interviews 50% of managers indicated that health and safety goals and objectives are identified and communicated on an annual basis.

Through documentation review it is was uncertain that regular or periodic safety performance data was available for VCT to review. Corporate metrics are released each quarter to business units on the safety indicators.

Recommend: Develop a strategy to obtain and review corporate metrics quarterly.

Partner with the Safety Specialist to create VCT safety indicators/ metrics to review on quarterly or annual basis.

Create action plans to improve VCT safety indicators if they are not meeting desired targets.

Communicate VCT safety indicators to employee's as determined by VCT communication strategy.

Management Response:

Please check one:

☒ Agree with the findings

☐ Disagree with the findings

Please check one:

☒ Agree with the recommendations

☐ Disagree with the recommendations

Departmental Management Comment:

VCT management will work with the Safety Specialist to create and communicate relevant metrics.

Organizational Safety Actions:

Will partner with VCT to develop relevant safety metrics

Departmental Management Actions:

Joint Health and Safety Committee - OH&S

21. Joint Health and Safety Committee - OH&S Boards

It is recognized that VCT OH&S Boards has all required items posted as per Workers Compensation Act, however, the City's practice is to have a documented list of all the Committee Members posted and the JOHSC Function and Terms of Reference or statement posted on the OH&S Boards.

Recommend: implement a separate dated document list of all the Committee Members and have it posted on all the OH&S bulletin boards. The list should include all of the individuals that are members on the VCT Safety Committee, with contact information.
Involve JOHSC members in safety programs such as safe work procedure/guideline reviews as this was not demonstrated in the safety minutes reviewed.

Post the JOHSC Function and Terms of Reference or statement on the Safety Committees purpose on to all of the OH&S bulletin boards.

Create a document communicating the names of all the Safety Committee Members.

Management Response:

Please check one:

☒ Agree with the findings

☐ Disagree with the findings

Please check one:

☒ Agree with the recommendations

☐ Disagree with the recommendations

Departmental Management Comment:
Completed in April 2018.

Organizational Safety Actions:

Assigned Occupational Safety Specialist is available for support.

Departmental Management Actions:

E. CONCLUSION

In our opinion, the safety management system and processes at Vancouver Civic Theaters are functioning well. Small improvements in certain areas and anticipating processes for sustainment will position VCT for having a resilient safety culture and good compliance with the Occupational Health and Safety Regulation, City policy and achieving best practices for municipalities. The greatest challenge will be developing an effective communication strategy to reach a large auxiliary workforce to share information with.

There were minor documentation issues that do not meet compliance with the Occupational Health and Safety Regulation; this is a very minor compliance risk. There was no compliance issues detected that would cause an injury to any of the staff.

Findings and Recommendation have been discussed with appropriate management and responses are included with this report.