

## Horizon Utilities Corporation 2010 Management's Corporate Health and Safety Program

**PROGRAM GOALS:**

- **Maintain a high level of performance on “make it happen” safety objectives**
- **Build a healthy workplace where every employee takes accountability for safety**
- **Support a continuous improvement and best practice process in setting objectives and delivering on the program**

5 Critical Components of the Leading Indicator Safety Program and Matrix (Outputs)	
Leadership	
Safety Performance through Leading Indicators	
Program Assessment and Improvement	
Training and Application of Skills	
Injury/Incident Experience	

Leadership	
1	Senior Leadership Team making <b>Crew Visits and Attending Safety Meetings</b> (see appendix I)
2	Directors and or EMT representation on the Joint Health & Safety Committee's (4 representatives)
3	Quarterly Matrix Update and Trending Analysis provided at Business Review & Update Meetings

Improved Safety Performance through Leading Indicators	
1	Managers & Supervisors Crew Visits and Inspections % score – Actual / Expected (see appendix II)
2	Managers & Supervisors Department Safety Meetings conducted with minutes (see appendix III)
3	Timely follow up on Incident action items. (% actions completed / actions entered)

Program Assessment and Improvement	
1	OHSMS Z 1000 Complete 2010 Objectives in accordance with Milestones and Project Plan

Training / Application of Skills	
1	Driver Training – 20% of staff driving
2	Hazard recognition Training for 1-2 staff Provide skills to create hazard registry for following departments OH; Und; Lines ST Catharines; Warehousing; Fleet; Customer Connections; Substations and Facilities Score based on # Trained / Required to train

Injury/Incident Experience	
1	<b>Motor vehicle</b> incidents (based on preventable as defined in policy) No greater than 2008 = 17 2010 Target 20% improvement over 2009 = 14 Outstanding 40% improvement over 2009 = 11
2	Lost time <b>Frequency Rate</b> – zero lost time INCIDENTS
3	Lost Time <b>Severity Rate</b> Measure of progressive improvement

## APPENDIX I

### Senior Management Team – Work Observation Expectations

EMT Members	Expected #	Actual #	Suggested Inspection Type
Max Cananzi	4		Field
Rob Lister	4		Field
Marjorie Richards	4		Facilities
Eileen Campbell	4		2 Meter 2 Office
John Basilio	4		Field / Office
Neil Freeman	4		Field / Office
Indy Butany DeSouza	4		Field / Office
Sarah Hughes	4		Field / Office
	32		

Directors	Expected #	Actual #	Inspection Type
Kathy Lerette	6		Office 2 FA's
Steve Strugar	8		Field 3 FA's
Joseph Almeida	6		Warehouse & Fleet 2 FA's
Frank Fabiano	6		Office 2 FA's
Brent Donnelly	2		Office 2 FA's
Mario Cangemi	6		Office 2 FA's
Reg Services	2		Office 2 FA's
Lise Galli	1		Office 1 FA
Sandy Manners	2		Office 2 FA's
Jim Patterson	8		Field/Inside Services 2 FA's
Brian Smith	4		Events 2 FA's
	51		

Reporting # Document Location

- Work Inspections must be entered into IFS - a percent score based on actual/expected will be used in the safety matrix under "Leadership". Original forms shall be forwarded to Health and Safety Specialist.

## EMT and Directors - Department Meeting Safety Expectations

Name	#	# Expected To Attend	Departments Targeted Attend Meetings as Listed or Substitute if Needed
Max Cananzi		4	Underground Hamilton
One of each listed			Overhead Hamilton
			Lines St. Catharines
Rob Lister		8	Underground Hamilton
One of each listed			Overhead Hamilton
			Lines St. Catharines
			Engineering/Supply Chain/Ops Improvement
			Substation Services
			Network Operating
			Fleet Services
			Stores Hamilton or St Catharines
Marjorie Richards		4	Facilities & Cleaners Hamilton
One of each listed			Facilities & Cleaners Hamilton
			Human Res./Communications/Safety
			Human Res./Communications/Safety
Eileen Campbell		6	CCC St Catharines
One of each listed			CCC St Catharines
			CCC Hamilton
			CCC Hamilton
			Customer Services Hamilton
			Customer Services St Catharines
John Basilio		4	Finance Hamilton
One of each listed			Finance Hamilton
			Business Applications Hamilton
			Business Applications Hamilton
Neil Freeman		4	Customer Services Ham/St Cath
One of each listed			Lines – St. Catharines
			OH or Underground Hamilton
			Design / Records Hamilton
Indy Butany-DeSouza		4	Regulatory
Sarah Hughes		4	Finance
Total		<b>38</b>	

APPENDIX I (continued)  
 Director Department Safety Meeting Expectations

Name	# Actual Attended	# Expected to Attend
Director Construction & Maintenance		8
Director Engineering, Operating & Operational Improvement		5
Director Supply Chain		6
Director Customer Services		4
Director of Budgeting & Business Analysis		2
Director Customer Connections		6
Director Regulatory Services		2
Director Information Systems & Technology		2
Director Communications		2
Director Human Resources		2
Chief Conservation Officer		2
<b>Total Meetings for Directors</b>		<b>43</b>

## Appendix II – Manager & Supervisor Work Observations / Inspections

Construction & Maintenance	Monthly Expectations	
Manager Overhead/Lines	2	Total 24
Supervisors Overhead/Lines	4	Total 48
Manager OH/UG Lines St Catharines	2	Total 24
Supervisors OH/UG Lines	4	Total 48
Manager Underground	2	Total 24
Supervisors Underground	4	Total 48
External Contractor Inspections	4	Total 48
Manager Substation Services	4	Total 48
<b>TOTALS</b>	<b>26</b>	<b>312</b>

Engineering and Operating	Monthly	Quarterly Expectations
Manager Capital Projects	1	Total 4
Supervisors	2	Total 8
Manager Network / Supervisors	1	Total 4
Manager <b>Network Operating</b>	1	Total 4
<b>TOTALS</b>	<b>5</b>	<b>Total 20</b>

Supply Chain	Monthly	Expectations	
Supervisor <b>Warehousing</b>	3 Functional Areas	3	Total 36
Manager <b>Fleet Services</b>	2 Functional Areas	2	Total 24
Manager Logistics	2 Functional Areas	2	Total 24
<b>TOTALS</b>		7	Total 84
	Quarterly	Expectations	
Manager <b>Procurement</b>	1 Functional Area	1	Total 4
<b>TOTALS</b>		4	

Customer Connections	Monthly	Expectation
Manager <b>Customer Connections</b>	2	Total 24
Supervisor <b>Meter Services St. Catharines</b>	4	Total 48
Supervisor <b>Meter Services Hamilton</b>	4	Total 48
Manager Meter Assets and Inside Services	1	Total 12
<b>TOTALS</b>	<b>11</b>	<b>Total 132</b>

Customer Services	Monthly	Expectations
Manager Meter Communications and Tech	1 Functional Area	Total 12
	Quarterly	Expectations
	4 contractors	Total 4
<b>TOTALS</b>		<b>Total 16</b>
Manager Customer Services	2 Functional Areas	Total 24
Billing Supervisor/Supervisor Customer Service Hamilton	1 every 2 months/shared responsibility	Total 6 Total 6
Customer Service Supervisors St. Catharines	1 every 2 months/shared responsibility	Total 6 Total 6

	Quarterly	Expectations
Supervisor Collections	1 contractor	Total 4

Finance / Regulatory		Quarterly Expectations
Manager Rates & PBR	VACANT	1
Manager Business Analysis	1 Functional Area	Total 4
Manager Treasury and Taxation	VACANT	Total 1
Manager Regulatory Compliance	1 Functional Area	Total 4
Manager Accounting & Financial Reporting	1 functional Area	Total 4
TOTALS	3	Total 12

## Appendix II – Manager & Supervisor Work Observations / Inspections

Information and Technology	Quarterly Expectations	
Manager Business Applications	1	Total 4
Manager Technical Services	1	Total 4
Manager Business Projects	1	Total 4
TOTALS	3	Total 12

Facilities	Monthly	Expectations
Manager	2	Total 24
Supervisor – Maintenance Staff	1	Total 12
Horizon Cleaners	1	Total 12
Contractors Includes contract cleaners 1 - 2 times per year	1	Total 12
TOTALS	5	Total 60

Healthy Workplace & Safety	Monthly	Expectations
Manager	1	Total 12
Specialist	1	Total 12
TOTALS	2	Total 24

## APPENDIX III Managers and Supervisors - Department Safety Meeting Expectations

Department	Person Responsible	Safety Meeting Goals	Safety Talk
Underground Hamilton	Dan Skidmore	4	4
Overhead Hamilton	Jim Stewart	4	4
Lines St. Catharines	Corey Henderson	4	4
Substation Services	Matthew Strecker	4	4
Capital Projects	Daniel Roberge	4	
Network	David Haddock	4	
Operating	Carmine Calabrese	2	
Fleet Services Hamilton & St Catharines	Joseph Botas	4	4
Stores Hamilton & St Catharines	Marina Bulthuis	4	4
Supply Chain Office Staff	Tim Mathews	4	
Customer Connections St Catharines	Al Vance	4	4
Customer Connections Hamilton	Al Vance	4	4
Customer Services St Cath	Shelley Parker	1	1
Customer Services Hamilton	Shelley Parker	1	1
Finance Hamilton	Sarah Hughes	2	
Information/Systems Technology	Mario Cangemi	2	
Regulatory	Indy Butany-DeSouza	2	
Facilities & Cleaners Hamilton	Joe Gerrior	4	4
Communications Hamilton	Sandy Manner	2	
Human Resources. Hamilton	Henry Winter	2	
Safety Department	Andy Kerr	2	
Total Meetings	102	64	38



## APPENDIX IV Joint Health & Safety Committee Inspections

Location	Monthly Expectation
Stoney Creek	1
Nebo Rd	1
St. Catharines	1
John Street	1