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# 7 TRAINING AND COMMUNICATION

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## 7.1 Hiring Process

The responsibility of each step of the hiring process will be assigned to the appropriate manager. The assignments of responsibility are as follows:

- Operations Manager: PRESIDENT
- Superintendent/Foremans/Spread Bosses: PRESIDENT/OPERATIONS MANAGER
- Labourers: PRESIDENT/OPERATIONS MANAGER
- Shop Hand: OPERATIONS MANAGER
- Administrative Personnel: OFFICE MANAGER

### OPERATIONS PERSONNEL

#### 1. SCREENING PROCESS

##### Responsibility for Screening Process

It is the responsibility of the Operations Manager or his designate to hire the appropriate staff. It is also his responsibility to ensure that Terraforma Resources hiring procedures are followed. If management has assigned a designate to do hiring, management must review and sign off on the new hires package when completed.

Terraforma Resources is committed to hiring and developing personnel who are the best staff possible, both as individuals and as team players, by focusing on developing responsible individuals.

Management recognizes the importance of practicing sound employee relations and is committed to their responsibility toward all personnel. In return, management expects honesty, loyalty and good work habits from all personnel.

To ensure their actions do not create a hazard for themselves, or others on-site personnel, customers or the general public, all sub-contractors shall be required to adhere to Terraforma Resources policies and procedures.

##### General

- Ensure that a current resume is provided with application.
- Applicant must be neat and clean in appearance and display a positive attitude
- Literacy level must support ability to perform job and comprehend written instructions.
- Must be fit for duty, meaning they will be physically able to perform the job function

##### License Requirements/Work Experience

- Applicant must hold the appropriate & valid license for equipment to be operated.
- Oilfield Experience
- Willingness to learn
- Willing to work away
- Valid, up to date oilfield tickets

##### Driving Record (if required for position)

- Valid driver's license
- Current driver's abstract, within previous thirty (30) days of application date
- Maximum (6) six demerits
- No occupational criminal code convictions
- Previous employer reference check (last 3 years)
- Insurance verification (determine eligibility to be insured)

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**Initial Interview** (can be conducted over the phone)

Screening applicants can save the manager’s time and Terrafirma Resources money. A review of applicants resume, driver’s abstract and short interview can determine if the job seeker meets the minimum standards. If the interviewer is satisfied with the manner questions are being answered, the applicant is then asked to complete a road test.

**2. SELECTION PROCEDURES**

Following the initial screening process above, it must be decided whether to continue or thank the applicant for their interest, based on the information received from the previous steps of the hiring process. If you wish to continue the following must be completed in this order:

**Reference Check**

It is imperative that previous employers be contacted. (This is the most critical part of the whole hiring process) Even if immediate manpower is required to satisfy Terrafirma Resources personnel needs, make time to contact a minimum of two past employers. (The best indicator of the applicant’s potential performance is past performance). If employer references are not available then 2 personal references shall be contacted. Be alert for suggestions of any problems regarding job performance, or ability to get along with fellow workers.

**Employment Interview** (more in depth, face to face interview)

The interview will verify or expand information developed to this point. The interviewer can form an opinion about the applicant’s personality, appearance, and attitude toward employment and accident prevention. The applicant will learn about what is expected of them and what working for Terrafirma Resources will be like.

**Decision to Hire**

All information obtained on the applicant, during the hiring process, must be evaluated and reviewed with management and supervisors at this stage, in order to ensure the selection of only the best possible applicants to fill Terrafirma Resources manpower requirements. The necessity for Terrafirma Resources to obtain only the most qualified, trustworthy and responsible employees must be kept in mind regardless of manpower needs. (It can do Terrafirma Resources much more harm than good to employ an applicant who does not meet the pre-set minimum standards for employment and/or does not possess the appropriate attitude and mannerisms)

**Orientation**

Once the decision to hire has been made, the new hire may now receive a new employee orientation prior to beginning work.

**Probationary Period**

All new employees have a probationary period of 90 days. During this time, the employee’s job performance shall be carefully evaluated. If the employee has a disregard for safe practices or has given false information during the application and hiring process, he/she should be dismissed.

**Field Training and Competency Check/Signoff**

New employee will be assigned to a designated trainer for job specific training. The employee will be evaluated against set criteria to determine competency levels through each phase of training. When the trainee shows the ability to successfully perform all job functions without coaching or guidance from the instructor, then they are deemed competent

**Personnel Files**

A personnel file will be maintained for each employee. These are some of the forms that must be kept:

- Request for driver’s abstract and/or copy of abstract (as applicable for the position)
- Training certificates photocopied

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- Photocopy of driver’s license
- Copy of acknowledgement for employee orientation
- Incident reports
- Injury reports
- Disciplinary actions

## ADMINISTRATIVE PERSONNEL

### Screening of Resumes

Upon receiving resumes for the administrative positions, the Office Manager will review them considering the following factors: education, experience in role, oilfield experience, document presentation, grammar, spelling and punctuation, attention to detail.

### Employee Interview

Candidates will then be selected for initial interview. The interview will verify or expand information developed to this point. The interviewer can form an opinion about the applicant’s personality, appearance, and attitude. The applicant will learn about what is expected of them and what working for Terrafirma Resources will be like. During the interview process, scenario based questions will be used to determine how the candidate would handle different situations. Anyone going into an administrative position relative to accounting will also undergo a practical exam on the accounting system to verify their knowledge.

### Reference Check

It is imperative that previous employers be contacted. (This is the most critical part of the whole hiring process) A minimum of two past employers will be contacted. Be alert for suggestions of any problems regarding level of knowledge, job performance, time management or ability to get along with fellow workers.

### Decision to Hire

All information obtained on the applicant, during the hiring process, must be evaluated and reviewed with management at this stage, in order to ensure the selection of only the best possible applicants to fill the position.

### Orientation

Once the decision to hire has been made the new employee must receive an Orientation prior to beginning work.

### Probationary Period

All new employees have a probationary period of 90 days. During this time, the employee’s job performance shall be carefully evaluated. If the employee has a disregard for following procedures or has given false information during the application and hiring process, he/she should be dismissed.

### Training and Competency Check/Signoff

New employee will be assigned to a designated trainer for specific training. Employee will be evaluated against set criteria to determine competency levels through each phase of training. When the trainee shows the ability to successfully perform all operational functions, they are then deemed competent.

## 7.2 Job Descriptions and Responsibilities

### 7.2.1 President

Reports to: No one

*Responsibilities:*

- Supervision of all Office and Field Staff
  - Screen, hire and train appropriate personnel

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- Periodic review of job descriptions
- Competency Assessments
- Provide input on termination of personnel
- Wage and salary reviews
- Adopt and demonstrate a leadership style which emphasizes the concepts of team approach, coaching for optimum performance and open, two way communication and effective time management.
- Select appropriate Subcontractors
- Ensure internal controls are followed to maximize efficiency, productivity and to protect to company assets
- Ensure complete compliance by all Operational Personnel to safety rules and regulations
  - Occupational Health and Safety Act, Regulations and Code
  - WHMIS
  - TDG
  - Labour Standards
  - Workers Compensation Board
- Sign company cheques
- Ensure internal controls are followed
- Ensure Operations side of company are following internal protocols
- Oversee that necessary repairs and maintenance that are required have been completed
- Conduct meetings as required
- Resolve disciplinary problems with management personnel
- Sales – meet with potential clients
- Decides which sponsorship opportunities Terrafirma Resources will partake in
- Liaise with clients to resolve any issues
- Make decisions on strategic direction of company

### 7.2.2 Office Manager

Reports to: President

*Responsibilities:*

- Oversee all administrative staff duties
- Oversee all accounting to ensure accuracy and proper reporting
- Complete deposits and other transactions as required
- Meets with accountant on quarterly basis

### 7.2.3 AP/AR Coordinator

Reports to: Office Manager

*Responsibilities:*

- Oversee all accounting to ensure accuracy and proper reporting
- Calculate Amortization and Depreciation on equipment monthly
- Control Asset Accounts, takes care of all Assets, Debenture and Equipment Loans
- Post completed payroll into Simply Accounting
- Ensure WCB payments are kept in good standing
- Trail Balances, General Ledgers, Month End, Quarter End, Year End Reports and submit to Accountant
- Bank Reconciliations and Cash Flow Reporting
- Receiver General, GST, T4 Reporting
- Job Costing
- Issue of company fuel cards and cell phones
- Invoicing
- Follow-up of dated receivables
- Entering Payables, cheque runs etc. into Simply Accounting

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- Liaising with client A/P and A/R Departments
- Contact personnel regarding P.O's etc.
- Retain supporting documentation to back up AR/AP
- Review tickets to ensure all pertinent information is included
- Responsible for all Subcontractor billing and payables
- Balance project Reports
- Revenue accruals
- Pulls WCB Clearances for subcontractors
- General Office Duties
  - Letter writing
  - Answering phone calls
  - Scanning
  - Photocopying
  - Paper Shredding
  - Filing

#### **7.2.4 HSE Manager**

Reports to: President

*Responsibilities:*

- Ensure complete compliance with safety rules and regulations
  - Occupational Health and Safety Act, Regulations and Code
  - WHMIS
  - TDG
  - Labour Standards
  - Workers Compensation Board
  - All other applicable provincial and municipal legislation
- Ensure all WCB Requirements are maintained and remedial action is taken where necessary
- Conduct behavioural based analysis and worksite inspections
- Conduct monthly shop, office inspections
- WCB Claims Management
- Assist Management in handling WCB issues and administering Employee Assistance Programs
- Assist Business Manager to negotiate best possible terms for contracts and purchase agreements
- Manage ISNetwork, Complyworks and other prequalification Databases
- Complete all company specific prequalification requirements
- Keep Safety Manual up to date and compliant with legislation
- Attend and/or organize training sessions as required
- Mentor managers and workers on safety protocol
- Manage all aspects of safety program

#### **7.2.5 Operations Manager**

Reports to: President

*Responsibilities:*

- Supervision and documentation of Supervisors, Operators and Workers
  - Screen, hire and train appropriate personnel
  - Periodic review of job descriptions
  - Competency Assessments
  - Provide input on termination of personnel
  - Wage and salary reviews
- Adopt and demonstrate a leadership style which emphasizes the concepts of team approach, coaching for optimum performance and open, two way communications and effective time management.

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- Liaise with Subcontractors to co-ordinate dispatching of equipment and tools to ensure client satisfaction
- Dispatching
- Ensure staffing levels are appropriate to workload
- Ensure effective liaison with Clients to maintain existing relationships
- Assist with and make recommendations for equipment purchase or disposal
- Ensure necessary repairs and maintenance of equipment is completed
- Ensure Workers complete compliance with safety rules and regulations
- Occupational Health and Safety Act, Regulations and Code
  - WHMIS
  - TDG
  - Labour Standards
  - Workers Compensation Board
- Attend and/or conduct meetings as required
- Ensure Shop hand is maintaining the shop in a clean and orderly manner
- Represent Terrafirma Resources in professional manner at social/business functions

## 7.2.6 Business/Projects Manager

Reports to: President

*Responsibilities:*

- Liaises with clients about project requirements
- Relays requirements to all pertinent parties within organization
- Tracks costs vs. revenue of all projects to ascertain profitability
- Completes all prequalification documentation
- Reviews all contracts and prepares for President's signature
- Assists with ensure all quality control functions are completed

## 7.2.7 Superintendent/Foreman

Reports to: President & Operations Manager

*Responsibilities:*

- Oversees all aspects of field operations on the job site
- Responsible for ensuring all workers are properly trained for the task at hand
- Ensure Workers complete compliance with safety rules and regulations
- Conduct Hazard Assessments and Pre-job meetings daily and if scope of work changes. Ensure all workers and subcontractors on site are involved and sign onto this document
- Complete worksite inspections
- Completion of required paperwork – time tickets, quality control etc.
- Adopt and demonstrate a leadership style which emphasizes the concepts of team approach, coaching for optimum performance and open, two way communications and effective time management.
- Provide on the job training for new workers
- Directly supervise new workers until such time as they are deemed competent to perform the job without direct supervision
- Conduct Competency assessments are required
- Report all incidents, accidents and near misses
- Relay to Terrafirma Resources Management any customer recommendations, complaints and positive comments
- While on site you are the Terrafirma Resources Supervisor and therefore responsible for other Terrafirma Resources workers on site and you are Terrafirma Resources representative. As such you must represent Terrafirma Resources in a courteous, professional manner
- Responsible for providing guidance to Worker and ensuring they follow safe work practices and job procedures



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- Have the right and responsibility to refuse unsafe work
- Ensure project completion and client satisfaction
- Fill out necessary reports – incident, accident, near miss, fall protection plans, ground disturbance checklists
- Provide Worker with details of work for day so that everyone understands the scope of work
- Ensure all barricades and signs required on site are implemented
- Ensure you understand the clients requirements and that the tasks have been performed to satisfaction of customer
- End of day, walk around the site and ensure that proper housekeeping has been performed and the job properly completed
- Flag, barricade any hazards as required during work operations and prior to leaving the site if hazards still exist
- Set a positive example for all workers on site

## 7.2.8 Equipment Operators

Reports to: President

*Responsibilities:*

- Maintain Valid Certifications (Driver’s License, Heavy Equipment Certification and Oilfield tickets etc.)
- Conduct Pre-trip and Post-trip inspections of trucks/equipment daily
- Be involved in a hazard assessment and pre-job meeting daily and as conditions change.
- Maintain equipment in accordance with manufacturer’s specifications and Terrafirma Resources Maintenance Program
- Equipment to be properly cleaned within reason both outside and inside. Very important for first impressions
- Drive in accordance with provincial laws and regulations
- Maintain log books, vehicle maintenance, work orders and fuel logs as required in accordance with regulations and Terrafirma Resources requirements
- Obey all safety regulations – provincial, federal, Terrafirma Resources and Client specific
- Ensure you are prepared for job at beginning of day and have all required tools, PPE etc.
- Ensure all required PPE is worn on all sites
- Inspect PPE daily before and after job, maintain PPE in accordance with manufacturers specifications
- Inspect all tools and equipment prior to use and at end of day. Maintain them properly
- Responsible for following Safe Job Procedures and Work Practices
- Report any accidents, incidents and near misses to Supervisor
- Have the right and responsibility to refuse unsafe work

## 7.2.9 Labourers

Reports to: Superintendent or Foreman

*Responsibilities:*

- Obey all safety regulations – provincial, federal, Terrafirma Resources and Client specific
- Obey confidentiality agreement and all policies implemented by Terrafirma Resources
- Assists Operator in all daily activities including mobilization, digging, dumping, tank cleaning & demobilization activities.
- Responsible for general housekeeping duties on site
- Communicate with Supervisor and/or Operator to ensure a proper understanding of tasks
- Spotting trucks when in high traffic areas, tight spaces or rough terrain. Ensure proper hand signals and communication at all times
- Wear proper PPE on all Terrafirma Resources worksites including high visibility clothing where required in heavy traffic areas
- Have the right and responsibility to refuse unsafe work

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## 7.2.10 Mechanic/Shop Hand

Reports to: Operations Manager

*Responsibilities:*

- Maintain shop in a clean and orderly manner
- Equipment Repairs
- Responsible for assisting in tracking and completing maintenance on all equipment
  - Ensuring maintenance intervals are followed
  - Work Orders are completed
  - Parts ordered and proof of expenditures provided to head office
- Maintain supplies inventory and ensure storage areas are clean and tidy
- To ensure unsafe equipment is taken out of service and not put back into service until repaired
- Lock Out/Tag Out Procedures to be followed when working on equipment
- Guiding Operators and Workers on how to properly maintain equipment
- Safely operate all shop equipment. ie. Grinders, welders, torch etc.
- Communicate with Supervisor and/or Operator to ensure a proper understanding of tasks

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## 7.3 Training Policy

Training is an important part of the Terrafirma Resources Safety Program. Training motivates employees, provides necessary skills, explains the need for safety operations, enhances communication and gives the confidence necessary to do the work properly and safely. Terrafirma Resources Training Program includes a safety orientation and on the job training. Management will then verify their competence and understanding of the job to be performed.

All training records will be documented, signed off by the individual performing the training and kept on file at Terrafirma Resources Head Office. Subcontractors must do the same and always have records available to Terrafirma Resources. Subcontractors must also ensure that the workers are competent to perform their tasks prior to the beginning of any job.

On the job training is an important part of ongoing job skills training. It provides hands on experience of proper work procedures of each job and helps ensure employees are competent to do their work. In addition, it can be used as a refresher course. Specific training must be performed by a competent trainer and must provide adequate training for the task for example H2S Alive or First Aid.

On the job training shall be conducted by management or senior employees with a great amount of experience, and competent in the particular job for which they are providing training. Workers receiving the training will gain knowledge of the details of the specific job or worksite. The training process also helps the trainer reinforce his or her own knowledge.



MANAGEMENT SIGNATURE:  
NICOLE SAFRON– PRESIDENT

DATE: January 15, 2021  
TERRAFIRMA RESOURCES

*The safety information in all guidelines does not take precedence over applicable legislations and the OHS Code. All employees are responsible to become familiar with applicable legislations and code.*

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## 7.4 Training Requirements

### 7.4.1 Management Training

Management personnel will receive training through several methods including: attending safety courses, seminars and meetings and through years of hands on experience.

### 7.4.2 Worker Training

Employees will receive training from management through worker orientation, monthly safety meetings, pre-job meetings, on the job training and newsletters, etc.

As a requirement of current Alberta Regulations and to ensure that workers are properly trained for the job the following training is required:

Training Program	Frequency of Re-Training	Management	Operations	Administrative
Orientation	Initially	M	M	M
WHMIS 2015	Initially	M	M	M
H <sub>2</sub> S	3 years	A	M	N/A
First Aid	3 years	A	M	A
Emergency Response	1 year	M	M	M
TDG	3 years	A	M	A
CSO (previously eGSO)	Never	A	A	A
CSTS, PST or PCST	3 years	A	A	A
Ground Disturbance	3 years	A	A	N/A
Confined Space	3 years	A	A	N/A
Fall Protection	2 years	A	A	N/A
Incident Investigation	3 years	M	A	N/A
Fire Extinguisher	1 Year	A	M	A

**M – Mandatory A – As Required N/A – Not Applicable**

The above table is used to determine the frequency of re-training. Generally, workers hired will possess all applicable tickets prior to beginning work with Terrafirma Resources. With the exception of TDG and WHMIS which are Terrafirma Resources specific. This training will be given at the time of Orientation. The need for any subsequent training will be determined by management.

Many of the required external training courses can be received from independent consulting firms or training institutions.

Qualified management or employees will conduct On the Job Training. The management or employee will have to verify the new workers competency prior to allowing him to work on his own. Training Records will be filed in the office.

### 7.4.3 Subcontractor Training

All subcontractors have the responsibility to ensure that they and their employees possess valid and up to date safety training tickets and that they have received adequate training prior to commencing a task.

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For Contractor Management purposes, Terrafirma Resources does require subcontractors to complete an orientation process.

Unless special arrangements are made Terrafirma Resources will not be required to provide any additional safety training for subcontractors.

## 7.5 Orientation Training

All Orientation training is conducted using a combination of computer based training and one on one training with a qualified orientation trainer. The orientation includes a quiz to verify that the employee understands the material presented in the Orientation.

### 7.5.1 New Hire (Operations)

New employees will be given a thorough orientation by Terrafirma prior to beginning work.

Topics covered in the orientation include:

1. WHMIS 2015
2. TDG (if applicable)
3. CSTS or PST or PCST or CSO (common safety orientation) Training (if required)
4. Health, Safety & Environmental Policy
5. A review of all other company rules & policies
6. OHS rights: Right to know, right to participate, right to refuse dangerous work
7. Review of Safe Job Procedures & Safe Work Practices
8. Acknowledgment of the Drug and Alcohol Policy
9. Responsibilities of position
10. Completing a Hazard Assessment
11. Incident / hazard reporting
12. Log Book Training/Hours of Service (where required)
13. Emergency procedures and contacts
14. Rules of enforcement
15. Near Miss & Incident Reporting and Investigation
16. Maintenance Requirements
17. SDS (Safety Data Sheets) location
18. Site Tour

### 7.5.2 New Hire (Administrative)

1. WHMIS 2015
2. Health, Safety & Environmental Policy
3. A review of all other applicable company rules policies
4. Acknowledgment of the Drug and Alcohol Policy
5. Responsibilities of position
6. Rules of enforcement
7. OHS rights: Right to know, right to participate, right to refuse dangerous work
8. Review Hazard Assessment
9. Incident / hazard reporting
10. Near Miss & Incident Reporting and Investigation
11. SDS (Safety Data Sheets) location
12. Site Tour

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### 7.5.3 New Management

New Management are orientated in all the topics above for Operations personnel as well as further in depth training in the following topics:

1. Legislation
2. Due Diligence
3. Emergency Response
4. Inspections
5. Rules of enforcement
6. OHS rights: Right to know, right to participate, right to refuse dangerous work
7. Hazard Assessment and Control
8. Incident Investigation
9. Employer/Employee Responsibilities
10. Incident / hazard reporting
11. Work Refusals
12. Conducting Safety Meetings
13. New Worker Training Requirements
14. Progressive Discipline Policy
15. Safety Communication and Leadership

### 7.5.4 Contractor Orientation

Contractors are responsible for ensuring that they and their workers are properly trained and adequately qualified. In order to make subcontractors aware of Terrafirma Resources company policies and expectations, the contractor orientation includes:

1. Obligations of Employer, Worker and Prime Contractor
2. Legislative Non-Compliance
3. Review of Terrafirma Resources Rules and Policies
4. Controlled Products
5. Inspections
6. Incidents and Injuries
7. Rules of enforcement
8. Incident / hazard reporting
9. OHS rights: Right to know, right to participate, right to refuse dangerous work
10. Hazard Assessment, Reporting and Controls
11. Near Miss/Incident Reporting & Investigation
12. Emergency Response Planning
13. Review of Terrafirma Resources Safety Program and contractor requirements

Terrafirma Resources also requires all contractors to:

1. Sign a Subcontractor Agreement
2. Provide a WCB Clearance Letter
3. Provide GST #
4. Provide a copy of Liability Insurance (minimum \$2,000,000)
5. Under some circumstances, Terrafirma Resources will require the subcontractor to present their safety program for our review
6. Those Contractors that do not have their own safety program will be required to follow Terrafirma Resources Safety Program.

### 7.5.5 Visitors

Visitors to Terrafirma Resources locations that will be spending an extended period of time are required to sign-in and participate in a visitor orientation. The orientation includes:

- Personal Protective Equipment required

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- Muster area location
- Evacuation Routes
- Smoking Areas
- First Aid / Eye Wash area
- Rules of Conduct
- Vehicle Entry Restrictions

## 7.6 Additional Training

### 7.6.1 Workers

Terrafirma Resources encourages employees to continuously improve their skills.

Additional training courses are available for Workers, depending on their job function, industry recommendations and client requirements. These include but are not limited to:

- Driver Improvement
- Computer Based Training (CSTS, PCST, PST)
- Fire Extinguisher
- Impairment & Workplace Health and Safety
- Noise & Hearing Protection
- Fatigue Management
- Journey Management
- NSC (National Safety Code), Drivers Hours of Service (if required for position)

This additional training may be performed in-house, through e-learning systems, or at a certified training organization.

### 7.6.2 Management

All the above training provided for workers is also available to Management.

However, Management is also encouraged to complete the following training:

- Leadership for Safety Excellence
- Managing Substance Abuse in the Workplace
- Supervisory Excellence

### 7.6.3 Fire Warden

Any worker designated to a fire warden position in the shop or office will be trained in the following:

- Emergency Response Procedures
- Location of Emergency Equipment
- Use and maintenance of portable fire extinguishers
- Effective Evacuation Routes
- Sweeping techniques
- Emergency Contact Info
- Emergency Communication

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## 7.7 On-The-Job Training

Employees of Terrafirma Resources are required to be trained on all aspects of the job. Individual training requirements will be determined at the time of hire and as new processes are introduced.

As a minimum, this training will include the items outlined above in the initial Orientation. It will also include instruction on how to complete the Field Level Hazard Assessment forms, Incident/Accident/Near Miss Report Forms and ticket completion.

### 7.7.1 Protocol

On-the-job training will be conducted by management or experienced personnel designated by management. For all positions the following sequence of steps should be followed:

1. Explain the job and how it fits with other jobs involved in the project.
2. Explain the various steps involved in the job and the sequence of actions that should be taken.
3. Describe all potential hazards and how to deal with them.
4. Demonstrate each step, stressing key points and asking for questions at every step.
5. Explain the reasons behind each guideline and procedure
6. Watch the employee perform each step, complimenting good performance and showing how to correct any errors.
7. Once the employee is confident to work on their own, follow-up frequently to ensure things are going well.

### 7.7.2 Content

As a minimum, on-the-job training will include:

- Instruction in the use of basic and specialized PPE
- Safe Work Practices and Procedures
- Hazard Assessment
- Proper processes and paperwork completion of:
  1. Hazard Assessment Forms
  2. Pre-trip Inspections
  3. Logs (where required)
  4. Hazard Reporting (Near Misses and Incidents)
  5. Ticket/Employee Hours Form Completion
- Operation of Tools/Equipment
- Lines of Communication
- ERP Procedures and on site ERP location
- Location of Safety Equipment
- General Housekeeping Responsibilities
- Maintenance Requirements
  1. Pre-Trip Inspections
  2. Reporting defects
  3. Work Orders

New Equipment Operators to Terrafirma Resources will be required to job shadow another experienced Operator to provide on the job training in the safe operation of equipment (excavators, dozers etc.)

Then they will be directly supervised by that Operator in order to evaluate their level of knowledge and competency.



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## 7.8 Competency Assessments

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All employees hired to Terrafirma Resources will undergo a competency assessment following a determined period of time and after completion of orientation and job specific training. This competency assessment will verify their ability to perform required job functions with minimal to no supervision. Verifying competency is a legislative requirement. Competency assessments for each position are included at the end of this section.

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## 7.9 Training Documentation

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Management will review the hiring criteria for new workers on an annual basis.

All Orientation training, additional training, on the job training and competency assessments will be documented and filed in the employee file.

All training is documented on a training form and initialled by the individual conducting the training.

The training documents and copies of the employee's current tickets are kept confidential and filed at Terrafirma Resources Head Office.

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## 7.10 Communication

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A communication system provides a consistent means of communicating safety information and receiving feedback. Terrafirma Resources utilizes regular safety meetings as the formal process for communication. They are important forums where information and ideas can be exchanged from management to workers and vice versa. The singular objective of all safety meetings should be to enhance the safety awareness of the participants. There are several types of meetings currently used at Terrafirma Resources:

- Monthly on Site Safety Meetings
- Pre-Job Safety Meetings
- Weekly Operations Meetings

### 7.10.1 Pre-Job Safety Meetings

Prior to the start of work each day on any job involving more than one worker, a Pre-job safety meeting will be held. The foreman or supervisor on the work site will direct the meeting, with input from workers encouraged. Topics for the pre-job safety meetings include:

- Description of the job tasks to be performed that day including possible hazards
- Specific worker responsibilities during normal operations and also during an emergency.
- State the location of ERP forms (such as foreman's truck dash)
- Discussing worksite conditions, PPE requirements, permits etc.
- Noting positive / negative work practices observed from the previous day
- The Pre-job safety meeting form is included on the Field Level Hazard Assessment described in section two of this manual.

It is a mandatory requirement that all employees and subcontractors on site participate in the Pre-job Safety Meeting and also that they sign onto the Hazard Assessment.

In addition, all Terrafirma Resources Management has an open door policy and encourages positive, ongoing communication with all employees and subcontractors.

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### 7.10.2 Monthly Safety Meetings

Monthly Safety meetings are conducted on all active site locations as well as the office/shop location. In order to allow workers access to review information arising from the safety meeting, a copy of the meeting minutes will be approved by the management and posted at each site location and the shop/office. So if a worker or subcontractor is unable to attend, the meeting information will be available for review. All employees and subcontractors are encouraged to participate in the meeting.

A typical agenda includes:

- Review of outstanding corrective actions completed
- Discussion of any incidents, accidents or near misses since the last safety meeting
- Projects, Training, Updates to the safety program
- Safety Alert
- Management Comments
- Input from employees and subcontractors

Minutes of the meeting will be taken and are then posted. The minutes will include:

- Date and time of meeting
- List of participants
- List of topics discussed with applicable notes if any indicating concerns, recommendations and experiences
- Review of any Incidents, Accidents, Near misses from previous month and corrective actions taken to prevent reoccurrence
- Action Plans with responsibilities and projected due dates

Safety information is also delivered to the workers by displaying posters and other information on the safety bulletin board in the office and shop.

### 7.10.3 Weekly Operations Meetings

Weekly Operations Meetings are held at the corporate office location. During these meetings management discusses various topics related to health and safety. Including but not limited to the following:

- Review of current projects and any related health and safety requirements or concerns
- Discussion of any incidents, accidents or near misses from previous week
- Any updates to the safety program
- New ideas for health and safety initiatives
- Review the status of any outstanding corrective actions



## 7.11 Training and Communication - FORMS

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**MONTHLY SAFETY MEETING REPORT**

<b>Meeting Description:</b>	<b>Date:</b>
<b>Time Started:</b>	<b>Time Ended:</b>

**Personnel in Attendance:**

1		6	
2		7	
3		8	
4		9	
5		10	

**Items To Be Discussed:**

1	
2	
3	
4	
5	

- Continue on back if required -

**Minutes from Meeting**






## Employee Orientation Check List (Operations/Field Personnel)

Employee Name: \_\_\_\_\_ Date: \_\_\_\_\_

TOPIC	Initial
<b>ADMINISTRATION</b>	
Employee Information	
Consent for Drivers Abstract	
Electronic Deposit Form	
Safety Ticket Inventory	
Tax Forms Signed (TD1 & TD1AB)	
Drug & Alcohol Policy signed	
WHMIS 2015 – company specific information	
Pandemic Awareness & Planning	
Orientation Acknowledgement Signed	
Quiz completed	
<b>COMPUTER BASED TRAINING</b>	
Industry Standard Course – CSTS, PCST, PST	
Fortis Power Line Video	
TAQA Orientation	
Whitecap Prientation	
Peyto Orientation	
CNRL Orientation	
Tidewater Orientation	
<b>TERRAFIRMA SPECIFIC TRAINING</b>	
Review of all Rules and Policies	
Health, Safety & Environmental Policy	
Drug & Alcohol Policy	
Violence in the Workplace	
Harassment Policy	
Enforcement Policy	
Work Alone Policy	
Imminent Danger Policy	
Modified Work Policy	
Company Rules	
Responsibilities	
Hazard Assessment Completion – Recognition, Reporting & Controls	
Potential hazards you could encounter in this position	
Pre-Trip Inspection	
Logs/Hours of Service Training	

Equipment Maintenance Requirements	
TOPIC	Initial
Site Specific Emergency Response Procedures	
Near Miss/Accident/Incident Reporting	
SHOP TOUR	
General Tour of Shop/Office	
First Aid / Fire Extinguisher locations	
SDS locations	
ERP Plan & Muster Area	
Restricted Areas	
Paperwork required and where to be submitted	
ON THE JOB TRAINING	
Discuss Job Training Plan	
Supervisor Observation/ Competency Assessment	

### Sign off on completed Orientation:

I agree that all the above topics were covered and the orientation was completed in full.

Employee Name \_\_\_\_\_

Signature of Employee \_\_\_\_\_

Name of Trainer \_\_\_\_\_

Signature \_\_\_\_\_

### PAYROLL REQUIREMENTS:

All time tickets must be handed by the Supervisor/foreman the Wednesday, one week before payroll deposit. If your tickets are not handed in on time you may not be paid on time!!

**Subcontractor Orientation Checklist**

TOPIC	Initials
<b>ADMINISTRATION</b>	
Contractor Information	
Consent for Drivers Abstract (if applicable)	
Safety Ticket Inventory	
Contractor Agreements Signed	
Insurance Certificate	
WCB Clearance	
Drug and Alcohol Policy Signed	
WHMIS – company specific information	
Quiz completed	
<b>COMPUTER BASED TRAINING</b>	
Industry Standard Course – CSTS, PCST, PST	
Client Specific Orientations	
<b>TERRAFIRMA SPECIFIC TRAINING</b>	
Review of all Rules and Policies	
Health, Safety & Environmental Policy	
Drug & Alcohol Policy	
Violence in the Workplace	
Harassment Policy	
Work Alone Policy	
Imminent Danger Policy	
Company Rules	
Responsibilities	
Hazard Assessment Completion – Recognition, Reporting & Controls	
Pre-Trip Inspection	
Equipment Maintenance Requirements	
Near Miss/Accident/Incident Reporting	
<b>SITE ORIENTATION</b>	
General Tour of Shop/Office	
First Aid / Fire Extinguisher locations	
SDS locations	
ERP Plan & Muster Area	
Restricted Areas	
Paperwork required and where to be submitted	

**Sign off on completed Orientation:**

I agree that all the above topics were covered and the orientation was completed in full.

Name of Trainer \_\_\_\_\_ Signature \_\_\_\_\_

Company Name: \_\_\_\_\_

Signature of Owner/Operator: \_\_\_\_\_ Date: \_\_\_\_\_





## Employee Orientation Check List (Administrative Personnel)

Employee Name: \_\_\_\_\_ Date: \_\_\_\_\_

TOPIC	Initials
<b>ADMINISTRATION</b>	
Employee Information	
Safety Ticket Inventory	
Tax Forms Signed (TD1 & TD1AB)	
Agreements signed	
Acknowledgement Signed	
<b>COMPUTER BASED TRAINING</b>	
WHMIS	
<b>TERRAFIRMA SPECIFIC TRAINING</b>	
Review of all Rules and Policies	
Health, Safety & Environmental Policy	
Drug & Alcohol Policy	
Violence in the Workplace	
Harassment Policy	
Enforcement Policy	
Work Alone Policy	
Modified Work Policy	
Company Rules	
Responsibilities	
ERP Procedures	
<b>SITE ORIENTATION</b>	
General Tour of Office	
First Aid / Fire Extinguisher locations	
SDS locations	
ERP Plan & Muster Area	
Restricted Areas	

**Sign off on completed Orientation:**

I agree that all the above topics were covered and the orientation was completed in full.

**Name of Trainer** \_\_\_\_\_ **Signature** \_\_\_\_\_

**Signature of Employee** \_\_\_\_\_