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Introduction

Welcome to Safety Services Canada's Emergency Preparedness course.

An emergency is considered an unexpected event – but the fact you don't know when an event may occur should not prevent you from planning for emergencies in your workplace.

It is possible to predict what types of emergencies could affect your organization and you should prepare to limit harm to workers, property and operations in the event of one.

In an emergency, immediate, on-the-ground decisions are critical to the final outcome. A thorough, detailed emergency response plan and appropriate employee training will go a long way to making sure an emergency does not turn into a disaster.

In this workshop, you will learn how to identify potential emergencies, assess the risk, plan your response and train employees to ensure your organization is ready for anything. This workshop is designed to include you as much as possible in the learning experience. The more you contribute, the more you will get out of this training, so please don't hold back. Participate and have fun!

OBJECTIVES

When you have completed this course, you will:

- Have a framework for emergency planning
- Know how to look for and assess hazards that could cause emergencies in your workplace
- Understand the training and drills required to make sure employees are ready for the worst



Module 1

Prepare for the Worst

Module I – Prepare for the Worst

“Hope for the best, prepare for the worst” is the essence of emergency planning. Hopefully, your organization will never need to put its emergency response plan into action – but if it’s called for, the quality of planning and preparation will determine the success of emergency response.

Emergency preparedness is a key element of your occupational health and safety (OHS) program. No workplace can be 100 per cent safe from an emergency, whether it is fire, a bomb threat, extreme weather or something else – but you can make sure you’re prepared to limit harm to employees, property and production when the unexpected happens.

Emergency response is, by definition, a reactive process – it only kicks into action after something has gone wrong. However, we can take proactive steps to prepare for emergencies to make sure that when something goes wrong we can protect employees and contain the damage.

It is impossible to predict how people will react in an emergency. An emergency requires quick, smart decision-making. It is essential that employees know where to turn in an emergency and that the designated responder has the training and the means to manage the situation. Training doesn’t ensure an appropriate response from individuals – workers may still freeze or react poorly in the moment – but the more training the employer provides, the more likely things are to run smoothly.

The goal of emergency preparedness is to ensure an efficient, effective response to unplanned events. Insurance companies report that in an emergency companies without an adequate emergency plan suffer losses more than 15 times greater than companies with an effective emergency plan. In this course, we’ll discuss the steps you can take to prepare for emergencies in general, as well as the risks and responses to emergencies that are most appropriate for your workplace.

No matter what the emergency or what sort of environment you work in, the best way to prevent harm in the instance of an emergency is to control what hazards you can and plan for worst-case scenarios. The hidden link between all incidents is hazards that are not controlled adequately.

Occupational health and safety (OHS) experts agree that the best way to prevent injuries and other harm is to pay attention to those incidents that don’t cause harm (sometimes called “near misses”). In fact, there is a relationship between incidents that don’t cause harm and those that do.

In 1969, a study of 297 companies found that, for every reported fatality or serious injury at a workplace, there are 10 minor injuries (requiring only first aid), 30 incidents causing property damage and 600 incidents that caused no apparent harm.¹ The study has been repeated since then with other companies in various industry sectors and produced similar results.

¹ Frank E. Bird, Jr. and George L. Germain, *Practical Loss Control Leadership, Revised Edition*.

1.1 KEY TERMS

In order for you to fully understand emergency preparedness and how to use emergency plans to your advantage, it is important to first understand the framework of the term emergency and others that will be helpful in this course.

Emergency

An incident or disaster that may cause serious injury or damage and also may require rescue or evacuation.

Emergency preparedness

The plan, resources and responses required to limit harm in an emergency.

Emergency response plan

A written document describing potential emergencies and responsibilities for responding to such emergencies. An organization's internal response plan should be coordinated with external organizations (local emergency responders, government emergency management organizations and other building tenants or property managers).

First aid

Emergency care for an injured person, provided at the scene.

Evacuation

Removing people from the scene of an emergency to a safe place, usually a designated assembly area.

Emergency Operations Coordinator

The person who will direct an effective, efficient response in case of an emergency.

Emergency Command Centre (ECC)

The location from which the emergency response will be directed.

First responder

A medically trained person who will be the first to attend an emergency scene.

1.2 LEGISLATION

There are two sets of legislation dealing with emergencies.

Emergency measures legislation allows government (federal, provincial or municipal) to declare a state of emergency and grants the government special powers in a state of emergency. Sections of **occupational safety and health acts, regulations and codes** deal with emergency preparedness as part of an organization's occupational safety and health system.

This course focuses on the second kind of legislation, primarily because OHS legislation on emergency preparedness varies widely from province to province. In some instances, it has its own section of the act, regulations or code. In others, it is simply included in the requirements for hazard identification and control. In addition, there may be legislation dealing with specific emergencies, such as fire or violence.

Module 2

Hazard Recognition: Forewarned is Forearmed

Module 2 – Hazard Recognition: Forewarned is Forearmed

The first step in developing an emergency response plan is hazard recognition – you have to know what kinds of emergencies you’re planning for.

Hazard recognition, evaluation and control are the foundations of an occupational health and safety program. Keeping workers safe during day-to-day operations depends on identifying hazards and putting the appropriate engineering and administrative controls in place to prevent incidents.

To develop an effective, comprehensive emergency response plan, you must think about hazard recognition, evaluation and control in a different way. The skills are essentially the same – but you apply them in different ways. This section will discuss hazard recognition, evaluation and control in the context of emergency preparedness.

2.1 RECOGNIZING HAZARDS

Hazard – any behaviour or condition that has the potential to cause injury, illness or property damage. Hazards cause incidents. An incident that requires evacuation or rescue is classified as an emergency.

Hazards are usually organized into two broad categories: health hazards and safety hazards.

Health Hazards	Safety Hazards
Chemical hazards Biological hazards Ergonomic hazards Physical hazards Psychosocial or stress hazards	Confined space hazards Energy hazards Environmental hazards Machine hazards Materials handling hazards Work practice hazards

These hazard categories cover most hazards that you will find within the boundaries of your workplace – and some of them have the potential to create an emergency.

As a result, for emergency planning you will extend your hazard recognition program beyond the work site.

Take into account the terrain and weather patterns of your location:

- Are you on a flood plain or a fault line?
- Are you in a hurricane or tornado zone?

Consider your neighbours:

- Do they store explosive, combustible or toxic materials?
- What types of emergencies at a nearby workplace might affect yours?

Because emergencies don't happen every day at your workplace (we hope), you also need to look at the history of the organization, the facility and the area.

- What kind of emergencies occurred at your company in the past – do those hazards still exist? Are there plans in place to deal with similar emergencies? Are they up to date?
- What kind of emergencies occurred at your location in the past? Is the building structurally sound? Has it been maintained? What is the state of public utilities (electricity, water, gas, sewer) that service the building?
- What kind of emergencies occurred in this area in the past – especially natural disasters? Is the area prone to floods, earthquakes, tornadoes, hurricanes or other extreme weather? Is there a trucking route or railroad nearby where a collision or train derailment might result in unexpected release of chemical hazards?

By now you should have a list of hazards that could cause an emergency. Your next step is to assess the risk of each hazard causing an emergency.

2.2 ASSESSING RISK

Risk is the likelihood that a hazard will cause injury, illness, property damage or other harm.

Risk assessment uses a mathematical formula to assign a value to the risk of a hazard causing harm.

Risk assessment is based on three factors:

1. Consequence or severity
2. Frequency or exposure
3. Probability

Each factor is assigned a number and they are multiplied or added to find the level of risk. The following is a sample risk assessment table.

Consequence		Frequency of Exposure		Probability	
Minor injury/psychological damage	1	Rare	1	Remotely possible	1
Major injury	2	Occasional - about once per month	2	Would be unusual or a coincidence	2
Unknown	3	Usual - about once per week	3	Very probable (a 50/50 chance)	3
Fatality	4	Frequent - about once per day	4	Likely to occur immediately	4

Based on the results of the risk assessment, hazards are ranked from most severe to least severe. Steps are then taken to control hazards, beginning with the worst first. A risk matrix outlines appropriate actions for each level of risk.

The following risk matrix is based on using the risk assessment table above and the formula:
 $\text{Risk} = \text{Consequence} \times \text{Frequency} \times \text{Probability}$.

Risk Score	Hazard Category	Action
46-64	A – Very high	Stop work immediately; do not resume until hazard is controlled.
27-45	B – High	Stop work immediately; control hazard.
6-26	C – Moderate	Take short-term steps to control hazard until permanent control is in place; work continues if workers are not exposed to hazard.
1-5	D – Low	Work continues; correct hazard when reasonable; watch for patterns.

For emergency planning, there is an additional step to risk assessment – tracing out the possible sequence of events should any one hazard create an emergency. You will try to imagine the worst-case scenario – and that likely includes more than one emergency. Ask “what if” to cover all your bases.

For example, a fire starts at your worksite.

- Do you store flammable or explosive materials on site? What if the flames reach these areas?
- Are there gauges, controls or other systems that are sensitive to heat? What if these are damaged?
- What if one of the evacuation routes is blocked?
- What if the fire causes structural damage or a building collapse?

Develop your controls based on the answers to these questions.

Management controls for emergency preparedness include evacuation and rescue plans, well-marked evacuation routes and effective training and drills to ensure everybody knows their role and responsibility in case of an emergency.

Personal protective equipment (PPE) is the last line of defence in hazard control. It is almost always used in combination with engineering or management controls. In an emergency, additional or specialized PPE may be required, such as respirators or emergency protective clothing.

No matter what emergencies your organization may face, the basic controls of the emergency response plan are listed below.

- Evacuation
- Shelter
- First aid
- Emergency communications
- Emergency supplies – food, water, medical supplies, PPE
- Education and training

We will discuss specific controls and plans in detail in the next module.

Module 3

A Plan for All Seasons

Module 3 – A Plan for All Seasons

Now that you have identified the emergencies your company might face, you need a plan to respond to emergencies quickly and effectively to limit harm to employees and the business. Though many plans may share elements like evacuation routes and other common practices, you will develop a plan for each emergency.

Use your risk assessment for each hazard to determine which emergency scenario to plan for first. Go back to the worst-case scenario you developed for that hazard and consider the best response to each event to limit harm.

As you develop your plan, remember to work with the agencies who will be involved in any emergency at your site – the fire department, emergency medical response, police, building owner (if you lease your facility) and any other tenants of the premises.

The emergency plan will include the items listed below.

- Identification of potential emergencies
- Procedures for emergency response
- Emergency operations coordinator
- Emergency contact numbers
- Emergency equipment
- Training requirements for emergency response
- List of employees trained to use emergency equipment
- First aid
- Communications
- Procedures for evacuation, rescue and shelter-in-place
- Employees' emergency contact information
- Schedule for drills and review

Every element of your emergency plan needs a backup. Emergencies are, by their nature, unpredictable – if your first resort is unavailable, you need a fallback.

3.1 EVERYBODY OUT: EVACUATION

In order to successfully get all workers out of a dangerous emergency situation, a total evacuation is sometimes required. There is a set checklist any workplace should follow when designating evacuation procedures.

1. Designate primary and secondary evacuation routes and emergency exits. Make sure they are clearly marked and well lit. Post signs.
2. Install emergency lighting in case a power outage occurs during an evacuation.
3. Ensure that evacuation routes and emergency exits are wide enough to accommodate the number of people evacuating, clear and unobstructed at all times and unlikely to expose people to additional hazards.

4. Designate “evacuation wardens” who will help others during an evacuation and account for employees.
5. Establish a system for accounting for evacuated employees.
6. Consider the transportation needs of employees.
7. Post evacuation procedures where employees can read them.
8. Establish procedures for assisting people with disabilities and people who do not speak English.

Assembly Areas

Following a site evacuation, you should gather employees and other evacuees at a designated assembly area and account for each person to make sure everyone evacuated safely.

Accounting for evacuees takes planning and practice.

Follow these guidelines:

- Designate assembly areas where people should gather after evacuating.
- Establish a head-count system for employees at the assembly area. The emergency operations coordinator should receive a list of the names and last-known locations of missing employees as soon as possible after arriving at the assembly area.
- Establish a method of accounting for non-employees such as suppliers and customers.
- Establish procedures for further evacuation in case the incident expands. This may consist of sending employees home by normal means or providing them with transportation to an off-site location.

3.2 GIVE ME SHELTER

Some emergencies require a plan to shelter in place rather than evacuate. For example, if an airborne toxic chemical is released outside your facility, employees may need to shelter in place until the chemical has dispersed.

Shelter-in-place is the practice of going indoors or remaining safely inside during an outdoor release of a hazardous substance. It is the most effective response during the first few hours of a substance release where the public would be at higher risk outdoors. Sheltering creates an indoor buffer to protect you from higher and more toxic concentrations that may exist outdoors. It is based on using a building that is not too drafty for typical Canadian winter weather conditions.

The goal of shelter-in-place is to reduce the movement of air into and out of the building until either the hazard has passed or other appropriate emergency actions can be taken (such as evacuation).

In order to prepare to shelter in place, you should first identify areas in the business where gas or another airborne hazard could enter and then locate materials you could use to seal off the building.

In the instance of an emergency that requires shelter-in-place, follow the steps listed below.

1. Immediately gather everyone indoors and stay there.
2. Close and lock all windows and outside doors.
3. If convenient, tape the gaps around the exterior door frames.

4. Extinguish indoor wood burning fires.
5. If possible, close flue dampers.
6. Turn off appliances or equipment that either:
 - Blows out or uses indoor air (bathroom and kitchen exhaust fans, built-in vacuum systems, clothes dryers, gas fireplaces, gas stoves)
 - Sucks in outside air (heating ventilation and air conditioning, fans or heat recovery ventilators, energy recovery ventilators)
7. Turn down furnace thermostats to the minimum setting and turn off air conditioners.
8. Leave open all inside doors.
9. Avoid using the telephone, except for emergencies, to allow emergency response personnel to contact you.
10. Call emergency numbers set out in the emergency plan.
11. Even if you see people outside do not leave until told to do so.

After the hazardous substance has passed through the area you will receive an all-clear message emergency response personnel.

You also may receive instructions to ventilate your building by opening all windows and doors; turning on fans and turning up thermostats. During this time the air outside may be fresher and you may choose to leave your building while ventilating.

Once the building is completely ventilated, return all equipment to normal settings and operation.

Exercise: Simulate a shelter-in-place drill in the space you currently are in. The instructor will provide direction.

3.3 FIRST AID

After a disaster or emergency situation, emergency services may be disrupted or unavailable for some time.

It may be necessary to provide immediate care for an injured person if medical professionals cannot be reached. It is important to have a complete first aid kit and first aid training.

There are legislated requirements for the first aid supplies and number of first aid attendants you must have on site, based on the number of employees you have and the location of the worksite. Your instructor will review the relevant legislation with you. Use the space below for notes.

3.4 EMERGENCY COMMUNICATIONS

In an emergency, communication is the key to an orderly and effective response. That said, it is important to remember regular means of communication may be out of order or unavailable during an emergency.

Communications procedures in an emergency include:

- Reporting the emergency – internally, to the Emergency Operations Coordinator (EOC), and externally, to appropriate authorities and emergency responders
- Alerting staff to the emergency
- Ordering evacuation or shelter-in-place
- Alerting surrounding community to possible risk
- Requesting aid
- Advising relatives of casualties

Communications systems in an emergency include alarm systems, public address systems and backup systems to traditional communication (i.e., telephone and email). Backup communications systems may include cell phones and walkie-talkies.

3.5 EMERGENCY SUPPLIES

Depending on the emergency and your planned response, emergency supplies may include those listed below.

- Medical supplies
- Backup communications equipment
- Respirators or other PPE
- Detection instruments for radiation or hazardous materials
- Emergency protective clothing
- Fire fighting equipment
- Rescue equipment
- Food and water

3.6 EDUCATION AND TRAINING

Educate your employees about the types of emergencies that may occur and train them in the proper course of action for emergency situations.

Make sure they understand the components of your emergency response plan and who will be in charge during an emergency.

Emergency response training for your employees should address the following topics.

- Individual roles and responsibilities
- Potential threats, hazards, and protective actions
- Notification, warning and communications procedures
- How to locate family members in an emergency
- Emergency response procedures
- Evacuation, shelter, and accountability procedures
- Location and use of common emergency equipment

You should conduct training sessions at least once per year and also when you hire new employees, designate evacuation wardens or others with special assignments, introduce new equipment, materials or processes, or find that employee performance must be improved.

3.7 AFTER THE CRISIS

Employees are an organization's most valuable asset and providing support to them will help guide an organization through the days, weeks and even months following an emergency situation. Services an employer may provide to its workers include:

- Crisis counselling
- Reduced or flexible work hours
- Cash advances
- Salary continuation
- Care packages
- Daycare

Your post-crisis action will depend on the severity of the emergency event, but almost always will include some form of debriefing as it's important to help employees understand what they have just experienced and what caused the event.

You will also perform an incident investigation to evaluate what went wrong, what was done well in response and what the organization could have done better. Safety Services Canada offers an entire course on Incident Investigation.

Module 4

Drill, Drill, Drill

4.2 How To

An effective emergency procedure drill depends on the employer to do four key things: plan the drill, perform the drill, debrief with participants and revise as needed.

Each of these steps requires its own information, planning and procedures – each of which are detailed here.

Plan

When planning an emergency procedure drill, you should ask yourself three questions.

1. Which emergency procedure or procedures do we want to drill?
2. What type of drill will we do?
3. What other organizations will be involved?

The answers will help keep your drill focused, efficient and effective – even if you cover more than one emergency within your drill situation. It is important to remember emergencies often overlap, as one triggers another. By combining emergencies, you will learn how well your emergency response plans work together.

There are three basic types of drill you can conduct:

- 1. Evacuation** –the most common type of drill. Simply sound the alarm and walk through an evacuation.
- 2. Table-top** – develop an emergency scenario and gather a group of employees to discuss how they would respond to the situation. Include all workers and supervisors in the exercise. Present a scenario using visual aids and ask participants what they would do in a specific emergency situation. Work through the steps necessary to make sure workers are safe, call for external aid (if necessary) and control the scene or sound the all-clear.
- 3. Mock up** – an emergency is staged and employees go through the steps of the response plan. In this type of drill, you may tell all employees, no employees or only key employees that an exercise will be held to test your emergency response plan. The emergency can be staged with various degrees of realism – employees may be assigned to suffer an “injury,” you may use mannequins, or a simple chalk outline on the floor.

Based on the type of drill you are running, you may need to coordinate with local emergency responders, such as the police, fire department, ambulance or hospital. If your organization is a tenant in a building, you may need to consult with the building owner. If there are other organizations in the building, you may need to coordinate drills with them as well.

To ensure your drill runs smoothly and without hysteria or further incident, there are a few helpful guidelines that can apply to almost every workplace.

Keep the drill realistic – employees will take a drill seriously if they believe the exercise is useful. Make it short and sweet – employees don’t want to waste time.

Drill

Run the drill. As you conduct the exercise, record the actions individuals take to respond to the emergency. You may want to time some elements of the drill, such as an evacuation.

Debrief

When the exercise is completed, debrief with all participants. Review the notes you made during the drill. Ask participants what worked well, what didn't, and what can be done to improve the emergency response plan.

Revise

Based on the results of the drill and the feedback from the debriefing session, assess the strengths and weaknesses of the emergency response plan. Revise the plan as needed to make sure that your emergency response will run smoothly to limit harm if a real disaster hits.

Exercise: Develop a drill plan for an emergency that could affect your workplace. Consider all factors that could pose obstacles.

Module 5

Fire

Module 5 – Fire

Fire is one of the most common emergencies. Before you develop a plan to respond to fire, you must assess your workplace for all risks, of all kinds of fire including chemical and electrical hazards.

Ask yourself the following questions.

- Are there combustible or flammable materials on site? Nearby in a neighboring business?
- Are combustible or flammable materials stored on site? What and how much?

Refer to the National Fire Code, as well as provincial or federal legislation, for requirements for your fire protection plan based on the hazards you identified.

As part of your fire plan, you should:

- Install on-site firefighting equipment.
- Train employees to use firefighting equipment properly.
- Name a Fire Warden for the site, as well as Fire Captains for each floor or department.
- Decide and institute training requirements for Fire Wardens and Fire Captains.
- Develop and formalize procedures for evacuation, including a designated assembly area and head count.
- Maintain records indicating frequency, procedures and required records for fire drills.

Some organizations and facilities must legally conduct fire drills more frequently than others – schools, care homes and high rises typically are required to conduct frequent fire drills. Ensure you know your legal responsibilities.

Also, work closely with local fire officials to ensure any fire at your workplace can be controlled. You must inform local authorities of the combustible materials you have on site; do not assume that the local fire department will have the resources to fight a chemical fire at your facility.

In addition, it may be necessary to train some employees to guide outside emergency responders through your facility. You also should know what the expected response time will be once the fire department is notified of an emergency.

5.1 LEGISLATION REVIEW

Module 6

Flood

Module 7

Earthquake

Module 7 – Earthquake

Earthquakes have been recorded in nearly every province and territory of Canada, except Saskatchewan and Manitoba. Of the thousands of earthquakes recorded by seismographs each year, only a few dozen are serious enough to be felt by people.

You can probably use geography to determine whether your organization is at risk of an earthquake emergency. If you are in an area that may experience an earthquake, answer the following questions to assess the risk.

- What is the history of earthquakes in your area? This information will be available from local government.
- How will your building withstand an earthquake? A structural engineer can assess your facility and make recommendations for improvements.
- What will happen inside your building in the event of an earthquake? Is there a risk of electrical problems? Are there objects that could fall and cause injury (paintings from walls, books from shelves, etc.)? Are there windows that could shatter and cause injury? What are the risks to non-structural systems such as air conditioning, communications and pollution control systems? Are there materials stored on site that could be released or react during an earthquake?

If your assessment shows you to be at risk, you must develop an emergency plan that includes eight main points. These points are listed below.

1. Train employees in duck-and-cover procedures.
2. Provide a 72-hour survival kit with food, water, first aid supplies, flashlights and other necessities in case employees are trapped within the workplace after an earthquake.
3. Minimize the chances a worker will get hit by a travelling object by moving objects that could fall, break, spill or move during a quake.
4. Keep drawings of the facility on hand to use as an assessment tool.
5. Store incompatible chemicals separately from each other.
6. Establish procedures to determine whether an evacuation is necessary.
7. Designate areas in the facility away from exterior walls and windows where occupants should gather after an earthquake if evacuation is not necessary.
8. Conduct earthquake drills.

7.1 EMERGENCY PLANNING AND RESPONSE

During an earthquake, safety is all about location. Your best plan of action is contingent on whether you are indoors, outdoors or in a vehicle when an earthquake occurs.

If you're indoors, the safest places are beneath sturdy furniture, beside a solid inside wall or inside an inner hallway. Avoid windows and heavy objects that may fall from ceilings, shelves and cupboards.

If you are outdoors, stay in open spaces away from trees, buildings and power lines.

Module 8

Severe Weather

Module 8 – Severe Weather

Every region in Canada has its own unique weather – and some of it is severe. Your area may be prone to any combination of hurricanes, tornadoes, blizzards, ice-storms, lightning, wind or extreme temperatures.

On average, winter storms and extreme cold kill more than 100 people every year – that’s more than the total number of people killed by hurricanes, tornadoes, floods, lightning, and extreme heat.² This section will deal first with severe weather in general – including winter storms and extreme cold – then move into a detailed description of how to deal with specific weather events like hurricanes and tornadoes.

Exercise: Look at the severe weather emergency plan for your municipality. Discuss it as a group.

The first step for any employer looking to guard against severe weather is to conduct a risk assessment.

- Are you sheltered from wind?
- Do any of your employees work outdoors?
- What is the area’s weather history?
- Are you in an urban or rural location?
- What types of extreme weather occur in the region?

These answers should help you determine which weather events you must plan for and protect against. Once you have that figured out, follow these steps to plan for emergencies.

1. Monitor weather.
2. Develop a plan for each potential weather event.
3. State clearly how severe weather must be in order to suspend operations. There may be legislated guidelines to follow.
4. Develop communications procedures for notifying workers of extreme weather, travel advisories or changes to operations.
5. Make reasonable preparations for severe weather.
6. Decide what to do in case of power outages or structural damage.
7. Provide a backup power source.
8. Arrange for snow and ice removal from parking lots, walkways, loading docks and anywhere snow and ice may accumulate and present a hazard.
9. Develop appropriate evacuation plans for each weather event.

Timely evacuation is key to limiting harm in an extreme weather emergency. If the plan is to evacuate the premises in the event of extreme weather, you want to make sure that you are not sending employees out on the road home in the midst of a storm that increases their risk on the road.

² Self-Help Advice: Severe Storms. Government of Canada.

It's also important to understand the language that categorizes severe weather. A weather watch indicates conditions are favourable for a severe storm, even though one has not yet developed. If you are faced with a weather watch, keep a close eye on weather reports and updated statements.

A weather warning means severe weather is happening, is about to happen or is highly probable.

8.1 TORNADOES

Tornadoes form suddenly, are often preceded by warm and humid weather and are always produced by thunderstorms – although not every thunderstorm produces a tornado.

Tornadoes are violent windstorms characterized by a twisting funnel-shaped cloud which forms at the base of cloud banks and points towards the ground. They usually move over the ground at anywhere from 20 to 90 km/h and often travel from the southwest to the northeast. These winds are erratic and can change course suddenly and cause mass destruction. Because of this, it's not a good idea to chase tornadoes.

Generally speaking, tornadoes are most common from May through September. They usually hit in the afternoon and early evening, but have also been known to strike at night. Canada houses several high-risk tornado areas including Alberta, Southern Ontario, southern Quebec and a band of land stretching from southern Saskatchewan and Manitoba through Thunder Bay, Ont. British Columbia and western New Brunswick also see tornadoes.

Unlike some emergencies, tornadoes are somewhat predictable based on four progressing warning signs.

1. Severe thunderstorms with frequent thunder and lightning
2. Extremely dark sky with green or yellow clouds
3. Rumbling sounds akin to freight trains and whistling similar to jet aircrafts
4. A funnel cloud at the rear base of a thunder cloud

Once you know how to recognize the warning signs of tornado, you will know how to effectively put your emergency response plan into effect.

Emergency Planning and Response

You must pay attention to severe thunderstorms and listen to weather reports – as a rule, when Environment Canada issues a tornado warning, radio stations broadcast it immediately. If you hear a warning issued, have all workers take cover immediately.

For those working indoors, the next step is to stay away from windows and outside walls and entrances. Take shelter in an inner hallway or room, ideally in the basement or on the ground floor. Do not use the elevator. If your building has a wide-span roof, take cover under a sturdy structure or piece of furniture.

Those working outdoors should find shelter, or at least lie down in a ditch or other low-lying area. Vehicles – including motor homes – are not sheltered from a tornado. Beware of flooding and be prepared to move at all times. Protect your head and watch out for flying debris.

8.2 HURRICANES

Hurricanes are violent tropical storms which blow up from the Caribbean. They cause more widespread damage than tornadoes because of their sheer magnitude – some are as large as 1,000 kilometers in diameter.

They occasionally hit eastern Canada, usually between June and November with September being the peak month. The east and west coasts also experience fall and winter storms with hurricane-force winds. In Canada, heavy rain and flooding are usually greater hazards than winds – although the winds are still strong and potentially dangerous.

Emergency Planning and Response

If a hurricane warning has been issued, those located on the coast or in a low-lying area near the coast are advised to move inland and to higher ground. High winds create huge waves at sea which, when they reach the shore, may become tidal waves or storm surges.

As a rule, hurricanes move slowly and batter communities for several hours. If the eye of the hurricane passes over, there will be a lull in the wind lasting from two or three minutes to half an hour.

Stay in a safe place. Make emergency repairs only, but remember that once the eye has passed over the winds will return from the opposite direction and with possibly even greater force.

Module 9

Medical Emergencies

Module 9 – Medical Emergencies

Medical emergencies include injuries and illnesses caused by hazards on the job, as well as medical events that just happen to occur while an individual is at work, such as a heart attack or seizure.

Hazard assessment for medical emergencies may be difficult. While you can account for and control on-the-job hazards, you may not be able to assess employees' medical conditions. In some jurisdictions, workers are required to report medical conditions to their employer; in others, they are not – and asking about medical conditions may be a breach of privacy laws.

In any event, workplaces should prepare for any medical emergency that could be caused by a workplace hazard and common medical conditions like heart attack, stroke, seizures and anaphylactic shock.

9.1 EMERGENCY PLANNING AND RESPONSE

When a major medical emergency strikes, time is a critical factor in minimizing injuries. Planning for medical emergencies requires employers complete five major checkpoints.

1. Buy and make available appropriate first aid kits.
2. Ensure at least one staff member is trained and certified in first aid.
3. Provide access to antidotes for any toxic substances on site.
4. Set up an AED or portable defibrillator.
5. Arrange for emergency transportation.

First Aid Supplies

An average first aid kit will contain the supplies listed below.

- Antiseptic
- Bandages (adhesive strips, adhesive tape, triangular bandages)
- Dressing
- Pad with shield or tape for eye
- Soap
- Disposable gloves
- Pocket mask
- Forceps
- Scissors
- Ice packs
- Sterile burn sheet
- Stethoscope
- Thermometer
- Tweezers
- Safety pins
- Peroxide
- Alcohol swabs

Module 10

Bomb Threats

Module 10 – Bomb Threats

Though once considered a near impossibility, bomb attacks on workplaces and other public spaces have become a growing concern. Bombs can take on almost any shape or form and the only common characteristic between bombs is that they are all designed to explode.

If a workplace is targeted by a bomb, it is likely a bomb threat will be called in. This also may happen if the assailant just wants to create an anxious, chaotic environment which disrupts normal function of an organization. Both are dangerous situations and both are possible at your workplace.

The most commonly targeted businesses are schools, insurance companies, oil companies and other organizations with high stakes, enemies or a high level of collateral, but bombings and bomb threats can happen anywhere.

Once you realize this, you can begin to assess your bomb incident risks and also to plan what you will do in case of an incident. You must develop a bomb incident plan that will protect workers, promote order and ensure as little damage as possible in the event of an explosion or the threat of one. Training is essential to deal properly with a bomb threat or incident.

10.1 EMERGENCY PLANNING AND RESPONSE

Police departments and other local authorities are a good place to start when developing a bomb incident plan, as many can provide help with logistical plans. Check whether your police department has a bomb disposal unit and find out how to contact it.

From there, determine plans for communication, evacuation and search practices. It is essential your entire workplace understands what is expected of them in the event of a bomb incident.

Often, the first line of defence is the receptionist or switchboard. Advise the front-line workers to follow the four steps listed below in the instance a bomb threat is called in.

1. Keep the caller on the line as long as possible. Record the call if possible.
2. Ask the location of the bomb or the time of possible detonation.
3. Pay attention to background noises and the characteristics of the caller's voice.
4. Report the information immediately to police and the bomb incident supervisor set out in the incident plan.

When a threat or suspicious package is received, you have three options: ignore the threat, evacuate immediately or search and evacuate if warranted.

Ignoring the threat completely is the least favorable of the choices, as any bomb threat – no matter how bizarre or unlikely – must be taken seriously. Conversely, evacuating completely each time a bomb threat is called in could grind production to a standstill if the caller knows a threat will stop operations.

Searching after each threat and evacuating if necessary is the preferred approach. This is less disruptive than mandatory evacuations, but more thorough than ignorance. To ensure your organization carries this out effectively, you should select and train search teams and evacuation leaders in advance – any situation involving explosives is bound to cause a very stressful and intense time.

Evacuation

The evacuation team will be responsible for getting employees out of your building safely and quickly. Members of the evacuation team are not part of the search effort and their duties – along with the precise evacuation plans – should be documented in your emergency response plan.

Search Teams

It is in your organization's best interest to gather a group of people as a search team in the instance of a bomb threat – designated just one person is simply not a safe practice.

Often, supervisors are the most logical choice as they can often get the job done covertly with little disturbance to normal operations. However front-line workers are often most familiar with their work areas and will often spot things supervisors will not. No matter whom you select for your search team, members must always stay in groups of two. Once you decide to launch a search for a specific threat, your team should follow a series of steps.

1. Determine what areas to search, in what order.
2. Enter an area and move around with eyes closed, listening for a clockwork device.
3. Look around the room as a preliminary check.
4. Complete a first searching sweep – look at the objects from floor to hip level. Check all items and pieces of furniture, as well as under all rugs and behind all wall-mounted objects.
5. Complete a second searching sweep – check all objects from hip to chin-level.
6. Complete a third searching sweep – check all spaces from top-of-head to ceilings.
7. Complete fourth searching sweep – check all ceiling-height objects such as ducts and speaker systems.
8. Mount a sign on the door declaring the search complete.
9. Move on to another space and repeat until the building is cleared.
10. Deal with any suspicious objects by following the procedure detailed below.

If your search team finds a suspicious object, it must be reported immediately to authorities. Once this is done, block off the dangerous area with a “clear zone” of at least 300 feet. Open all doors and windows in the immediate area and evacuate the building.

Bomb Incident Plan Checklist

- Designated chain of command
- Command centre
- Communication plans
- Evacuation procedures
- Evacuation team
- Search team
- Techniques for searching
- Procedure to report and track progress of search
- Contingency plans
- Bomb threat procedures
- Physical security plans
- Emergency numbers
- Drill results

Module 11

Violence in the Workplace

Module 11 – Violence in the Workplace

There are three main types of violence that plague workplaces – random acts of violence by people unrelated to the workplace, violence by clients and violence between workers.

Each type of violence may be referred to by a different name depending on region and legislation, but each – no matter where or in what context it occurs – has a specific set of risk factors or characteristics that make a particular group more likely to react or act violently.

Random acts of violence involve verbal threats, threatening behaviour or physical assaults by an attacker who has no legitimate business relationship with the victim. Often, random violence occurs in the retail sector and at workplaces where employees are left alone during the day or overnight.

Client-initiated violence is that committed by an individual who has or has had a service relationship with the victim or the victim's organization. It can include one or more acts of physical violence or verbal abuse.

By and large, client-initiated violence is unpredictable. Some clients display escalating aggression because of environmental factors and what they perceive to be poor service. Some behave violently because of anxiety, trouble coping or illness, while others simply have malicious agendas. Client-initiated violence often occurs in retail, healthcare, education and community services.

Internal violence is often – but not always – initiated by former employees who re-enter a workplace seeking what they perceive to be revenge for wrongdoings on the part of an organization. It also occurs when conflict erupts between current employees or a current employee and a member of the management team.

Internal violence is sometimes referred to as workplace bullying and – in its majority – follows a sliding scale: abuse turns into threats, which turn into intimidation. Intimidation leads to physical assault.

If inappropriate behaviours are tolerated and not discouraged, a workplace's culture is bound to suffer as more and more employees begin to believe violence and harassment are acceptable ways to deal with their conflicts.

Because of this, it is important for all members of a team to recognize the signs of workplace violence and adhere to a violence prevention plan.

11.1 EMERGENCY PLANNING AND RESPONSE

In order to control workplace violence, both employers and employees must recognize hazards and the risks they present and then take measures to control these hazards and risks.

Many things within a workplace signal the potential for violence. Some of these signs will be obvious – people who have previously displayed violent behaviour, for example – while others – particularly those not specific to an individual – will require you to look more closely.

You must consider the workers, the sources of abuse, the work processes, the environment in which abuse may occur and the level of commitment to reducing workplace violence and harassment.

There are a series of questions the employer and the prevention team can ask about workers, sources of abuse, work processes, environment and management commitment to identify hazards that can lead to workplace violence.

These questions will determine components within the environment that may enhance opportunities for abuse, individuals at highest risk and what controls you require to prevent violence.

1. Who in the organization is at risk to abuse or be abused? Determine who has been victimized previously and whether there is a higher frequency of incidents among certain sectors of the organization.
2. Do we have frequent turnover in a particular area? Frequent turnover in one area – particularly areas where most employees share a demographic trait, for example ethnicity, gender or age – may be a warning sign that violence or harassment occurs.
3. Do any of our employees display signs of pre-violence? Increasingly agitated behaviour, swearing, yelling, fascination with violence and social isolation are among the signs.
4. How has past violence been presented? Determine whether violence that has occurred is verbal abuse, threats, physical abuse or sexual harassment. Type of work may influence type of violence.
5. How severe is the abuse and what are its after-effects? Record whether instances of abuse caused injury or psychological trauma and whether any work was missed. How did the rest of the workforce react to the incident?
6. When and how often do incidents happen? How often are they reported? Look at whether incidents occur around a particular time of year, whether all incidents are being reported and how effective the reporting system is.
7. Under what circumstances has past abuse occurred? Often, conditions of a worker's environment contribute to abuse or at the very least provide a better opportunity for an abuser to attack. This is particularly true when dealing with client-initiated violence.

The answers to these questions will help you determine how best to control hazards that may lead to violence. Beyond eliminating a hazard completely (which is not always possible), there are two types of controls to choose from – engineering controls and administrative controls.

Engineering controls are those that require physical changes to the workplace to protect workers. Security alarms systems, physical barriers and camera-monitoring systems are three examples of engineering controls that will help prevent workplace violence by reducing risks.

Sometimes it takes a combination of engineering and other controls to control a hazard successfully.

Specifically, engineering controls are most effective in combination with administrative controls – or controls rooted in policy and procedures that control or respond to risky and potentially volatile situations.

The term administrative control applies to any intangible control that aims to reduce risks of workplace violence. Administrative controls include policies, procedures, training systems and educational outreach. Many administrative controls are introduced at the time an employee is hired. This is especially true for training and education tools.

A Violence Prevention Plan – a comprehensive document that ultimately improves workers’ ability to cope with stressful interactions based on the assumption that the employer formally supports them – combines controls to set out the best possible way for a workplace to stop violence. It includes policies, procedures and guidelines.

Safety Services Canada offers a Violence Prevention course that goes into the topic in detail.

Exercise: Get into groups of three or four. Read the following scenarios and use the space to fill in ways you would handle a few of these real-life situations of violence.

1. A report comes in that four employees have been shot in your workplace. You do not know who shot them or where the attacker is. You are also unaware of the victims’ conditions, but are trained in first aid and non-violent crisis intervention. What do you do?

2. A female employee breaks off a romantic relationship with a male coworker, but he refuses to leave her alone. She serves him with a restraining order, which prompts him to lose control and enter her office. He hits her, causing her to fall from her chair. While she is on the floor, he breaks a vase and cuts her face. You and your coworkers hear the commotion – what do you do next?

3. As a member of your workplace's Emergency Response Team, you receive a frantic call from an employee saying that her coworker left her office muttering about the "final straw" and not being around for others to "push around" anymore. She expresses worry about the coworker committing suicide and now feels guilty she did not call sooner. What do you do?

Module 12

Environmental Protection/Chemical Release

Module 13

Pandemic

Module 13 – Pandemic

Pandemic planning is a relatively new area of emergency preparedness for most organizations. Recent events, such as the SARS (Severe Acute Respiratory Syndrome) outbreak in 2003 and H1N1 influenza in 2009, have raised concerns about infectious diseases.

There are two primary goals in pandemic planning:

1. Protect workers from getting sick and limit the spread of the disease; and,
2. Prepare for high absentee rates and lost productivity should a large number of workers become ill.

13.1 EMERGENCY PLANNING AND RESPONSE

Work Environment

A healthy work environment can help slow the spread of infectious disease. This includes both engineering and administrative controls.

- **Engineering controls:** Efficient, up to code air circulation and ventilation in your workplace will reduce the spread of bacteria and viruses.
- **Administrative controls:** Provide information about hygiene practices that reduce the risk of infection, such as hand washing and recommended methods for coughing and sneezing.

Equipment and Systems

Provide the equipment and systems employees need to respond to medical emergencies on the job and to work remotely, if possible.

- Provide PPE and first aid supplies to prevent infection and treat symptoms.
- Design IT systems to allow staff to work from home.
- Allow telephone systems to be rerouted to workers' homes.
- Develop building systems that can be operated remotely.

Information and Communication

As in all emergency situations, it is important to be up to date on the status of the emergency and to maintain good communication with staff throughout the emergency.

Identify a reliable source of information for updates on the public health situation. This is likely to be your provincial or national health department or local health authority.

Communicate your expectations to employees if they develop symptoms of the illness. Encourage staff to visit their family doctor to confirm the illness and to stay home to get the necessary recovery time and avoid spreading the illness to coworkers.

Policy and Contingency Plans

Review your sick leave and temporary staffing policies. Does your sick leave policy encourage employees to stay home and prevent spreading the illness, without fear of penalty? Are your temporary staffing policies sufficient to cover a situation in which half or more of your staff are on sick leave?

A strong contingency plan will help you continue business operations in the event of a pandemic. Contingency planning should cover the areas listed below.

- **Disruption of service** – yours and your suppliers.
 - What will you do if deliveries, utilities or contract services are delayed or cancelled in the event of a pandemic?
 - How will you ensure that your business operations continue with limited human resources?
- **Leadership and management.**
 - What happens when all (or most) of the executive management team is off work?
 - Who has authority?
 - Is there a decision-making policy for the remaining employees?
 - Do you provide cross training to allow others to step into a role if required?
 - Are there clear documented procedures in place to assist someone unfamiliar with the role to function?

Develop contingency plans and provide the necessary training and information to ensure employees know what to do in the event of multiple absences.

Module 14

Site-specific

Module 14 – Site-specific

Depending on what sort of industry you work in, there are some site-specific emergencies that may arise. Your instructor will discuss those which are applicable, but they may include one or more of the emergencies listed below.

- High-angle, Confined space rescue
- H2S response
- Aircraft – if near airport
- Antidotes, neutralizers for specific chemicals used
- Marine emergencies; vessels in distress
- Motor vehicle incidents (if employees drive on the job)
- Livestock, Wildlife
- Working Alone – what to do if employee does not check in

Appendix A

Sample Emergency Response Plan

Appendix A – Sample Emergency Response Plan

Company name: _____

Location: _____

Date completed: _____

Signed: _____

Emergency operations coordinator: _____

Emergency contact numbers

Fire: _____

Ambulance: _____

Police: _____

Hazardous Materials: _____

Hospital: _____

Other: _____

Potential emergencies

The following have been identified in hazard assessments

1 _____

2 _____

3 _____

4 _____

5 _____

Location of emergency equipment

Fire alarm: _____

Fire extinguisher: _____

Fire hose: _____

Panic alarm button: _____

Spill kit: _____

Eyewash station: _____

Emergency communication equipment: _____

Other: _____

Training requirements

Type of training: _____

How often: _____

Type of training: _____

How often: _____

Type of training: _____

How often: _____

Employees trained in equipment

Name: _____

Equipment: _____

Name: _____

Equipment: _____

Name: _____

Equipment: _____

Name: _____

Equipment: _____

Name: _____

Equipment: _____

Name: _____

Equipment: _____

First aid

Type of kit: _____

Location of kit: _____

Transportation for ill or injured: _____

First aid attendant: _____

Communications

We will communicate our plan in the following way:

In the event of an emergency we will contact employees by:

See attached plans for:

- Evacuation
- Fire
- Severe Weather
- Chemical Emergency
- Bomb Incident

Appendix B

Resources

Appendix B – Resources

Emergency response resources and information are available from:

Health Canada

<http://www.hc-sc.gc.ca/ed-ud/index-eng.php>

Public Safety Canada

<http://www.publicsafety.gc.ca/prg/em/index-eng.aspx>

Canadian Disaster Database (Public Safety Canada)

<http://www.publicsafety.gc.ca/res/em/cdd/index-en.asp>

Environment Canada

www.weatheroffice.gc.ca

Emergency Management Organizations

Federal

Health Canada

<http://www.hc-sc.gc.ca>

Public Health Agency of Canada

<http://www.phac-aspc.gc.ca>

Public Safety Canada

<http://www.publicsafety.gc.ca>

Provincial/Territorial

Alberta Emergency Management Agency

<http://www.aema.alberta.ca/>

BC – Provincial Emergency Program

<http://www.pep.bc.ca/>

Manitoba – Emergency Measures Organization

<http://www.gov.mb.ca/emo/>

New Brunswick – Emergency Measures Organization

<http://www.gnb.ca/cnb/emo-omu/>

Newfoundland Labrador – Emergency Measures Organization

<http://www.ma.gov.nl.ca/ma/fes/emo/>

Northwest Territories – Emergency Services

<http://www.maca.gov.nt.ca/safety/>

Nova Scotia – Emergency Management Office

<http://www.gov.ns.ca/emo/>

Nunavut Emergency Management

<http://cgs.gov.nu.ca/en/nunavut-emergency-management>

Ontario – Emergency Management Ontario

<http://www.emergencymanagementontario.ca/>

PEI – Emergency Measures Organization

<http://www.gov.pe.ca/cca/index.php3?number=1002515>

Quebec – Civil Protection/Sécurité Civile

<http://www.msp.gouv.qc.ca/secivile/>

Saskatchewan Emergency Management Organization

<http://www.cpsp.gov.sk.ca/SaskEMO>

Yukon – Emergency Measures Organization

<http://www.community.gov.yk.ca/emo/>

Appendix C

Bomb Threat Response Guide

Appendix C – Bomb Threat Response Guide

1. **Remain calm. Don't hang up.**

2. **Ask** the following questions and **write down** the answers.

When is the bomb going to explode? _____
Where did you put the bomb? _____
When did you put it there? _____
What does the bomb look like? _____

What kind of bomb is it? _____
What will make the bomb explode? _____
What is your name? _____
Where are you now? _____
What is your address? _____

3. **Report** the call immediately to your supervisor.

4. **Record** the exact wording of the threat – as close as you can remember.

5. **Complete** the following checklist to describe what you heard.

Voice	Speech	Manner	Background noises
<input type="checkbox"/> man	<input type="checkbox"/> fast	<input type="checkbox"/> calm	<input type="checkbox"/> music
<input type="checkbox"/> woman	<input type="checkbox"/> slow	<input type="checkbox"/> angry	<input type="checkbox"/> talk
<input type="checkbox"/> child	<input type="checkbox"/> distinct	<input type="checkbox"/> emotional	<input type="checkbox"/> children
<input type="checkbox"/> unknown	<input type="checkbox"/> impeded	<input type="checkbox"/> loud	<input type="checkbox"/> traffic
	<input type="checkbox"/> stutter	<input type="checkbox"/> soft	<input type="checkbox"/> machines
	<input type="checkbox"/> nasal	<input type="checkbox"/> pleasant	<input type="checkbox"/> aircraft
	<input type="checkbox"/> hesitant	<input type="checkbox"/> raspy	<input type="checkbox"/> trains
	<input type="checkbox"/> other _____	<input type="checkbox"/> intoxicated	<input type="checkbox"/> other _____
		<input type="checkbox"/> other _____	

Date: _____ Time: _____ Name (print): _____

Duration of call: _____ Telephone ext: _____

Signature: _____



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