

TALISMAN

E N E R G Y

NAO Driving and Vehicle Mandatory Practice

APPROVED BY:

Alan Murray, VP HSE NAO & Global Support

Synopsis:

This document defines NAO's minimum requirements for the safe operation of motor vehicles while operating a Talisman vehicle and/or conducting Talisman business.

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1 Introduction

Operating motor vehicles is one of the highest risk activities undertaken in the Oil and Gas industry in North America due to the travel conditions, distances and terrain that can be encountered.

Fundamental controls and procedures are required to manage these risks.

For the purposes of this practice, each Delivery Unit is responsible for effectively identifying and complying with applicable Federal, Provincial, State and/or Municipal legislation and regulations that affect Talisman.

2 Purpose

To augment existing regulations and establish the minimum requirements for safe operation of motor vehicles for NAO Employees and Contingent Workers operating Talisman vehicles, at all times. To support Talisman's Golden Rule 9 – Operate Vehicles Safely.

3 Scope

This practice applies to all drivers in NAO operating Talisman vehicles, including:

- Employees and Contingent Workers using and/or responsible for Talisman vehicles while conducting company business and while using them personally;
- Employees and Contingent Workers using rental or personal vehicles for company business.

It is expected that Talisman third party transportation and service provider Contractors have a written safe driving practice that is equivalent to the requirements in this practice. Contractors safe driving practices are evaluated and scored during the contractor prequalification process outlined in Talisman's Contractor HSE Management Mandatory Practice. Contractors that do not have a suitable written safe driving practice are expected to comply with Talisman requirements.

Supporting Documents:

Refer to the following documents and/or websites in Appendix 8 to provide additional guidance and to assist in establishing Delivery Unit specific programs.

- Talisman Reporting Boundaries Mandatory Practice
- Talisman Global Standard for Safe Operations
- Talisman Golden Rules for Safe Operations: #9 - Operate Vehicles Safely
- IOGP Land Transportation Safety Recommended Practice – Report 365
- Alberta WorkSafe - Driving for Work: Developing Safe Practices for Employers and Workers
- Applicable US and Canadian OH&S Legislation – “Powered Mobile Equipment”
- WorkSafe BC Resource Roads Safety Program - Introduction to Safe Practices on Resource Roads
- US Department of Transportation – Federal Highway Safety Administration

4 Roles and Responsibilities

The roles and responsibilities related to this Mandatory Practice are as follows. Additional roles and responsibilities within the Delivery Unit will be defined in the local Management System.

Role	Responsibilities
Delivery Unit Managers	<ul style="list-style-type: none"> • Establish, implement and maintain a Management System in their Delivery Unit that drives conformance with HSE requirements • Identify and adequately resource the Delivery Unit HSE organization
Delivery Unit VP	<ul style="list-style-type: none"> • In conjunction with the VP, HSE NAO & Global Support, approve variances to NAO HSE regional requirements

Regional HSE Team	<ul style="list-style-type: none"> • Maintain this Practice with input from Delivery Unit HSE teams • Provide guidance to Delivery Units regarding the implementation of this Practice • Provide guidance and support to Delivery Units in the development of supporting tools and procedures • Conduct assurance against NAO HSE regional requirements • Provide assistance in incident investigations and assurance activities relating to this Practice when requested
VP, HSE NAO & Global Support	<ul style="list-style-type: none"> • Set regional HSE expectations where necessary and appropriate • In conjunction with the Delivery Unit VP, approve variances to NAO HSE regional requirements

5 Defined Terms and Acronyms

5.1 Defined Terms

Approved Defensive or Advanced Driver Training Course (DDT): A driver training course deemed by Talisman as suitable to train and test driver competence. Approved courses consist of a combination of classroom and hands on in-vehicle training that contains a competency assessment component. Vehicles used in the training should be comparable to Talisman vehicles typically operated by the driver at work. A list of approved courses should be provided by each Delivery Unit and made accessible in the Talisman Course Catalogue (Success Factors). NAO HSE will assist in reviewing new training vendors upon request from the Delivery Units.

Contingent Worker: A Worker who has a contractual relationship with Talisman (either directly or through a temporary work agency) and has a personalized Talisman email address.

Contractor: A person employed by a contractor or a contractor's subcontractor who is directly involved in the execution of work under a contract, PO, MSA or terms of conditions with Talisman.

Equipment Damage: Damage to a vehicle while that vehicle is parked or moving that was not a result from a motor vehicle collision. For example, a vehicle damaged while an operator loads an object into the cargo box would be considered equipment damage. A stolen vehicle and theft from a vehicle would also be classified as equipment damage.

Employee: Any full or part-time employee on payroll or collecting a salary.

Journey Management Plan: A specific plan used by a driver to highlight the reason for the trip, the journey hazards and how the hazards will be managed.

Motor Vehicle: Includes an automobile, truck or any other self-propelled vehicle designed for running on land but not on rails. Includes Quads, Trikes, Razors, Rhinos, etc. or any other off-road vehicle that may be used during the course of Talisman business.

Motor Vehicle Incident (MVI): Any incident involving a motor vehicle that results in injury, loss/damage, or harm to the environment; whether it impacts Talisman and/or its Contractors directly, or a third party.

Professional Driver: A driver who typically drives on Talisman business for 40,000 km (25,000 miles) or more over a twelve-month period or as designated by their supervisor.

Road Hazard Assessment: A detailed description of the hazards related to driving on a Talisman controlled access road to a Talisman operation site(s) or project activity.

Talisman Driver: Any Talisman Employee or Contingent Worker that drives or uses any type of Motor Vehicle during the course of conducting Talisman business.

Talisman Vehicle: Any motor vehicle leased, rented or purchased by Talisman including field, mobile and executive status vehicles. This also includes the use of personal vehicles for business purposes or travel.

6 Measurements

6.1 Industry Performance Indicators (PIs)

Motor vehicle-related performance indicators are developed and tracked by each Delivery Unit. Examples of

leading and lagging indicators regarding driving performance can be found in Appendix 1.

7 Training and Competency

7.1 Initial Training

All Talisman drivers maintain a valid driver's license for the class of vehicle they operate. All drivers, where required by law, have a valid Transportation of Dangerous Goods (TDG) or Department of Transportation (DOT) Hazardous Materials certificate in their possession when transporting dangerous goods as stipulated in Federal or local regulations.

All Talisman drivers successfully complete an Approved Defensive or Advanced Driver Training (DDT) Course.

Risk assessments are performed within each Delivery Unit to determine what type of additional driving training may be required for specific and identified roles. These could include:

- Vehicles fit for purpose and conditions;
- Adverse road conditions (gravel, lease roads, snow and ice, mud, etc.);
- Winter driving;
- Backing;
- Ascending and descending steep grades;
- Skid control;
- Fatigue and Journey Management;
- Animal avoidance;
- Understanding and operating 4 X 4s;
- Utilizing ATV's, snow mobiles, forklifts, etc.
- Towing;
- Vehicle recovery; and
- Radio communications.

Note: Similar sites and /or job roles may not require an individual risk assessment to be performed if there are no additional or unforeseen risks anticipated. A standardized risk assessment may be used for these locations (e.g. pad locations, standardized motor vehicles, standardized geography hazards in a region, etc.).

7.2 Refresher Training

Talisman Employees and Contingent Workers participate in a routine DDT refresher course at schedules established by the Delivery Unit, however refresher training periods will not exceed a term of 3 years.

Talisman drivers who have not taken a DDT course within the past three years are scheduled on a priority basis to attend a DDT course. Priority is given to those individuals considered to be Professional Drivers and/or to those whose driving record indicates at-risk driving behaviors.

Workers who have more than one citation / conviction of at-risk driving behavior as identified in Section 7.3 (Driver Abstracts) participate in a refresher DDT course as soon as possible after the related incident or citation.

7.3 Driver Abstracts

A consent form established by the Delivery Unit that authorizes the company to request driver abstracts (driving history record) at regular intervals is signed by Talisman Employees and Contingent Workers who operate a Talisman vehicle on company business.

Employee and Contingent Worker driver abstracts are reviewed on a minimal basis of every 2 years, however it is recommended that this is done annually to assist with the development of safe driving practices and habits and to identify when corrective measures are needed for workers that have a pattern of at-risk driving behaviors.

"At-risk" driving behaviors are identified as:

- Being involved in a chargeable or at-fault motor vehicle incident (MVI) or multiple non-charged MVIs in the most current three year period;
- Being involved in work related MVIs as defined in the Talisman Reporting Boundaries Mandatory Practice;
- Charged and/or convicted of driving under the influence (DUI) or driving while impaired (DWI);
- Convicted of “careless driving” and/or “undue care and attention”;
- Convicted of “street racing” or “driving at an unsafe speed”;
- Workers that have been convicted of more than four speeding or moving infractions within the current three year period;
- Any distracted driving infraction; and
- Confirmed complaints received from the general public regarding discourteous or unsafe driving while on company business.

8 Safe Driver Activities

8.1 Road Hazard Assessments

A road hazard assessment is a documented inventory of road hazards that exist along the route to or from a Talisman location. High risk roads are identified and road hazards are communicated to Talisman and contract drivers as a proactive measure.

Operating areas and Delivery Units assess and identify high risk roads that require written road hazard assessments, based on risk and use.

Road hazards include:

- Bridges (width, capacity, no post markers, approaches);
- Adverse road conditions (gravel, lease roads, snow and ice, mud, etc.);
- Identification of narrow road sections;
- Blind corners and hilltops;
- Steep grades;
- Reduced speed areas;
- Chain up requirements and safe chain up areas;
- Distance to be driven; and
- Heavy traffic volumes.

Appendix 2 includes a sample Road Hazard Assessment Form.

If high hazard areas are identified on Talisman controlled roads, measures such as road crown enhancements, signage upgrades, or improved grading practices are considered. If Talisman is not the primary road permit holder, the hazard information is communicated to the permit holder through road use groups or by contacting the permit holder directly.

8.2 Journey Management

Procedures and/or processes are in place in each Delivery Unit to ensure worker’s journeys are managed to avoid unnecessary hazards enroute on business travel. A Journey Management Checklist or electronic plan is completed when the worker’s journey is outside of their regular job duties, or scheduled travel routes.

The Journey Management Plan (JMP) should include:

- Current weather forecast / conditions;
- Road conditions;
- Driver’s level of alertness;
- Traffic volume;

- Trip duration and distance; and
- Working alone.

Whenever possible the following travel considerations are followed by the worker and Delivery Unit:

- An appropriate vehicle is available;
- A vehicle safety kit is available, if required (see Appendix 4);
- Potential driving hazards have been identified;
- The driver is well rested;
- The route and estimated schedule are clearly communicated to the direct supervisor or an appropriate designate such as an answering service or as specified in the Delivery Unit specific driving procedure;
- Where applicable, a local road hazard assessment map is available from the operating area;
- Drive during daylight hours whenever possible when traveling between cities or Talisman locations;
- A vehicle walk-around inspection has been completed by the driver; and
- Ensure working alone requirements are met.

A Journey Management Checklist (guideline) can be found in Appendix 3.

Note: Further assistance for developing a Delivery Unit specific Journey Management Plan (JMP) can be found in the International Association of Oil and Gas Producers (IOGP) Land Transportation Safety Recommended Practice Guidance Note #10 (<http://www.ogp.org.uk/pubs/365-10.pdf>) or in the resource references in Appendix 8..

8.3 Highway Traffic Legislation

Reference to all applicable driving and vehicle legislative is considered in establishing Delivery Unit specific procedures and controls. This includes reference to; vehicle speeds, seat belt usage, licensing requirements, etc.

8.4 Cell Phones and Distracted Driving

The use of hand held cell phones, sending or reading text messages or emails (or using similar wireless devices) and dialing outgoing calls while driving is strictly prohibited for any Talisman driver.

Unless prohibited by law, permitted cell phone use includes the following:

- Phone must be a hands free device (eg. one-touch or voice activated);
- Calls are answered only when it is deemed safe to do so; and
- Drivers pull off the road in a safe location to engage in conversation if it is safe to do so.

Use of a two-way radio to call kms / miles on a radio-controlled road is permitted in accordance with the road rules for the radio-controlled road.

Drivers must also consider and avoid other distractions including but not limited to:

- Eating, drinking;
- Vehicle controls, radios and cd players;
- Programming GPS Units, MP3 players, two way radios; and
- Reaching for items.

Drivers must not read or write while driving.

8.5 Driver Fatigue and Alertness

All Talisman drivers are appropriately rested and alert. It is the duty of the driver to notify their immediate supervisor and postpone or delay their trip if they are uncertain as to the level of their emotional state or alertness and if it may impact their safe operation of the vehicle.

Every Talisman Employee, Contingent Worker and Contractor has the duty to cease work and rest whenever their level of fatigue has the potential to impact the safe performance of their duties. This right can be exercised without fear of management reprisal.

8.6 Securing of Cargo

Sufficient restraints are used to ensure objects being carried in the passenger compartment and/or pickup truck box are secured to prevent a projectile hazard during an emergency braking situation, collision or during travel.

Flammables are not carried in the passenger compartment of a vehicle, including product samples.

Items transported in a pickup truck or other cargo vehicle are stored and securely fastened as specified by local State, Provincial or Federal law/regulations, Delivery Unit specific policies and/or as identified in Appendix 5 – Load / Cargo Securement Guidelines.

Note: Securement does not apply to a few light objects on a passenger seat or center console like file folders, a cellphone, wallet, etc.

8.7 Vehicle Walk-Around

Controls are established by each Delivery Unit in regards to completing vehicle inspections on company owned or leased vehicles at regularly scheduled intervals that are deemed appropriate and relevant to assist in eliminating unsafe vehicle conditions from occurring.

Drivers walk around their vehicles before operating them to do a visual check for damage, leaks, flat tires, missing wheel nuts, etc.

A recommended vehicle safety checklist can be found in Appendix 6.

8.8 Parking

Parking spaces are backed into whenever possible; and

All vehicles pulling trailers are equipped with chock blocks for use when parked.

8.9 Hazardous Areas

A minimum safe distance is established by each Delivery Unit from any wellhead, piping, process vessel or tank containing combustible fluids unless required by a specific maintenance or operating function or for loading or unloading at a load riser.

8.10 Backing Up Safely – Congested Areas

When backing vehicles, the following precautions are taken:

- Use a spotter in a congested area;
- Walk around vehicle before backing up;
- Give audible notice (i.e. 2 short horn blasts) that backing will occur if the vehicle is not equipped with a back-up alarm;
- Check overhead, side and rear clearances in area to be backed into;
- Backing is done at low speeds (e.g. 5 kph or 3 mph);
- Spotter and driver agree on hand signals used and safe backing communications;
- Spotter is located at the left rear of the vehicle (drivers side) whenever backing up;
- The driver is able to see the spotter through the mirror and vice versa;
- If the spotter disappears from the drivers vision, the driver immediately stops the vehicle; and
- If there is no spotter available, the driver:
 - gets out of the vehicle prior to backing up and walks around the vehicle to survey the backing area and identify any hazards present. This step is repeated as often as necessary during the backing process to ensure it is done safely; and
 - utilizes some type of marker (e.g. a piece of wood, pylon, rock, etc.) to indicate the safe backing up distance.

Note: A spotter is used whenever possible, however especially when backing into an area with limited visibility, constricted or congested areas, within 25 meters (75 feet) of process equipment or where necessary

to guide heavy equipment.

8.11 Towing

Tow-trucks appropriately sized for recovering a vehicle are used. Where a tow truck is not available, the recommended towing procedures specified in Appendix 7 or as identified in the Delivery Unit specific procedures are followed.

The towing procedure in Appendix 7 applies only to light and medium-duty vehicles (1 Ton [907 kg] vehicles or lighter). A tow truck is used for any heavy-duty vehicle (greater than a 1 Ton [907 kg]).

8.12 Boosting, Tire Changes and Chains

Talisman drivers refer to the owner's manual provided with their vehicle or with their tire chains when installing or removing tire chains;

Manufacturer's directions are followed unless a hazard assessment completed by the driver indicates these directions would be unsafe to follow, eg. conditions associated with changing a tire on an unstable surface, steep grades, etc.;

High visibility reflective clothing is worn in all traffic areas; and

Manufacturer's specifications are followed when boosting vehicles.

8.13 Smoking

Smoking is not allowed in Talisman owned or leased vehicles.

8.14 Radar Detectors

The use of radar detectors is prohibited by anyone driving a Talisman vehicle and/or travelling on Talisman business.

8.15 Firearms

Firearms, including cross or compound bows, are not carried in company vehicles while travelling on company business or while on Talisman premises with the following exceptions:

- Where 'Bear Watch' or other area specific wildlife expertise is needed on-site. Firearm safety is addressed in a HSE pre-job plan and a trained and competent third party expert is utilized;
- Where flare guns are required, site-specific procedures are developed for the storage, transport and operation of this equipment and only certified flare guns are approved for use; and
- As defined in the US Firearms and Weapons-Free Workplace Policy.

8.16 Pets

Pets are not permitted in company vehicles while traveling on Talisman business or while on Talisman premises.

8.17 Drugs and Alcohol

Refer to Talisman's Drug and Alcohol Policy:

- Drivers are not under the influence of alcohol or drugs, or any other substance;
- Drivers are not under the influence of medication that impairs their ability to drive;
- Drivers are responsible to ensure all over-the-counter medications used will not impair their driving ability; and
- A physician is consulted if questions arise regarding prescription medication.

9 Vehicles

9.1 Vehicle Selection

Talisman vehicles are selected as per the business generated selection list. Personal or rental vehicles used

in the course of Talisman business conform to site-specific or Delivery Unit needs.

9.2 Vehicle Outfitting

Mandatory equipment installed in Talisman vehicles is specified by each Delivery Unit or operating area. General vehicle guidelines are defined in the Delivery Unit practice or corporate leasing requirements.

Talisman field and mobile status vehicles are equipped with a vehicle safety kit. Guidelines are provided in Appendix 4.

9.3 Vehicle Inspection

Frequency of regular vehicle safety inspections are specified by each Delivery Unit and are based on mileage driven, manufacturer's recommended guidelines or operating conditions such as terrain as well as driver feedback or concerns regarding the vehicle.

All normally scheduled vehicle inspection and maintenance service are performed in accordance with manufacturer's specifications, Supply Chain Management (SCM) and/or Delivery Unit requirements. A sample vehicle safety inspection checklist can be found in Appendix 6.

9.4 Vehicle Rentals

Rental vehicles are fit for purpose.

Vehicle safety kits are obtained for use during the trip and can be obtained from either NAO & Global HSE in Calgary or the Delivery Unit. A generic Vehicle Safety Kit Checklist can be found in Appendix 4.

When travelling from the rental facility to your destination where there is a reasonable expectation that assistance would be readily available, an emergency kit may not be required.

9.5 Personal Vehicles

It is preferred that individuals rent vehicles whenever required to travel on business. However, if one's own vehicle is used, it must be sufficiently equipped and maintained to allow for safe driving in the area to which the Employee is travelling.

An appropriate level of insurance coverage (as per the Talisman Travel and Entertainment Expense Policy) must be in place and a vehicle safety kit must be carried.

When travelling to your destination where there is a reasonable expectation that help would be readily available the same guidelines would apply as per Section 9.4.

9.6 Vehicle Incidents

All incidents involving Talisman vehicles are reported in accordance with the Global Classification Matrix in the High Profile Incident (HPI) Reporting, Investigation, and Analysis Mandatory Practice and the Talisman Reporting Boundaries Mandatory Practice.

10 Implementation

This Practice will be implemented through the Delivery Unit Management System. To implement this Practice, each Delivery Unit is accountable to:

1. Review their own local Management System against this Practice to analyze and identify gaps
2. Create and execute a Risk-based plan to fill gaps based on priority and resource availability
3. Ensure local Management Systems meet the requirements of this Practice.

Where a requirement in this Practice cannot be met, appropriate justification for a variance will be provided to and approved by the Delivery Unit VP and VP, HSE NAO and Global Support.

Recommended Tools

The following appendices are available as recommended tools that can be utilized by all Delivery Units for the implementation and assurance of this Practice.

Appendix 1-Performance Indicators (PIs)

Appendix 2-Road Hazard Assessment

Appendix 3-Journey Management Plan Guideline

Appendix 4-Vehicle Safety Kit Guidelines

Appendix 5-Load Binder Guidelines

Appendix 6-Walk-Around Inspection Guideline Checklist

Appendix 7-Towing Guidelines for 1 Ton or Less

Appendix 8-Additional Driving Program Resources

Appendix 1 – Performance Indicators (PIs)

Leading Indicators - measurement of activities or behaviors that occur before an outcome. These include:

- Vehicle maintenance and inspection – scheduled and completed on time;
- Ride-alongs – quality leadership/peer observations focusing on driver behaviors;
- Road hazard assessments - highlighting the hazards associated with access roads;
- Journey management – driver hazard assessments; and
- Training – mandatory defensive driver training.

Lagging Indicators – measurement of actual statistics, include:

- Exposure - Total kilometers (kms) / miles) driven;
- Frequency - Total number of incidents/1,600,000 km (1,000,000 miles);
- Severity - Incident Type and Injuries; and
- Total cost of incidents/1,600,000 kms (1,000,000 miles).

Additional examples of leading and lagging indicators can be found in Appendix 1.

Competency Domain	Specific Competencies	Lagging Indicators	Leading Indicators
Driver Skills	<ul style="list-style-type: none"> • Participate in driver training • Self-investigation of incidents • Awareness of distractions • Minimizing distractions • Use of appropriate safety procedures 	<ul style="list-style-type: none"> • Change in number of incidents • Number of formal assessments required • Number of clear abstracts on file • Number requiring mandatory retraining 	<ul style="list-style-type: none"> • Number of suggested improvements and recommendations • Increase in number of peer observations & documented driver checks • Increased number of driver training courses completed
Vehicle	<ul style="list-style-type: none"> • Walk-arounds • Load securement • Parking 	<ul style="list-style-type: none"> • Reduction in vehicle damage reports • Gear safely stored • Lower maintenance and repair costs 	<ul style="list-style-type: none"> • Appropriately equipped, road ready vehicles • Increased knowledge of towing, boosting, tire change procedures • Documented vehicle inspections
Accountability and Responsibility	<ul style="list-style-type: none"> • Journey management • Fatigue management • Promoting opportunities for safe driving by Delivery Unit and others • Engaging in hazard assessment & including driving in the assessments • Risk assessments & management of driving hazards 	<ul style="list-style-type: none"> • Fewer incidents • Positive statistics from data provided through driver self-evaluation surveys • Completion of checklists 	<ul style="list-style-type: none"> • Increased communication of travel plans • Use of mental and physical checklists • Increase in use of hazard assessment • Awareness of safety • Number of driver self-evaluation surveys complete

Appendix 2 - Road Hazard Assessment

The embedded road hazard assessment form requires MS Word 2010 to function properly. If you do not have MS Word 2010 you can copy and paste the text and tables below into a new word document.



Road Hazard
Assessment - Word 2

Risk Ranking

Low Risk

- Exposure managed by application of existing policy, procedure or practice; and
- Exposure management within control of driver.

Medium Risk

- Exposure managed by enhancement of existing policy, procedure or practice and/or requires use of utility devices;
- Exposure management remains within control of driver; and
- Control must be in place for journey to proceed.

High Risk

- Exposure mitigated through intervention by party or parties other than driver; and
- Control must be in place for journey to proceed.

Assessed risk is based on ideal conditions. Escalating factors should be considered during pre-trip planning as they may impact risk ranking and required controls.

ROAD HAZARD ASSESSMENT			
RHA Number:	Assessment Date:	Maximum advised speeds (s) KPH/MPH	
Trip Starting Point:	Radio Control:	KM/Mi:	
Trip End Point:	Radio Frequency:	KM/Mi:	
Conditions at time of assessment			
Road (average):		Weather:	Light:
			Temp:
Road directions & detail:			
From:			
Hazard Register			
KM/Mi	Hazard	Risk Rank	Detail, Control &

			Comments

Driving Surface Width & Integrity	
Narrow (meeting or passing a vehicle difficult, no pull-off area):	
High crowning-traffic migrates to the centre of the road:	
Excessive loose gravel:	
Paved or oiled surface breaking up:	
Washboard:	
Potholes/ruts:	
Shoulder Type:	Sharp drop off:
	Washout:
	Soft:
Avalanche risk (rock, mud slides, snow):	
Passing other vehicles (poor visibility, dust, blowing snow):	
Meeting other vehicles (logging trucks, weekend traffic, rural):	
Animals (know areas and crossings):	
Pedestrians (school zones, hikers, hunters, tourists):	

Road Design/Intersections	
Comers (blind, sharp, banked):	
Intersection (blind, sharp):	
Railway crossings (high angle, controlled):	
Crest of hill (can't see over):	
Steep hill (runaway downhill, load limiting uphill):	
Risk of grounding out:	Crown of hill:
	Railroad grade crossing:

	Bridge approach:
	Very deeply worn ruts:
Inadequate or absence of appropriate signage:	
Line-of-site obstruction (vegetation, structures):	
Dust:	

Potential Collision Object	
Trees/rocks:	
Encroaching road banks:	
Narrow bridge/bridge rails/tunnel or abutments/cattle guards:	
Height restriction (bridges, overpasses, low power lines):	
Avalanche risk (rock mud slides, snow):	
Passing other vehicles (poor visibility, dust, blowing snow):	
Meeting other vehicles (logging trucks, weekend traffic, rural):	
Animals (know areas and crossings):	
Pedestrians (school zones, hikers, hunters, tourists):	

Escalating Factors	
Fog or smoke:	
Poor Drainage/frequent mud:	
Snow and ice:	Shadowed areas (slow to thaw):
	Known drifting location:
	Over-graded shoulders:
	Frost heaving (muskeg):
	Runoff, thaw/freeze cycle:
Crosswinds/Blowing snow:	
Weight Restrictions (road/bridges):	
Sun (e.g. low angle in winter):	
Road surface liable to deteriorate rapidly when wet:	
Low illumination:	
Driver experience:	
Fatigue/low alertness:	

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Conflicting priorities (e.g. crew change):	
Rain:	Visibility, pooling on roads:
Winds:	

Appendix 3 - Journey Management Plan Guideline

Journey Management Checklist

Checklist Items	Complete	Exceptions
Talisman HSE Orientation		
Talisman On-line Driver Safety Awareness Training Current		
Driver Skills Training up to date		
Driver's License current and valid		
Talisman Road Safety Kit available through department or field office and should contain: Fleece Blanket, Basic Tool Kit, Booster Cables, Shovel, 2x Candles, Box of Matches, 3x Safety Flares, Cotton Work Gloves, 2x Bungee straps, 4x Zip Ties, Duct Tape, First Aid Kit, Flashlight, Puncture Sealant, Reflective Vest, Poncho, Emergency Water Bag, Reminder Instructions: "If you Become Stranded", "Call Police" Banner, Reflective Triangle.		
Talisman Contact Numbers you may need in transit		
File Travel Plans: Advise supervisor, designate (i.e. answering service) and/or field contact of your travel plans, routes, approximate travel time; If travelling alone – check requirements of Department or Field Safety and Loss Control Working Alone Practice; Check in with field office upon arrival.		
Check current and forecasted weather and driving conditions		
Maximize daylight travel during trip		
Ensure appropriate equipment for weather conditions: Parka, winter boots, sleeping bag, emergency rations, etc.		
Two way communication device appropriate for and/or required in locale to which you are travelling: Cell phone; satellite phone; two way radio (be aware of radio controlled roads and required frequency for same).		
Be Prepared for Emergencies: Know who to call; Be aware of legislative and corporate requirements with respect to reporting incidents/accidents.		

Appendix 4 - Vehicle Safety Kit Guidelines

Vehicle Safety Kit Checklist

The equipment listed below should be considered depending on the Delivery Unit and operating area hazards identified.

NOTE: Vehicle safety kits may vary depending on Delivery Unit recommendations and needs assessment based on operating area.

1. First Aid Kit (St. John Ambulance Vehicle Kit)
2. Booster cables
3. Shovel
4. Flashlight and batteries
5. Candles
6. Matches
7. Emergency poncho
8. Emergency water bag
9. Safety vest
10. "Call Police" sign
11. "If you become stranded" information card/sheet
12. 3 Reflective Triangles
13. Puncture seal
14. Duct tape
15. Blanket
16. Gloves
17. Bungee cord
18. Flares
19. Small Tool Kit
20. Tire gauge
21. Ice scraper
22. Tow rope (20 feet (6 meter) by 2 inch (5 cm) with loop ends, min 15,000 lb (6803 kg) break strength)
23. Wipe cloth

Vehicle safety kits are available through the Calgary Office (NAO & Global HSE Team) or the appropriate Delivery Unit HSE or Operations Team.

Appendix 5 – Load/Cargo Securement Guidelines

- Failure to use load binders properly may result in serious injury or death to an individual. Always follow manufacturer instructions or specifications.
- All drivers using load binders must be familiar with local laws and regulations regarding the size and number of tie-down/securement straps/devices required for securing cargo on or in vehicles.
- Always consider the safety of nearby workers as well as yourself when securing loads.
- Always ensure the surrounding area is clear and free from any personnel or objects that might be struck by straps, cables, chains or ropes being tossed over top of cargo.
- Cargo inside vehicles must be adequately secured in the trunk or box of vehicles in order to not cause harm or interfere with the driver or passengers while the vehicle is in motion.
- Cargo loaded in or on vehicles should not exceed the vehicle manufacturer's recommended load limits.

Appendix 6 – Example Walk Around Inspection Guideline

The embedded Walk Around Inspection Checklist requires MS Word 2010 to function properly. If you do not have MS Word 2010 you can copy and paste the text and table below into a new word document.



Walk Around
Inspection Checklist -

Walk Around Inspection Checklist

Vehicle Checklist	Complete	Attention Required	Exception
Preventative maintenance performed	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>
All lights functioning	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>
Tires in good condition	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>
Brakes functioning	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>
Windshield not broken or cracked	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>
Towing equipment in good condition (trailer hitch, towing strap, trailer lights, towing hooks)	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>
Vehicle fire extinguisher easily accessible and in working condition	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>
Vehicle clean and tidy – interior and exterior	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>
Vehicle registration and insurance in vehicle	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>
Unnecessary items removed from truck box	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>
Items properly secured in truck box	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>
Tool box in good condition and appropriately equipped	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>
Spare tire mount and securing devices in good condition	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> Yes <input type="checkbox"/>
Exception Comments: <i>Any exceptions identified must be noted here.</i>			

Appendix 7 - Towing Guidelines for 1 Ton or Less

NOTE: Whenever possible towing activities are conducted by a certified towing service company (e.g. AMA, AAA, etc.) and any towing activity is considered to be an emergency maneuver / function that is only conducted if certified / authorized services are unavailable or impractical. A hazard assessment is conducted prior to attempting any towing operation (Review your Delivery Unit specific procedures for this).

Equipment:

1. Vehicle tow hooks should be installed securely to the front and/or rear of the vehicle.
2. Vehicles should be equipped with a tow strap 2 inch (5 cm) by 20 feet (6 meter) with a rating of 15,000 lb (6803 kg) break strength.
3. Vehicles should be equipped with a clevis that has a 40,000 lb (18143 kg) rating or higher that has a THREADED pin only.
4. Super strap (rated for 15,000 lb (6803 kg)) with a 40,000 lb (18143 kg) rated clevis braided into it is used.

The following Guideline has been adapted from the Enform Vehicle Recovery and Towing Guideline for a full version of the document, visit the Enform web page (http://www.enform.ca/safety_resources/publications/PublicationDetails.aspx?a=10&type=guidelines).

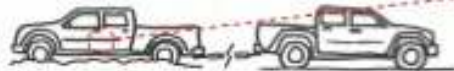
Key Guidelines with Visuals

#1 RULE: IT IS ALWAYS BEST TO CALL A TOW TRUCK!

However, if your company permits and equips you to pull out stuck vehicles, these are the do's and do not's that you MUST ALWAYS RESPECT!



DO NOT use a lighter vehicle to pull out a heavier vehicle.



ONLY pull with a vehicle roughly the same size or larger than the stuck vehicle.

Check vehicle weight (GVW) on a plate on the driver door (add load!)



Appendix 8 – Additional Driving Program Resources

The following websites provide additional tools to assist Delivery Units in the application and implementation of this Practice, as well as in the development of additional Delivery Unit specific requirements that minimize the risks associated with the use of motor vehicles.

- Alberta WorkSafe - Developing Safe Driving Practices:
<http://work.alberta.ca/documents/WHS-WSA-driving-for-work.pdf>
- Alberta OH&S Code, Part 19 – Mobile Powered Equipment
http://work.alberta.ca/documents/WHS-LEG_ohsc_2009.pdf
- BC Road Safety At Work:
<http://www.roadsafetyatwork.ca/>
- Enform Vehicle Recovery and Towing Guideline:
http://enform.ca/media/pdf/Vehicle_Recovery_and_Towing_Guideline.pdf
- Fatigue Management Information – North American Fatigue Management Program:
<http://www.nafmp.org/en/>
- Journey Management Program Information:
<http://www.safetyrisk.net/journey-safety-and-risk-management-plans/>
- National Safety Council
http://www.nsc.org/safety_road/Pages/safety_on_the_road.aspx
- IOGP Land Transportation Safety:
<http://info.ogp.org.uk/LandTransport/>
- Pipeline Hazardous Materials Safety Administration:
<http://www.phmsa.dot.gov/>
- Talisman Defined Terms for Safe Operations:
<http://globalinsite.tlm.com/tools/policies/Documents/Defined%20Terms%20for%20Safe%20Operations%20Mandatory%20Practice.pdf>
- Talisman Global Standard for Safe Operations:
<http://globalinsite.tlm.com/tools/policies/Documents/Global%20Standard%20for%20Safe%20Operations.pdf>
- Talisman Golden Rules for Safe Operations - #9 - Operate Vehicles Safely:
<http://globalinsite.tlm.com/tools/policies/Documents/Ten%20Golden%20Rules%20for%20Safe%20Operations%20Mandatory%20Practice.pdf>
- Transport Canada TDGR:
<http://www.tc.gc.ca/eng/tdg/safety-menu.htm>
- US DOT Federal Motor Carrier Safety Administration:
<http://www.fmcsa.dot.gov/>
- US DOT Federal Highway Administration - Safety:
<http://safety.fhwa.dot.gov/>