

Guidance for:
**Influencing Safety through Interactions with FLNRO
Clients & Stakeholders(external web version)**
(Client Interaction Guide)

The business of the Public Service is expected to reflect and uphold public values.

It is without question that worker safety is a value of the highest regard.

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Introduction

FLNRO's desire to improve workplace safety is not trendy; it is core to its daily business. FLNRO wishes to be a recognized and emulated as a leader in safety management. Employees of FLNRO are involved in contract management and tenure administration and their involvement requires they become a participant to improve the safety conditions for all workers and others. It is important to be knowledgeable about FLNRO's role regarding ownership of work, prime contractors, and ministry direction regarding WorkSafeBC. The following guide will provide you with knowledge and general principles supporting worker safety during your everyday interactions with external stakeholders, contractors, and tenure agreement holders. In addition, this guide will provide you with a clear understanding of your direct impact as a member of the Public Service regarding worker safety.

Do you know your role as a contract manager or a tenure agreement administrator?

Do you know who owns the work when a tenure agreement is granted?

FLNRO demonstrates leadership by approaching safety management in a consistent and transparent manner. It is important to discharge FLNRO's obligations under the *Workers Compensation Act* in a manner that is viewed to be supportive and focussed on the best possible outcomes for the safety of workers.

Purpose of the Guide

The purpose of this guidebook is to provide guidance to FLNRO staff for positively influencing the safety of its clients by discharging FLNRO's obligations (Owner, Prime Contractor, Employer) in relation to the *Workers Compensation Act*. Consistently adhering to the practices and principles contained in this document will help others to recognize FLNRO's role in safety. The principles can be summarized as:

WorkSafeBC performs inspections on tenure holders and on contractors and has jurisdiction and latitude to determine the relationship

- ✓ Instigating open dialogue creates a safer workplace
- ✓ Planning for safety means planning for successful project delivery
- ✓ Good policy development considers worker safety
- ✓ Sharing what we know and what we do not know has equal value
- ✓ Reporting what concerns us leads to improved safety conditions
- ✓ Being decisive about our role and that of our clients regarding worker safety reduces uncertainty
- ✓ Being respectful of others safety concerns demonstrates leadership

Working with Contractors

This section addresses the relationship between FLNRO and other independent firms entering into any form of agreement for fee or remuneration in order to discharge, work of interest to FLNRO. For the purpose of this section, "work" pertains to all forms of contracted works and consulting services. This section does not apply to merchants, service providers or suppliers who invoice based upon their own pre-determined fee schedules or to tenure agreement holders. Working with these parties and tenure agreement holders is explored separately.

When FLNRO engages a contractor¹ to complete custom work in its own interest, the work that is undertaken is the work of FLNRO. This generates certain responsibilities regarding safety that are dependent on the nature of the contractual agreement and how it is administered.

In general, FLNRO enters into contracts with independent firms versus entering into relationships for contracted workers. This section addresses these circumstances. Planning and managing contracts to maintain the independence of the contracted firm helps to demonstrate that FLNRO responsibilities are those of the owner of the work versus the employer and ensures clarity for worker safety responsibilities. If FLNRO contracts are structured or managed, in a manner whereby WorkSafeBC may conclude a contractor is not an independent firm, FLNRO may find itself being responsible as the employer for contracted workers similar to its own employees. (See Working with WorkSafeBC)

Contract Planning and Award

Safety planning is an important component of contract development and award. The contract safety planning may occur prior to seeking requests for service or it may occur after the contractor has been chosen where the worksite does not have distinct or unusual safety concerns. In either circumstance, contract plans are open for amendment and planning for the safety of workers is paramount to a successful project. A contract plan might include the assessment of the following and their potential for hazards that may affect workers:

- Terrain;
- Historical land use;
- Access;
- The season when the work will take place;
- Requirements for manual labour;
- Products and equipment typically used on similar projects; and,
- Other activities occurring on or near the site or expected to occur.

The conclusions of the assessment will inform FLNRO when determining an appropriate contract procurement method (e.g. request for proposal, invitation to tender, creation of pre-qualification list etc) and notification method (e.g. direct award, open invitation tender or invitation from pre-qualification list). Using a proposal-driven contract process that includes the evaluation of the proponents approach to worker safety may assist FLNRO in determining the contractor's ability to discharge its duties regarding worker safety. Sometimes it may be necessary to seek external, expert advice to reach a decision about the contractor's capacity to deliver. Past work performance checks should always form part of FLNRO's diligence in contractor selection. The CSNR (Corporate Services for the Natural Resource Sector) Contract Procurement Section provides guidance for assessing contractor qualifications and past performance measures.

FLNRO must reasonably ensure that the contractor has the capacity to discharge its services in a manner that provides for worker safety.

¹ Defined as a Contract for Service.

FLNRO can demonstrate its diligence regarding the mitigation of hazards by creating reasonable project expectations and by engaging qualified parties to manage and control the inherent risks of the project. A qualified party would have a health and safety program which indicates their knowledge of the legal requirements and their cognizance of the hazards and appropriate mitigations, relating to the project. They would have clear lines of supervision and distribution of responsibility that is understood by all parties. It is important to ensure the terms of FLNRO contracts do not create the expectation or perception that workers should be unreasonably, exposed to risk.

Contractors must be empowered to mitigate any hazards they may encounter during the work.

Regardless of which party (the contractor or FLNRO) created the project plan, FLNRO must demonstrate that worker safety is paramount over other contract management considerations. Regular communication with the contractor allows FLNRO to re-evaluate the plan and demonstrates the ongoing commitment of the ministry toward worker safety. Safety should not be used as an excuse to alter performance expectations. FLNRO may consider modifications to performance expectations after the contractor has demonstrated that no viable mitigation strategies exist to address safety concerns without amending performance expectations.

Included in the project planning stage is communication of hazards. FLNRO is hazard assessments however; it must be on hazards that might be unusual or inconspicuous for the work or workplace environment. The information should be integrated into the tender process to ensure all bidders can put the information in context (e.g., a bridge with an unknown load rating may constitute a potential hazard or the lack of any field review may indicate the need for specific assessments). In general, the intensity of the planning will vary commensurate with the inherent risks of the project. As part of standard FLNRO contract templates all contractors and perspective bidders are responsible to undertake their own hazard assessment and to integrate their own observations of significant safety concerns in relation to their tender or project delivery.

There is equal value in communicating what is unknown.

attention to, identification and not required to develop exhaustive include hazard awareness as part of knowledge and information about from normal business and project proponents/bidders. The focus should

The terms of tender should include FLNRO's expectations regarding contractor qualifications and abilities to provide for the safe discharge of the work.

Monitoring Contracts

The more hazardous the contract work the greater the frequency and level of detail that should be applied to monitoring to ensure diligence. It is assumed all projects will be monitored with available resources based on risk. Worker safety must be included as a factor when assessing risk. The act of monitoring performance does not translate into assuming the contractor's responsibility for worker safety. FLNRO shows leadership, and at the same time demonstrates recognition of the independent control of the contractor for safety by re-affirming the contractor's diligent management throughout the project.

Maintaining an open dialogue with the contractor will help FLNRO to confirm the contractor is “safety aware”

FLNRO will be recognized as a safety leader when its employees enter onto the contractor’s worksite and exhibit the following behaviours:

- Donning appropriate personal protective equipment (PPE);
- Requesting a safety orientation from the independent contractor;
- Conducting the visit in a manner cognizant of site hazards;
- Proactively enquiring about any safety concerns, and not assuming concerns will voluntarily be revealed;
- Placing a priority on the resolution of the contractor’s expressed safety concerns, and acting to resolve those within our control expediently;
- Reporting to the contractor FLNRO observations of hazards or unsafe practices documenting those observations and reports; and,
- Addressing any known unsafe practices or circumstances through contractual compliance as appropriate.

The act of monitoring performance does not translate into assuming the contractor’s responsibility for safety

FLNRO staff are legally/morally obliged to identify to the worksite supervisor any matters identified as safety concerns to workers and the public. FLNRO will act to resolve safety concerns as quickly as possible. FLNRO should respectfully discuss the matter with the contractor or authorized worksite supervisor and enquire about how they will resolve the concern in an open positive fashion.

It is critical that FLNRO accurately records a detailed account of their observations and the conversation with the contractor. FLNRO shows respect for the independence of the contractor to manage their workplace by listening to their response. It is important that FLNRO allows the contractor to develop the appropriate corrective action strategy within a stated deadline; however, there may be instances of disagreement as to the adequacy of the resolution. Further action may be required under the contract where FLNRO is clear about a contract breach. If the concern persists or FLNRO is concerned about the contractor’s willingness to apply the appropriate corrective action participation by WorkSafeBC may be warranted. It is appropriate to be transparent in this regard and to inform the contractor, of the possibility of involving WorkSafeBC.

Where the appropriate corrective action is not addressed satisfactorily within the time specified or where an unsafe practice is posing imminent danger to workers progressive corrective action must be taken including formal compliance order. The FLNRO Contract Manual provides information on administering contract terms.

Post Contract Evaluation

It is in FLNRO’s interest to see the successful completion of every contract. Success is acknowledged when the project is delivered without serious injury to workers or negative impact to the environment, on time, and on budget. The evaluation should include a self-reflective exercise; what went well, what caught us by surprise, what we can do better next time etc. When evaluating how worker safety was addressed, the evaluation should consider the overall performance of the contractor for managing safety not any given incident. FLNRO should also evaluate its own performance with a goal to finding

opportunities to improve conditions for worker safety. FLNRO can demonstrate its commitment to safety by seeking feedback from the contractor and by implementing any appropriate, corrective actions for the delivery of future contracts.

Multi-employer Workplaces

It is possible for FLNRO to create multiple employer workplaces by engaging more than one contractor on a single project, or by engaging more than one contractor working on separate, but interacting projects.

Tenure agreement holders are in the best position to manage multi-employer situations occurring on their

A multi-employer workplace (MEW) occurs by engaging more than one independent firm in a manner where their activities influence and affect safety and cannot be coordinated through visitor orientation and one-time dialogue. MEW can also be generated by the contractor if:

- The principal contractor² subcontracts components of the work; and,
- The work of the independent subcontractors needs to be coordinated to ensure worker safety.

It is not necessary for the independent employers to be at the workplace at the same time in order to create a MEW.

The creation of a MEW generates obligations for FLNRO. FLNRO may delegate these owner obligations to a Prime Contractor in accordance with the *Workers Compensation Act* and Regulations. These obligations include the coordination of activities at the workplace and maintaining a system or process to ensure compliance with the Workers Compensation Act and Regulations.

<http://www2.WorkSafeBC.com/publications/OHSRegulation/Home.asp>

FLNRO will be deemed to have the Prime contractor obligations if ;

- The Prime Contractor delegated in writing is not provided authority over the workplace;
- More than one Prime Contractor is identified for any MEW at any given time;
- The Prime contractor does not have capacity to discharge Prime Contractor duties;
- FLNRO does not periodically or reasonably confirm the Prime Contractor's satisfactory discharge of its responsibilities.

Short duration visits do not generally create multiple employer workplaces.

From time to time FLNRO may wish to undertake contract work on active tenures. Specific tenure administration principals apply in these circumstances (see Tenure Agreement Administration).

² Principal Contractor holds a contract with FLNRO

Working with Merchants, Service Providers and Suppliers

These parties provide short-term or one time services or consumable products and services. These businesses are independent firms hired by FLNRO or our contractors based on their fixed price for service delivery (e.g. couriers, fuel suppliers). Individuals representing these firms may be employees of the firm or they may be the sole proprietor. FLNRO requires that their activities align with the expectations for FLNRO worksites and the worksites of FLNRO contractors. Service providers and suppliers must receive sufficient information to allow them to operate safely while they deliver their product or service. The principle of open dialogue and identification of hazards and safety concerns apply to service providers and suppliers. These parties are workers and may still be viewed as our contractors by WorkSafeBC.

Working with Tenure Agreement Holders

This section addresses the relationship between FLNRO and tenure agreement holders where the use of Crown land and resources creates a workplace. For clarity, tenure agreements include licences, permits, leases and other forms of authorizations granted within the jurisdiction of FLNRO. In this section, the agreement holder is referred to as “licensee” collectively.

Tenure agreements are not contracts of service or hire; they are agreements of sale or the conveyance of rights.

Authorizations that support non-work related activity such as recreational activity do not generate legal obligations under the *Workers Compensation Act*. They do generate social responsibilities that require application of similar approaches to safety depending on the nature of the authority granted.

Licensees that use Crown land as workplaces are considered owners under the *Workers Compensation Act*. This aspect should be conveyed to licensees to ensure they understand the relationship and do not mistakenly presume other responsibilities of FLNRO or themselves. FLNRO is also considered an owner of the land but not the work, but it does not hold the similar responsibilities as it would for a contract of service.

Conveying known hazards and open dialogue about safety concerns remain relevant. FLNRO has a public service responsibility to consider the safety of all citizens, including the workers at these workplaces, who may happen upon lands, held under tenure agreement. FLNRO should positively influence the licensee’s role for safety, by creating an environment whereby the licensee has control to manage their operation independently.

*Referring to tenure agreements as contracts in discussions with WorkSafeBC and others **will** lead to confusion and a misunderstanding of FLNRO’s role toward worker safety.*

Tenure Agreement Planning and Conditions

In some instances, FLNRO engages in the development of tenure opportunities (e.g. Timber Sale Licences, competitive-bid Aggregate Licences). Where this is the case, FLNRO must ensure the opportunity can be reasonably exploited in a manner that provides for worker safety. This does not mean we need to plan every aspect or element of the intended operation, but what we are offering must be

reasonable and feasible from a worker safety perspective. FLNRO has the right to control certain aspects (e.g. the boundary for a telecommunications site or the nature of equipment that can be used for harvesting timber) but generally, as much as possible, FLNRO should avoid dictating the conditions relating to how the work of the licensee will be conducted. Where it is necessary to provide operational direction, FLNRO must be prepared to ensure the expectation provides for worker safety. Key factors for managing these situations include:

- The expectations or restrictions must be developed in the context of worker safety;
- Seeking expert advice when developing operational directives will assist FLNRO to meet its objectives;
- The licensee must be allowed to feel comfortable with bringing forward concerns about potential impacts to worker safety; and,
- FLNRO should be prepared to review operational directives and to amend those directives in order to protect workers from hazards potentially created by a directive, and the licensee must realize or be aware of this option.

Tenure Agreement Authorization

The principles for communicating hazards affecting the licensee, the public and FLNRO staff should be done in the same manner as would be done with a contractor. FLNRO is not required to investigate and seek an inventory of potential hazards, but it must communicate known hazards and that which it does not know and encourage the licensee to make their own assessment. The majority of requests to access Crown land and resources are proponent driven and the proponent is likely to have conducted some research of its own before making an application to FLNRO. FLNRO does not necessarily need to mitigate directly known hazards, but through open disclosure and discussion with the licensee, FLNRO can empower the licensee to mitigate hazards. In order to assist the licensee, FLNRO should provide information to the licensee about other parties using the land and whenever possible, inform other parties that they should contact FLNRO to bring forward concerns not resolved by the licensee. Each licensee is an owner and carries obligation to communicate hazards to others, ensuring they know about other licensees will assist them to discharge their obligation.

Licensees should be informed of hazards and be empowered to mitigate risks.

Tenure Agreement Monitoring

The principles for monitoring licensee performance vary from the principles for monitoring contractor performance. The licensee is deemed an owner and all workers, including FLNRO employees, on the site are owed the care of the owner. FLNRO's primary monitoring function on lands held by a tenure agreement holder is verifying statutory and licence obligations, but this should not diminish the ministry's concern with the safety for all workers operating on Crown land. Nor can the safety responsibilities of the owner interfere with our statutory authorities to monitor activities on Crown land.

When entering onto the licensee's work place, FLNRO shows leadership and at the same time demonstrates recognition of the independent control of the licensee for safety by:

- Requesting a safety orientation prior to entry onto the workplace;
- Wearing appropriate PPE;
- Meeting workplace expectations for the hazards that may be present;
- Being open about inspection plans to ensure inspection activity will not negatively affect the safety of FLNRO employees and others; and,
- Pro-actively enquiring if the licensee requires FLNRO to assist in addressing safety concerns; and,
- Reporting to the onsite supervisor any observations of hazards or unsafe practices documenting those observations and reports.

Site visits to a licensee's operation by FLNRO employees or FLNRO contractors does not create a multi-employer workplace.

FLNRO holds the same legal obligation for reporting observed safety concerns at a licensee's worksite as it holds for a contractor's worksite. Showing respect for the licensee and addressing ongoing concerns follows the same basic principles.

Tenure Agreement Administration

FLNRO is not in position to impose a Prime Contractor upon a licensee because a licensee is considered an owner, and as such holds the obligations and the ability to delegate this responsibility. It is important to respect that tenure holders are distinct owners of their tenure area (lease, permit, licence etc.) and have owner responsibilities for worker safety. In some instances, FLNRO contract operations may interface with licensee operations. The interaction between the licensee and a contractor does not necessarily create a multi-employer workplace, but communication and coordination is still required to ensure the parties are not adversely impacted. Where interaction between FLNRO contractors and licensees does create a multi-employer workplace establishment of the Prime Contractor, obligations must be by mutual agreement between the owners (FLNRO and the licensee) and should not result in FLNRO or our contractor becoming responsible for the licensee's operations. FLNRO can demonstrate that it acknowledges the independence of the tenure holder by ensuring contractors operate only with the permission of the tenure agreement holder and under their prime contractor's coordination. If FLNRO takes the prime contractor responsibilities ourselves or through our contractor, it could be viewed that FLNRO assumed control of the tenure. It is not appropriate for FLNRO to assume that control unless acting under specific statutory authority to do so. If the parties are unable to reach agreement, FLNRO may need to consider alternative approaches to discharging the work in a manner that will not create a multi-employer workplace.

Road Administration

If we could, do only one thing to improve road safety, the biggest benefit would be derived from creating an environment for open dialogue and shared vision for worker safety.

This section deals with Forest Service Road (FSR) administration. Other forms of road authorizations are addressed in the tenure agreement section. FSR, road-use permit holders are considered as owners and matters related to communicating known or unusual hazards are addressed in the tenure agreement section.

FSR's are managed under a distinct legislative regime that must be integrated into FLNRO's approach to safety management. FLNRO has authority to designate individual road maintainers over specific sections of a FSR. A road maintainer is not a contractor or Prime Contractor as described earlier, but the maintainer is responsible for the statutory obligations of maintenance related to WorkSafeBC Regulations and other statutes. FLNRO must designate only one road maintainer for a specific section of FSR. Wilderness maintenance is an acceptable level of maintenance as stipulated in the *Forest and Range Practices Act* under specified circumstances.

In general, FLNRO should address concerns related to road safety in the following manner:

- Refer all concerns about maintenance and potential safety matters to the designated road maintainer for a response; and,
- When communicating with WorkSafeBC, the first order of business is to identify the designated road maintainer.

Decisions to approve Road Use Permits must consider whether the intended use will negatively impact existing users. FLNRO should require all authorized road users to communicate their intentions with the designated road maintainer and, FLNRO should monitor that communication is occurring. FLNRO can positively influence safety conditions by facilitating open communication between all road users (e.g. adventure tourism operators and clean energy proponents) including parties intending on using non-FSR resource roads. Whenever practical, FLNRO should attempt to encourage interested parties to keep each other apprised of their specific activities. Upon request, FLNRO will assist any party in gathering current information about authorized users and known, non-authorized road users (e.g. ATV clubs, hiking groups, and seasonal users such as fishers). Self-service, spatial data tools such as the *Integrated Land Resource Registry* allow interested parties to conduct their own research for determining potential road users.

WorkSafeBC considers FLNRO and BC Timber Sales to be one organization. If the designated road maintainer is not clearly identifiable, FLNRO is determined to be the maintainer for the purposes of the Workers Compensation Act

Working with Road User Groups

FLNRO can demonstrate leadership in safety management by encouraging the development of, and participation in, Road User Groups as a means to communicate information among users and to collaborate on solutions to address safety concerns. Road User Groups are voluntary and have no

statutory authority. These groups worker safety where high levels of apparent, and individual Individual members benefit by using reduce hazards and improve road use

FLNRO wishes to be a recognized and emulated as a leader in safety

have considerable influence for improving cooperation and collaboration are responsibilities are understood. the strength of a cooperative effort to safety.

Another benefit generated by Road governance and compliance with to use peer influence to address matters related to unsafe conditions or the unsafe actions of a member. In extreme cases, matters beyond the control of the group may require the involvement of FLNRO Compliance and Enforcement Branch, the RCMP or WorkSafeBC. FLNRO may be required to exercise its authority in these matters to resolve a serious breach of regulations and/or conduct that negatively affects worker safety.

User Groups is the ability for self-conditions of use. The group may be able

General Client Interactions

FLNRO can demonstrate safety management leadership by proactively including worker safety on the agenda during informal and formal interactions with clients, sector associations and the public. The venue of the conversation is not important although routine messaging and regular respectful conversation about worker and public safety is. The benefits include:

- Mutual learning about safety and the client’s business and expertise;
- Improved strategies to address worker and public safety; and,
- Bringing worker safety into every conversation ensures that safety is recognized as a key value of FLNRO.

Policy Development

FLNRO develops many policies at various governance levels. Best practices include engaging the clients affected by these policies. Proactively asking clients and stakeholders the safety implications of any policy being contemplated reinforces FLNRO’s commitment to worker safety. Similar to considerations when project planning, it is important to consider whether policy guidelines are deliverable in the context of worker safety. If concerns are identified during the engagement stage, FLNRO must evaluate the concerns and be prepared to address the issues that may create unsafe conditions.

Working with External Safety Organizations

FLNRO should take advantage of the learning gained through interactions with safety organizations. Interactions should be respectful, inquisitive and attempt to clarify perspective and areas of concern. When parties communicate that they have expectations of FLNRO, the expectations should be accurately recorded. In most cases, it is not beneficial to make commitments during initial discussions. FLNRO should take time to review the expectations of others and to determine whether the expectations are in keeping with FLNRO’s public service role, mandate, and this guideline. In general, local or individual offices should proceed only as directed by this guide and any other approved policy or guidance material. Following standard procedures will ensure clients and stakeholders receive consistent service and assist FLNRO employees and external partners to understand their individual roles for creating a safe

environment for workers. If a course of action recommended in this guide conflicts with the authority or the expectations WorkSafeBC or other safety organization, the issue must be brought to the attention of FLNRO executive immediately.

Working with WorkSafeBC

WorkSafeBC plays an important role related to ensuring the best possible environment for worker safety. WorkSafeBC staff are guided by their own operating principles and the best outcomes are obtained when WorkSafeBC and FLNRO work together, cooperatively in consideration of individual mandates. WorkSafeBC performs inspections on tenure holders, on contractors working for FLNRO and the ministry. An important part of FLNRO's safety accountabilities is to be knowledgeable about owner/contractor relationships and to work with WorkSafeBC in a transparent manner. Reducing the number of instances where WorkSafeBC issues orders to FLNRO is an indicator that the ministry is applying the principles of owner/contractor relationships correctly.

WorkSafeBC has the jurisdiction and considerable latitude to determine the status of potential employment relationships between FLNRO, and the independence of firms working under contract for FLNRO. WorkSafeBC reflects upon whether the individual doing the work exists as a business enterprise, independent of FLNRO. The FLNRO Contract Management Manual provides details on steps to ensure FLNRO's relationship with the contractor respects their independence. WorkSafeBC considers the indicators listed below when reaching a determination of the employment relationship and sometimes the relationship with the workers of the contractor:

- Whether the services to be performed are essentially service of labour;
- The degree of control exercised over the individual doing the work for FLNRO;
- The potential for profit or loss;
- Whether major equipment is provided;
- Who holds the licence for the work to be done;
- Whether the relationship is a normal and expected relationship between independent firms;
- The party best able to fulfill the safety obligations;
- Whether the relationship is exclusive and continuous to one party or to several parties; and,
- Whether the contractor has hired other employees.

FLNRO should be cautious about developing local arrangements to address safety concerns as these may generate unsupportable and broadly applied expectations in the future. This does not mean the principles provided in this guide cannot manifest in various operational ways. New principles should not be added without engaging FLNRO executive in the development of novel safety practices.

Working with Volunteers

Volunteers may be recognized as workers for the purposes of the *Workers Compensation Act*.

FLNRO's priority is to provide for the safety of all workers, paid or volunteer, and the general principles described in this guide apply to all volunteer engagements. The safety of volunteers in general terms is as

important as the safety of FLNRO employees. Showing an active concern for the safety of volunteers demonstrates FLNRO's leadership in safety management and encourages volunteers to maintain their willingness to work with the ministry.

Working with Partner Organizations

FLNRO enters into partnership with other organizations to deliver its programs and other government initiatives. The status of a partner can vary from “for-profit corporations” to “non-profit organizations” and make use of either paid staff or volunteers to conduct their business. Sometimes partnerships evolve into contract relationships (see Working with Contractors) or other agreements (i.e. when fish and wildlife clubs and stream keeper groups conduct stream surveys and manage dams).

Previous sections regarding contracts with independent firms and working with volunteers may have application through the spectrum of potential partners and partnership arrangements. The principles of sharing information, collaborating to address safety concerns and open communication remain applicable along with other principles presented in this document. It is important to ensure that the roles of the partner and FLNRO with respect to worker safety are predetermined before entering into any agreement. Worker safety is part of the foundation of any partnership and specific roles will take into account the capacity of each partner to control and manage safety including emergency response.

Partnership arrangements must not create a situation whereby workers undertake activities in a manner that increases risk beyond other normal business practices. In the interest of the safety, resources provided by partners and used by FLNRO staff must meet the same expectations applied to ministry resources used for the normal delivery of service. The same is true for reciprocal conditions when FLNRO shares resources with external partners (i.e. loaning field equipment and vehicles). It is possible that the independent activities of the partner will have no influence over the safety of FLNRO staff. The preferred approach is for the partner to take control of safety obligations in a manner similar to that of a contractor nonetheless, FLNRO should remain attentive to the partner's approach to ensure the safety of their workers, volunteers and the public.

*Partnership
agreements must not
result in increased
risks
for workers*