

**Morfitt Report 2012 - Recommendation Tracking**  
**Summary of the Status of the 2007 Report Recommendations**

#	Recommendation	Status of Implementation				BC Ferries Comments	OPI
		Fully	Substan- -tially	Partial	No Action		
<b>Strategic and Business Plans</b>							
1	Ensure that each of the corporate strategic and business plans includes a strategic objective/goal that pertains directly to the safety and security of customers and employees, and that applicable tactics, measures and targets are developed in regard to the achievement of that objective/goal	X				<ul style="list-style-type: none"> <li>• Management is working with the SHES Committee and the Board of Directors to finalize targets and objectives for 07/08</li> <li>• June 6, 2007 SHES Committee Agenda</li> <li>• Completed – 07/08 Business Plan</li> </ul>	CEO
2	Reinforce that operational safety is the company's number one priority and that at no time should any other company objective take a higher level of priority	X				<ul style="list-style-type: none"> <li>• SailSafe program launched</li> <li>• Sessions at Operations Divisional Meeting in January</li> <li>• 2-day Management Safety Conference in March with 300+ supervisors and managers</li> <li>• Creating new safety organization</li> <li>• Crossings safety brochure for public awareness will be distributed for summer 2007</li> <li>• Completed – 07/08 Business Plan / linked to SailSafe program</li> </ul>	CEO
<b>The Safety Management System</b>							
3	Carry out a comprehensive review of the Safety Management System (SMS) to determine which areas are functioning effectively and which areas need improvement	X				<ul style="list-style-type: none"> <li>• BCFS has launched the SailSafe program</li> <li>• BCFS has implemented a risk based methodology within the SMS</li> <li>• New, company specific human factors and incident investigation training for supervisors and managers has been developed and implemented.</li> <li>• The new SMS Documentation System 'eFleet' is functional and being populated with policy and procedures documentation from all departments. The overall project is 85% complete and on track for completion end of March 2012.</li> </ul>	Ex Dir S & S
4	Improve existing training and orientation processes to ensure they are sufficient to increase knowledge and awareness of the SMS across the organization, especially among vessel Officers and Terminal Directors and Managers to ensure they have "bought into" the SMS		X			<ul style="list-style-type: none"> <li>• ISM/SMS Component (module) added to all new hire training packages</li> <li>• Annual Sailsafe 'Roadshow' targets managers and supervisors in a frank discussion about our BCF SMS.</li> <li>• The Coaching for Business Success now includes a 1.5 day Safety module.</li> <li>• Linked to SailSafe program</li> </ul>	Ex Dir S & S

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						<ul style="list-style-type: none"> <li>▪ All Operations Managers and vessel officers are in the target audience for the Site Investigation and Human Factors Course which includes a module on the BC Ferries SMS. There are 5 courses run annually.</li> </ul>	
5	Direct the Internal SMS Verification Audit staff to monitor the level of buy-in to the SMS		X			<ul style="list-style-type: none"> <li>• Audit plan includes questions to monitor SMS buy-in</li> <li>• Direct the Internal SMS Verification Audit Staff to monitor the level of buy-in to the SMS</li> </ul>	VP FO
6	Consider adopting a standardized uniform program for shipboard and terminal employees to make them easily recognizable by passengers	X				<ul style="list-style-type: none"> <li>• New uniform program including new uniforms and standards policy/safety badges</li> <li>• Implemented May 1, 2007</li> <li>• Standard uniform policy promulgated</li> <li>• Fleet Regs updated. Extensive communication plan executed. All employees have ordered their new uniforms</li> <li>• Annual reviews will be conducted</li> <li>• Completed</li> </ul>	VP FO
7	Work cooperatively with BCFMWU to continuously improve the SMS and operational safety	X				<ul style="list-style-type: none"> <li>• Union accepted position as “partners” in the SailSafe program</li> <li>• SailSafe program launched</li> <li>• SailSafe Steering Committee comprised of 5 union and 5 management positions</li> <li>• SafeWatch Team established September 25, 2007</li> <li>• 500 employees attended WayForward Workshops conducted in November – December, 2007</li> <li>• SafeWatch team reviewed workshop’s safety issues/solutions and developed SMARTT Action Plans January 6 – 18, 2008</li> <li>• SailSafe Phase 1 implementation team of pillar and business co-leads are from both Union and Management</li> <li>• Union / Company facilitators conducting 40 town hall meetings for 500 supervisors/managers were completed in Dec 2009.</li> <li>• During SailSafe Phase 2 each Action Plan will have a Union and a Management Co-Lead. These Co-Leads will report to Line of Business Head (VP) and LOB Advisor (nominated BU Representative). The primary responsibility of the Co-Leads is to ensure that plans are developed and implemented with maximum employee engagement.</li> <li>• The Phase 2 arrangement for Union/ and</li> </ul>	CEO

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						<p>Management partnership is now clearly established and is working well at all levels. The majority of the 41 Phase 2 Action Plans are expected to be completed by March 31<sup>st</sup> 2012.</p> <ul style="list-style-type: none"> <li>The plan for SailSafe Phase 3, commencing 1<sup>st</sup> April 2012, has been proposed and includes the following: <ol style="list-style-type: none"> <li>SailSafe Month (March)</li> <li>ALERT Process</li> <li>Site Safety Committees</li> <li>Town Hall Sessions</li> <li>Monitoring Phase I and II Action Plan items</li> </ol> </li> </ul>	
<b>Policies and Procedures</b>							
8	Review all of its manuals to determine whether they can be consolidated to avoid duplication and to make them more user-friendly		X			<ul style="list-style-type: none"> <li>As part of the project working group activities from Item #3 above, all manuals are being reviewed to avoid duplication and to introduce a new user-friendly electronic documentation system. A capital project worth \$1.2 million to develop and implement the new eFleet System has been approved and the project team is now working with all lines of business to complete the data population (content uploading) component of the project. Project is on track for completion end of March 2012.</li> </ul>	Ex Dir S & S
9	Ensure that both the human resources data base and the crewing operational areas have up-to-date policies and procedures that clearly set out their roles and responsibilities relating to the effective functioning of the SMS			X		<ul style="list-style-type: none"> <li>Comprehensive review is being carried out as part of the SailSafe program. Crewing Field Guide incorporated into Fleet Regulations January 2008</li> <li>New policy and procedure being developed and Requirements by Job (RBJ) Project are updating HRMS – this has been completed. <ul style="list-style-type: none"> <li>A specific Human Resources Policy is currently being developed and will be completed by end of March 2012.</li> </ul> </li> </ul>	VP ER/Ex Dir MP
<b>Risk Objectives, Identification and Analysis</b>							
10	Continue to review its corporate-wide Corporate Risk Register and ensure that all significant risks have been identified		X			<ul style="list-style-type: none"> <li>Corporate-wide risk register has been reviewed and updated by senior management</li> <li>The new Operational Risk Management process includes level 1, 2 and 3 risk registers. Risk related information will be 'rolled up' from the level 3 site registers to the Corporate Risk Register on an as required basis once the implementation of all site risk registers is complete at the end of 2012.</li> </ul>	Dir R & I

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11	Prioritize individual risks as to the likelihood of each risk occurring, and develop strategies for mitigating the risks	X				<ul style="list-style-type: none"> <li>Local Risk Assessment teams have been implemented and all sites risks have been identified</li> </ul>	Ex Dir S & S
12	Ensure that risk management is integrated into the SMS at all levels of the operations			X		<ul style="list-style-type: none"> <li>BCFS is reviewing critical operations with a risk based approach in consultation with WrightForce to improve our SMS</li> <li>SafeWatch team developed Risk Management SMARTT solutions January 6 – 18, 2008</li> <li>Bridge and Terminal Operational Risk Assessment Training conducted at 33 sites (vessels and terminals)</li> <li>During SailSafe Phase 1 the Company focused on the two highest risk areas of ship/shore interface and bridge navigation. Two important initiatives were implemented in response to these risk areas: new bridge team protocols and the Deck/Terminal pre-load/unload 'huddle'. During Phase 2, an Operations Risk Management policy and formal procedures will be developed and the role of the CORA will be re-defined in order to better reflect a sustainable long term approach to the management of operational risk at BCF.</li> <li>Coordinated Operational Risk Assessment (CORA) Team formed, training was conducted June 2009. The initial 'roll out' of the CORA was only partly successful. As a result the risk management policy development team has written formal terms of reference that provide CORA with more specific and realistic objectives. The CORA will begin to function under these terms of reference commencing in November 2010.</li> <li>In the fall of 2010 risk assessment training was delivered to the Catering Department and they are conducting a fleet wide review of all catering risks prior to January 2011.</li> <li>In January 2011 a Risk Assessment forum with all BCF key stakeholders present to finalise the formal BCF Operational Risk Management policy. The final draft is being circulated for review and full implementation of the new policy will commence in FY 2011/12.</li> <li>Planning for the roll out of Risk Assessment in Engineering has commenced and implementation</li> </ul>	Ex Dir S & S

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						<p>will be concurrent with the launch of the new policy.</p> <ul style="list-style-type: none"> <li>• The new BCF Risk Management Policy has been completed.</li> <li>• BCF Operational Risk Registers trials were completed on the Queen of Alberni and at Duke Point during summer 2011.</li> <li>• Pilot training course in the Operational Risk Management process took place in November 2011. The training was successful and the ongoing roll out of the process will continue throughout 2012.</li> </ul>	
13	Develop the appropriate policies, structure, approach and support tools for managing risk	X				<ul style="list-style-type: none"> <li>• See item 12 above.</li> </ul>	Ex Dir S & S
14	Use information from within BC Ferries and the marine industry to ensure that best safety practices are incorporated into BC Ferries' operations		X			<ul style="list-style-type: none"> <li>• The new ALERT process, introduced spring 2009, has created a fleet wide tool for front line employees to raise safety issues and identified hazards to site supervisors and managers.</li> <li>• Safety Bulletins are now shared amongst all members of the Canadian Ferry Operators Association (CFOA).</li> <li>• During SailSafe Phase 2, as part of the SMS Review, the Safety Department will be creating a 'dashboard' that will include bulletins from the wider industry that promote better safety practices and performance.</li> <li>• BCF currently receives industry best practice information and advice from WrightForce which is typically incorporated into BCF policy and procedures.</li> <li>• BCF Fleet Operations and Training staff visited the Centre for Simulation and Maritime Training (CSMART) in Almere, The Netherlands and P&amp;O Ferries in Dover, UK. During their visit to CSMART, they observed all courses on offer with particular focus on the Crew Resource Management (CRM) training, as this curriculum will also be developed for BCF operational employees, in partnership with BCIT. During their visit to P&amp;O Ferries in Dover, they visited the Spirit of Britain, P&amp;O's newest 213 metre passenger ferry and also visited P&amp;O's training staff and facilities. The visits were productive and the information gathered at all locations will be leveraged during the design of BCF simulation curriculum.</li> </ul>	VP FO

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<b>Voluntary Individual Safety Observation Reporting Process</b>							
15	Review the purpose of the Voluntary Individual Safety Observation Reporting system and determine whether the purpose for which the system was established can be met by other processes; and, if it cannot, then its current design should be reviewed with the intention of making it more useful	X				<ul style="list-style-type: none"> <li>Program has been re-launched and made available on the Intranet for employees</li> <li>Visors review is included as a standing agenda item at the Senior Joint Safety &amp; Health Committee meetings</li> <li>Completed</li> </ul>	VP FO
16	Communicate the revised process throughout the organization and encourage its use	X				<ul style="list-style-type: none"> <li>Discussed at Regional Safety Committees/Site Safety Committees</li> <li>Route Management Team meeting presentations were conducted</li> <li>SMS workshop given to 300 + attendees at Annual Management Safety Conference</li> <li>New SSE web page link to VISORS</li> <li>Completed</li> </ul>	VP FO
<b>On-time Performance</b>							
17	Continue to communicate to operating staff that, in making decisions around on-time performance, operational safety shall never be compromised	X				<ul style="list-style-type: none"> <li>Ongoing communication to all operational personnel during Ops weekly conference calls, Quarterly Divisional meetings, Senior Master meetings.</li> <li>On time performance no longer part of BCF bonus plan objectives</li> <li>Completed</li> </ul>	CEO
<b>Vessels Transiting Active Pass</b>							
18	As part of a formalized risk management process, undertake an assessment of the degree of risk associated with the current practice of allowing BC Ferries' vessels to transit Active Pass simultaneously	X				<ul style="list-style-type: none"> <li>As part of the SailSafe program, BCFS has engaged Force Technology to conduct a qualitative and quantitative analysis of the risk of collision and grounding of BCFS vessels in Active Pass</li> <li>Force Technology Active Pass simulations conducted Oct.1-5, 2007</li> <li>Conducting an analysis on the risk of collision and grounding - Draft report received in November 2007 with final report expected in February 2008</li> <li>Work with CCG on raising public awareness with pleasure craft</li> <li>Final report completed July 2008</li> <li>Completed</li> </ul>	VP FO
<b>Shift Handover</b>							
19	Review handover procedures and take appropriate action to ensure that consistent and proper watch handover occurs across the fleet			X		<ul style="list-style-type: none"> <li>BCFS is carrying out a comprehensive review as part of the SailSafe program Phase 2 Action Item – Shift Change / Watch Handover</li> <li>During the summer 2010 the Action Plan Co-Leads</li> </ul>	Ex Dir S & S

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						<p>continued gathering employee input in order to ensure that all aspects of this item are covered when the policies and procedures are developed.</p> <ul style="list-style-type: none"> <li>Final sign off on the new policies and procedures (by Line of Business) is expected to be complete in the spring 2011 as part of the roll out of the new Level 2 Departmental manuals (SMS documentation Project refers).</li> <li>A trial has been developed to test a new 'watch handover' pocket guide. The proto-type 'pocket guide' will be piloted on several vessels in early 2012.ed to test a new 'watch handover' pocket guide. The proto-type 'pocket guide' will be piloted on several vessels in early 2012.</li> </ul>	
<b>Incident Reporting and Investigation</b>							
20	Provide key shipboard, regional operational superintendents, terminal and head office personnel with accident and incident investigation training to improve the effectiveness of these activities	X				<ul style="list-style-type: none"> <li>Lloyd's risk assessment and incident investigation program conducted in Feb/Mar/Apr 2007 for operational superintendents, directors and safety staff</li> <li>Final courses conducted October - November, 2007 to complete training for target group</li> <li>Also, have conducted Human Factors and Accident Investigation course for all SailSafe Steering Committee and SafeWatch members (50+) conducted by WrightForce and 30 Human Resources and Operations Management people planned for February 2008</li> <li>Completed</li> <li>A Site Investigation and Human Factors 5 day course aimed at Site Investigators (Masters and equivalent across all lines of business) and Site Investigation Convenors (Superintendent level) has been developed and is being delivered 5 times annually (60 students per annum)</li> </ul>	VP FO
<b>Dealing with Issues Arising from Audits and Inspections</b>							
21	Continue with its efforts to ensure that all the items in the Operations Safety Log are addressed in a timely manner	X				<ul style="list-style-type: none"> <li>Have implemented a monthly Operations Safety Log with weekly reviews by the Designated Person</li> <li>SSE Managers to support operational superintendents, directors and managers to continually address safety items in the log</li> <li>July, 2007 Operations Safety Log at lowest level of overdue items (11)</li> <li>Completed</li> </ul>	VP FO

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22	Apply severity levels to the items in the Operations Safety Log to focus attention of senior management and the Safety, Health, Environment and Security Committee on the serious safety-related issues that must be dealt with.	X				<ul style="list-style-type: none"> <li>Audit procedures have been modified to apply 3 severity levels to all CARs and NCNs</li> <li>Operations Safety Log includes severity levels for all CARs and NCNs since March 2007</li> <li>Completed</li> </ul>	VP FO
<b>Crewing in Operational Safety</b>							
23	Ensure that certification, training and other information provided by supervisors and employees is entered into the Human Resources Management System (HRMS) database on a timely basis	X				<ul style="list-style-type: none"> <li>This is being addressed as part of Requirements By Job (RBJ) project</li> <li>The RBJ was established to: <ul style="list-style-type: none"> <li>Develop and implement change management processes, with respect to changes in the Marine Personnel Regulations;</li> <li>Update OHR and SmartStaff to reflect current Marine Personnel Regulations; and</li> <li>Develop and implement ongoing maintenance and audit processes.</li> </ul> </li> <li>RBJ transitioned from a project to ongoing maintenance, which is being managed by the Operational Training Department.</li> <li>Completed</li> </ul>	VP HR
24	Review the Smart Staff scheduling program to ensure that the controls are functioning as designed so that staff are not assigned to positions for which they are not qualified	X				<ul style="list-style-type: none"> <li>This is being addressed as part of Requirements by Job project</li> <li>This is audited by internal ISM auditors</li> <li>Completed</li> </ul>	Ex Dir MP
<b>Training in Operational Safety</b>							
25	Review its training programs and ensure that required training is provided on a more timely and equitable basis throughout the organization		X			<ul style="list-style-type: none"> <li>The Standardized Education and Assessment (SEA) program continues development which will ensure more robust, sustainable and auditable Familiarization throughout the Fleet by the Director Operational Training. SEA for Deckhands (both new hire and deckhands requiring additional vessel clearances) was rolled out April 1, 2010. SEA for Watchkeeping Officers (Deck), Terminal Attendants, and Equipment Operators have been rolled out. SEA curricula are currently under development for the Mate, Chief Officer and Master positions in the Deck department, the Terminal Attendant (Major Terminal) position and the Engine Room Assistant (ERA) position. These new programs will be rolled out in April 2012, except ERA, which will be rolled out in April 2013.</li> </ul>	VP FO

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						<ul style="list-style-type: none"> <li>• A partnership between BCFS and BCIT Marine Campus is in place to leverage BCIT's simulator upgrade plans. Additionally, the BCF Academy website continues to evolve and provides an online educational resource for all employees (www.bcferriesacademy.com)</li> <li>• Operational Training Department works closely with all lines of business to ensure requisite training is targeted at appropriate employees. A more refined annual training material review process will be implemented starting October 2011.</li> <li>• Ongoing review of courses jointly targeted by the Operational Training Department and the respective line of business continues</li> <li>• The training audit process continues. This process provides ongoing support and continuous improvement to learners and trainers as the key tenets of the program</li> <li>• Phase 1 of the 2-phase Bridge Team Simulation project has been completed (simulator/classroom facility located in Swartz Bay, Departure Bay and Tsawwassen terminals) and training has been taking place since October 2011. The initial curriculum, Bridge Operations Skills and Systems Level 1 has been delivered nine times to date and an additional nine courses are scheduled for Q4 of FY 11/12. Phase 2 of the project is scheduled to commence in FY 13/14 with an in-service date in FY 14/15. This phase will include two additional simulators to address training requirements for Saltspring Island, Horseshoe Bay, Little River and Prince Rupert.</li> </ul>	
<b>Bridge Resource Management</b>							
26	Establish criteria, policies and procedures for crew selection and assignment that will promote greater cohesion and synergy among bridge crews for each watch and shift period			X		<ul style="list-style-type: none"> <li>• BCF currently crews all vessels in accordance with the requirements of the Canada Shipping Act – Marine Personnel Regulations.</li> <li>• In Phase 2 of SailSafe under the heading "Hours of Work/Schedules", initial steps are being taken to explore more effective ways of crewing vessels to improve safety through team cohesion and synergy.</li> <li>• In Phase 2 of SailSafe under 'Crew Placement List / Standard Fleet wide" solutions to the problem of lack of standardisation in crew placement have been</li> </ul>	VP FO

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						developed with integrated with the ships' official Muster Lists. Implementation and adoption started in 2011 and will complete in March 2012.	
27	Continue to accelerate the rate of Bridge Resource Management refresher training to ensure the principles are instilled in and practiced by deck officers in vessel operation		X			<ul style="list-style-type: none"> <li>BRM training plan developed for 07/08. This will complete the majority of regular deck officers. More training will be planned for the following year to capture remaining relief crew and new deck officers</li> <li>From January 1, 2007 to present, 54 Masters, Deck Officers &amp; Deckhands have been trained, for a total of 211 fleet wide. Additional 158 employees are planned to be trained by end of this fiscal year</li> <li>To support BRM, an ERM training program was developed in conjunction with BCIT – Marine in fall 2007. To date (October 2008) 110 engineering officers have completed the program. Training plan calls for 14 courses or 146 additional persons to be trained prior to March 31, 2010.</li> <li>Completed – BRM training is being developed under the mandate of the Bridge Team Simulator Program for delivery commencing November 2012 to all bridge teams</li> </ul>	VP FO
<b>Crowd Management and Control</b>							
28	Accelerate the rate of crowd management and control for all employees to be trained in this important area		X			<ul style="list-style-type: none"> <li>Accelerated training plan will have all targeted employees undergo crowd control and management training by November 2011</li> <li>Transport Canada Marine Safety manager to audit passenger safety management course, April 17 – 18 for approval status</li> <li>Passenger Safety Management (PSM) course material developed and piloted in September 2008. Transport Canada audit complete. 483 people or 42% of target list scheduled for training in 09/10. <ul style="list-style-type: none"> <li>Passenger Safety Management (PSM) and Specialized Passenger Safety Management (S-PSM) training continues</li> <li>BC Ferries remain in compliance with Transport Canada with respect to these two courses, which means that all Near Coastal 2 ship-board employees have received PSM training and 100% of the target audience (certified Deck and Engineering Near Coastal 2 officers) have received S-PSM training</li> </ul> </li> </ul>	VP FO

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						<ul style="list-style-type: none"> <li>Intent remains to address to address Sheltered Waters employees for these courses as well</li> <li>A PSM (Terminal) course is scheduled for development and roll-out by April 2013. The intent of this new course will be to provide relevant crowd management skills and knowledge to Terminal staff</li> </ul>	
29	Establish a systematic approach to ensuring that catering department staff are regularly exposed to crowd management and control videos on an ongoing basis	X				<ul style="list-style-type: none"> <li>Crowd Management Audio Video aids will be provided to each ship</li> <li>Ships drill schedule will include a quarterly requirement to view and debrief content of video</li> <li>Passenger Safety Management and Specialized Passenger Safety Management training was 100% complete for the November 2011 Regulatory deadline.</li> <li>Remaining regions have sufficient exercises scheduled to achieve 100% compliance by November 2011. The process to ensure ongoing PSM training post November 2011 deadline will take effect in November to ensure ongoing compliance.</li> </ul>	VP CS
30	Determine the minimum period acceptable between initial and refresher training in passenger safety training, and initiate a program of refresher training consistent with that finding			X		<ul style="list-style-type: none"> <li>5 year training refresher courses are included in training plan (STCW 95 recommendation)</li> <li>1265 current shipboard staff have received the BCF 1 day passenger control training</li> <li>Total of 1751 persons require internal BCF training</li> <li>PSM Refresher Training Course to be developed prior to 2013</li> <li>Ongoing</li> </ul>	VP FO
<b>The Familiarization Process</b>							
31	Review the familiarization process and ensure that it is carried out uniformly across the organization			X		<ul style="list-style-type: none"> <li>Standardized Education and Assessment (SEA) program has been developed and is being rolled out through the lines of business. FY 11/12 has terminal attendant (Major), ERA, Mate, Chief Officer and Master programs being developed, with roll out for all (except ERA, which will be rolled out April 2013) slated for April 2012. For FY 12/13, work will continue on the ERA program, the Catering Service Attendant (CSA), Ticket Agent (Major Terminals), and Terminal Supervisors/Managers programs will be developed.</li> </ul>	VP FO
32	Ensure that the documented information provided in the familiarization process is standardized to the extent practicable			X		<ul style="list-style-type: none"> <li>A standard program for familiarization with appropriate competency checks and sign offs is being developed as part of the SailSafe program</li> </ul>	VP FO

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						<ul style="list-style-type: none"> <li>The SEA project courseware is being developed and rolled out. It is subject to annual review.</li> </ul>	
<b>The Internal SMS Verification Audit Group</b>							
33	Direct the Internal SMS Verification Audit group (IVAG) to observe operational safety procedures and protocols to a greater extent, and to provide the Designated Person with information on safety issues for fleet-wide circulation	X				<ul style="list-style-type: none"> <li>Audit checklists have been re-designed to include clearance process review, Bridge and Engine room procedures with feedback to Designated Person</li> <li>Audits increased from one day to two days for each major vessel</li> <li>Completed</li> </ul>	VP FO
34	Introduce surprise audits in the IVAG regular audit program	X				<ul style="list-style-type: none"> <li>25% of audits are being conducted as unannounced audits</li> <li>Completed</li> </ul>	VP FO
<b>The Role of Superintendents, Terminal Directors and Managers in Operational Safety</b>							
35	Ensure that superintendent inspections cover operational safety procedures and protocols and be documented as required			X		<ul style="list-style-type: none"> <li>Currently revising and standardizing the checklists for Marine, Engineer and Catering Superintendents inspections</li> <li>Marine Superintendents' deck inspection check lists completed <ul style="list-style-type: none"> <li>Specific guidance and performance measures being developed and issued to all superintendents by end of March 2012.</li> </ul> </li> </ul>	VP FO
36	Ensure superintendents and terminal directors/managers are provided with the necessary training to enable them to properly carry out their inspections and to promote the SMS at all times			X		<ul style="list-style-type: none"> <li>Lead Auditor Training (Lloyds) conducted in February and March/April 2007 for operational superintendents, directors and safety staff</li> <li>Final courses conducted October 2007 to complete training <ul style="list-style-type: none"> <li>The Site Investigation and Human Factors (SI/HF) course includes a module on the SMS. This course is targeted at superintendents and directors and others. Seven courses with 12 participants per class have been completed with five additional courses budgeted per fiscal year.</li> </ul> </li> </ul>	VP FO
<b>Emergency Drills</b>							
37	Ensure all operational personnel who have not participated in recent fire and boat drills are included on a regular basis.			X		<ul style="list-style-type: none"> <li>SMS Auditors are checking casual and seasonal records for compliance</li> <li>Ongoing</li> </ul>	VP FO

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38	Ensure sufficient time is provided to run complete fire and boat drills and therefore be in full compliance with federal regulations and the company's own policies			X		<ul style="list-style-type: none"> <li>SMS Auditors are evaluating emergency drills on vessels and at terminals as part of annual and unannounced audits</li> <li>Sailsafe Ph 2 Action Item – Drills is specifically looking at this issue.</li> <li>Ongoing</li> </ul>	VP FO
39	Institute a process to monitor and evaluate fire and boat drills system-wide to ensure uniformity and standardization of crew skills and proficiency throughout the fleet			X		<ul style="list-style-type: none"> <li>SailSafe Action Item 3.28 (Drills) has been carried over into SailSafe phase 2 and will address this recommendation.</li> <li>The new Operational Readiness Group (an expanded version of the Internal Safety Audit Group) includes as part of its mandate the monitoring and evaluation of fire and boat drills.</li> <li>Ongoing</li> </ul>	VP FO
<b>Internal Reporting</b>							
40	Have the Safety, Health, Environment & Security Committee review its meeting schedule and revise if necessary to ensure it facilitates both committee and board discussion of safety-related matters on a timely basis.	X				<ul style="list-style-type: none"> <li>Safety, Health, Environment &amp; Security Committee reviewed and discussed its meeting schedule at the June, 2007 meeting of the Committee. It was determined that the current schedule facilitates both Committee and Board discussion of Safety related matters on a timely basis and that no changes are required</li> <li>Completed</li> </ul>	CEO
<b>External Reporting</b>							
41	Ensure that its annual report includes appropriate information on the extent to which the company has achieved its operational safety objectives				X	<ul style="list-style-type: none"> <li>The 2006/07 annual report, which was released to the public on August 13, 2007, includes a specific safety goal under the company's Corporate Profile, references to safety initiatives under the Chair and President's reports, and detailed information on the extent to which BC Ferries has achieved its operational safety objectives under the Safety section on page 15</li> <li>The Public Affairs Department will ensure appropriate information on the extent to which the company has achieved its operational safety objectives will be included in the 2011/12 annual report and subsequent annual reports.</li> </ul>	EVP HR & CD