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Canada Border Services Agency

Job Hazard Analysis 3
Final Report

Contract No. 2008004951

April 22, 2009

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**Job Hazard Analysis 3
For Inland Enforcement Officers,
Hearings Officers and Hearings Advisors**

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Published By

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Job Hazard Analysis 3 For Inland Enforcement Officers, Hearings Officers and Hearings Advisors

Executive Summary

In an effort to eliminate or further minimize if possible the potential occupational health and safety impacts pertaining to their personnel the Canada Border Services Agency (CBSA) mandated Weir Canada Inc. (Weir) to conduct a job hazard analysis (JHA3) for Inland Enforcement Officers, Hearings Officers and Hearings Advisors. A JHA is a process designed to study a job for potential hazards and assess the risks associated with the job. The JHA3 considered applicable controls including policies and procedures, training, tools and equipment provided by CBSA to Inland Enforcement Officers, Hearings Officers and Hearings Advisors to reduce potential risk. The JHA3 was completed in three (3) distinct phases; (Phase I) documentation review, (Phase II) site visits and interviews, and (Phase III) final reporting.

In Phase I Weir reviewed relevant documentation including policies, procedures and manuals available to CBSA staff for reference and guidance, and other CBSA correspondence related to health and safety. This review provided Weir with a basic understanding of the type of work and activities involved with inland enforcement and hearings prior to the analysis of job-related hazards.

The work in Phase II included the distribution of an electronic questionnaire, personal interviews, observations of various job activities and the development of a risk analysis methodology. The electronic questionnaire was administered to Inland Enforcement Officers, Hearings Officers and Hearings Advisors in order to obtain information regarding occupational health and safety issues. Approximately 33% of all the Inland Enforcement Officers and 29% of all the Hearings Officers and Advisors working in Canada completed the questionnaire.

Site visits in 7 different CBSA locations across Canada were conducted between February and May 2008. Specific locations included Saint John (NB), Montreal (QC), Ottawa (ON), Toronto (ON), Niagara Falls (ON), Edmonton (AB) and Vancouver (BC). Site visits included a tour of the facility, personal interviews with inland enforcement officers, hearings officers and hearings advisors, a meeting with the local health and safety committee (or representative[s]) and observations of staff conducting various job-related activities while on duty.

For Inland Enforcement Officers, a total of 44 personal interviews were conducted. Activities observed included administrative office work, an arrest at a residence, transportation of individuals between holding and enforcement centres, a deportation of an individual by land from correctional facility to land border crossing, a deportation of an individual by air to a Caribbean country, interviews with individuals at correctional facilities, interviews with individuals at enforcement centres, pre-removal baggage searches, ride-alongs in CBSA vehicles in areas prone to be more dangerous, loading and discharging duty firearms, applying and removing handcuffs and, frisking, fingerprinting and photographing of individuals.

For Hearings Officers and Hearings Advisors, a total of 14 personal interviews were conducted. Activities observed included administrative office work, a detention hearing, an alternate dispute resolution, interviews with individuals at CBSA offices, and travel between hearings rooms and office.

This final report, prepared as Phase III of the work, is based on a defined risk analysis methodology that was used to assess the information obtained in Phases I and II. It should be

noted that an element of subjectivity was also incorporated into the overall risk assessment that took into account qualitative information received from CBSA staff through the questionnaire and interviews relating to potential hazards and consequences.

Based on the review of documentation, information reported by CBSA employees through the questionnaire and interviews and observations of various activities, a risk assessment was completed for tasks performed by Inland Enforcement and Officers and Hearings Officers and Advisors, respectively. The following conclusions have been made:

- For inland enforcement, there were no activities performed by Inland Enforcement Officers assessed to have extreme residual risk from a potential hazard such that new or revised controls should be implemented before the work is conducted. Three activities were assessed to have high residual risk from a potential physical hazard after controls have been applied. The remaining activities were assessed to have medium or low residual risk after controls have been applied. In general, the controls in place and available to Inland Enforcement Officers to minimize health and safety risks appear to be sufficient provided they are applied appropriately when necessary.
- For hearings, there were no activities performed by Hearings Officers and Hearings Advisors assessed to have extreme or high residual risk from potential hazards after controls have been applied. All hearings activities were assessed to have medium or low residual risk after controls have been applied. The controls in place and available to Hearings Officers and Hearings Advisors to minimize health and safety risks appear to be sufficient provided they are applied appropriately when necessary.

Relevant recommendations related to the health and safety of Inland Enforcement Officers have been provided based on the information received from CBSA and the findings and analysis performed. Some of the recommendations relate directly to the activities that were assessed for high occupational risk, and other recommendations relate to specific issues and concerns reported by Inland Enforcement Officers and by Hearings Officers and Hearings Advisors. It is recommended that:

- CBSA provide Inland Enforcement Officers with a more universally recognizable designation that will improve clients, other enforcement agencies and the general public's ability to recognize and understand the Officer's role with respect to inland enforcement.
- CBSA review the current training program, determine appropriate training for Inland Enforcement Officers and provide this training in a consistent and timely manner. CDT training does include a significant scenario-based component, and it is possible this could be upgraded to specifically address inland enforcement operations.
- Until the Arming Initiative is complete, Inland Enforcement Officers with equivalent training be assigned as partners to participate in road investigations.
- CBSA develop a formalized procedure that would permit an Inland Enforcement Officer to communicate and acquire assistance from CBSA while conducting investigation and road duties.
- It is recommended that CBSA closely monitors the number and types of incidents reported by CBSA staff involving a duty firearm as well as the re-certification performance rate for armed officers as the arming initiative matures with time.

- CBSA review the process for managing risks during removals, specifically for lengthy removals by air that require several flights and multiple transient stops in different countries before reaching the destination country, and if required develop a formalized action plan to guide Officers who experience complications.
- CBSA review how the Treasury Board Travel Directive for rest periods is being applied for escort officers conducting lengthy removals in order to ensure that rest periods related to long removals are suitable and consistent with the Directive.
- CBSA compare their CDT re-certification program which includes refresher training and practice opportunities to similar programs offered by other enforcement agencies to determine if the re-certification period and opportunities for practicing are sufficient.
- CBSA enforce a national 'dress code' policy that allows flexibility based on environmental and operational differences in different Regions (i.e. temperature, precipitation, covert operations, etc.).
- CBSA closely monitor the effectiveness of the current Radio Communication Policy to ensure it addresses operational requirements for Inland Enforcement Officers while conducting investigation and road duties.
- CBSA review how the Working Alone Policy is being implemented to ensure consistency in all Regions for every situation in which the Policy applies.
- CBSA monitor the number of incidences where an Inland Enforcement Officer is adversely recognized outside of working hours and review all cases on an on-going basis. If the number of reported cases is significant CBSA should consider implementing a policy to address this concern. Inland Enforcement Officers should be encouraged to report all such related incidences.
- CBSA increase Inland Enforcement staff awareness about the role and function of local Health and Safety Committees and that Inland Enforcement Officers become more actively involved in meetings to discuss operational health and safety issues.

Based on the information acquired from the documentation review, questionnaire, interviews, observations of activities and the risk assessment performed for the activities conducted by Hearings Officers and Hearings Advisors it is recommended that:

- CBSA review the process for a Hearings Officer to request additional security or police presence from IRB at a hearing in order to ensure the process addresses operational requirements in a consistent, timely and effective manner.
- CBSA develop and disseminate a formal emergency response plan for guidance in the event that a dangerous incident occurs inside a hearing room. The emergency response plan should integrate local existing security provisions and include training and practice drills where applicable.
- CBSA consider implementing a Near-Miss Reporting Program to compile, monitor and review hearings-related health and safety incidences on a regular basis. This information will help create a knowledge base to improve risk management and establish additional controls, if required.

- CBSA consider offering non-mandatory self-defence training to those Hearings Officers and Hearings Advisors who feel this type of training would enhance their self-confidence and reduce anxiety if confronted by aggressive individuals.
- CBSA consider providing Hearings Officers and Hearings Advisors an information awareness session regarding communicable diseases to inform them about how diseases are transmitted and applicable safeguards that can be applied at work to reduce the risk of catching a disease.
- CBSA communicate to Hearings Officers and Hearings Advisors Hearings the process to report a health and safety work-related incident.
- CBSA increase staff awareness about the role and function of local Health and Safety Committees.

Table Of Contents

EXECUTIVE SUMMARY	i
TABLE OF CONTENTS	v
ACRONYMS	vi
1 INTRODUCTION	1
2 METHODOLOGY	3
2.1 Documentation Review	3
2.2 Questionnaire	3
2.3 Site Visits	4
2.4 Observation of Activities	7
2.5 Potential Hazards	8
2.6 Risk Analysis	8
3 RESULTS	11
3.1 Breakdown of Key Activities for Inland Enforcement Officer	11
3.2 Breakdown of Key Activities for Hearings Officer and Hearings Advisor	13
3.3 Risk Assessment	14
3.4 Risk Summary for Inland Enforcement Activities	15
3.5 Risk Summary for Hearings Activities	19
3.6 Evaluation of Previous JHA Recommendations	20
3.6.1 Applicable to Inland Enforcement Officer Activities	21
3.6.2 Applicable to Hearings Officer and Hearings Advisor Activities	22
4 CONCLUSION	24
5 RECOMMENDATIONS	25
5.1 Recommendations related to Inland Enforcement Officer Activities	25
5.2 Recommendations related to Hearings Officer and Hearings Advisor Activities	26
REFERENCES	28
ANNEXES	
Annex A Risk Analysis for Inland Enforcement Officer Activities	
Annex B Risk Analysis for Hearings Officer and Hearings Advisor Activities	

Acronyms

CBSA	Canada Border Services Agency
CCOHS	Canadian Centre for Occupational Health and Safety
CDT	Control and Defensive Tactics
CIC	Citizen and Immigration Canada
CISM	Critical Incident Stress Management
CLC	Canada Labour Code
CSIS	Canadian Security Intelligence Service
EAP	Employee Assistance Program
HA	Hearing Advisor
HO	Hearing Officer
HPP	Hazard Prevention Program
IRB	Immigration and Refugee Board
JFO	Joint Force Operations
JHA	Job Hazard Analysis
MOU	Memorandum of Understanding
OC	Oleoresin Capsicum
PPCT	Pressure Points and Control Tactics
RCMP	Royal Canadian Mounted Police
WMSD	Work-related musculoskeletal disorder

1. Introduction

The purpose of this project was to conduct a job hazard analysis (JHA) for Canada Border Services Agency (CBSA) Inland Enforcement Officers, Hearings Officers and Hearings Advisors. A JHA is a process designed to study a job for potential hazards and assess the risks associated with the job. The project considered applicable controls including policies and procedures, training, tools and equipment provided by CBSA to Inland Enforcement Officers, Hearings Officers and Hearings Advisors to reduce potential risk.

Under the Canada Labour Code (CLC) Part II, CBSA is responsible to provide and maintain healthy working environments for their employees. Recognizing that there is an inherent risk to some inland enforcement and hearings duties, CBSA wants to eliminate, or further minimize if possible, the potential occupational health and safety impacts pertaining to their personnel. Prior to 2005, CBSA conducted a JHA for Customs Inspectors and Superintendents (JHA1) and for Customs Regional Intelligence Officers and Customs Investigators (JHA2). CBSA is advancing the work for Inland Enforcement Officers, Hearings Officers and Hearings Advisors, positions which were formerly part of Citizen and Immigration Canada (CIC). Since this is the third JHA being conducted by the CBSA it will be referred to herein as JHA3.

In general, all job hazard analyses follow a similar process, which includes selecting the job to be analyzed, breaking the job into a series of tasks, identifying potential hazards of the tasks and determining the preventive measures to minimize risk. The guidelines included in the CBSA Hazard Prevention Program (HPP) were used as a basis for conducting the JHA3. The methodology, outlined in the HPP, for analyzing job hazards is similar to the method described by the Canadian Centre for Occupational Health and Safety (CCOHS).

The project was completed in three (3) distinct phases; (Phase I) documentation review, (Phase II) site visits and interviews, and (Phase III) final reporting.

Phase I provided Weir with an opportunity to review applicable documentation such as policies, procedures and manuals available to CBSA staff for reference and guidance, and other CBSA correspondence related to health and safety. This review provided Weir with a basic understanding of the type of work and activities involved with inland enforcement and hearings prior to analysis of the job-related hazards. (Reference 1)

In Phase II, employees were invited to complete an electronic questionnaire regarding occupational health and safety issues. Site visits to various CBSA locations across Canada were also conducted in Phase II. The purpose of the site visits was to validate the information collected from the documentation review and the feedback received by CBSA employees through the questionnaire. Weir communicated directly with local and regional CBSA staff, conducted personal interviews with Inland Enforcement Officers, Hearings Officers and Hearings Advisors, held meetings and discussions with local health and safety committees and observed various routine job-related activities carried out by Inland Enforcement Officers, Hearings Officers and Hearings Advisors while on duty. Subsequent to this work, the activities and related tasks were refined and a risk analysis performed for various potential hazards. (Reference 2)

This final report for Phase III contains an overview of the work carried out in Phase I and Phase II and summarizes the overall results of the project. This includes a summary of findings from the review of documentation applicable to these positions, observations of activities carried out during site visits to local offices and consultations with various CBSA employees by questionnaire, interviews, meetings and discussions. An evaluation of the recommendations derived from

previously conducted JHAs that address potential hazards and risks to which Inland Enforcement Officers, Hearings Officers and Hearings Advisors may be exposed to as part of their jobs is also provided.

Based on the information received from CBSA and the findings and analysis performed for this study, the report provides relevant recommendations related to the health and safety of Inland Enforcement Officers, Hearings Officers and Hearings Advisors.

All of the analysis, reporting and recommendations have been separated in two distinct sections and presented independently for Inland Enforcement Officers, and Hearings Officers and Hearings Advisors.

2. Methodology

2.1 Documentation Review

Preliminary job hazard information related to Inland Enforcement Officers and Hearings Officers and Hearings Advisors was acquired exclusively from reviewing documentation. All documentation was provided to Weir by CBSA or available from the internet. The documentation included information regarding work descriptions, policies, procedures and operations and other correspondence related to health and safety issues. The information relevant to the job hazard analysis such as job functions, activities and potential hazards, was summarized and consolidated in a tabular format independently for Inland Enforcement Officers and Hearings Officers and Advisers.

Based on the review of documentation a preliminary outline of activities and related tasks was derived. Activities define the high-level, generic functions that are typically required as part of the job. Tasks are the more detailed requirements carried out by an employee for each of the generic functions that are required to do the job.

A preliminary list of potential hazards was also established based on the documentation review. An occupational hazard is a source of potential danger that could contribute to a potential health or safety incident at work. Hazards were grouped according to the different types of potential danger. The hazards considered for the JHA3 include biological, chemical, ergonomic, mechanical, physical and psychosocial.

An initial understanding of the protective and defensive equipment available was also established based on the material reviewed. This includes specific protective and defensive equipment that is available to or issued by CBSA personnel to lessen the chance of being injured on the job.

The information collected during the review of documentation served as the basis for conducting the risk analysis and was reported in the JHA3 Phase I Final Report (Reference 1). The information was validated and further refined during Phase II through the questionnaire, interviews, meetings and observations of activities.

2.2 Questionnaire

An electronic questionnaire was presented to Inland Enforcement Officers, Hearings Officers and Hearings Advisors. CBSA provided Weir with a list of CBSA employees who agreed to participate in the JHA3 study. The list of participants provided to Weir was specific to each region and included the employee's name, position, work location, user code and email address. In total, 225 participants had agreed to complete the questionnaire. This included 161 employees working in inland enforcement positions and 64 employees working in hearings positions. Each employee was provided a unique password and invited by email to complete a questionnaire regarding occupational health and safety issues. A summary of questionnaire participant statistics is provided in Table 1.

Table 1: Summary of participant statistics for the JHA3 Questionnaire

Employees	Total No. of Employees Working In Canada ¹	Total No. of Participants Agreed To Complete Questionnaire	Total No. of Questionnaires Completed By Participants	Completion Rate of Questionnaire By Participants	Completion Rate of Questionnaire For All Employees
Inland Enforcement Officers	400	161	133	83%	33%
Hearings Officers and Advisors	100	64	46	72%	46%

¹ Approximations provided by CBSA

The questionnaire was comprised of a series of multiple choice and open-ended questions regarding occupational health and safety issues. Feedback from the questionnaire provided Weir with a more accurate understanding of job functions, typical working environments, types of protective and defensive equipment and potential hazards encountered with respective CBSA positions. The questionnaire was completed by participants and the data reviewed in advance of the site visits. Information obtained through the questionnaire was used for selecting employees for personal interviews and was considered during the overall risk assessment. A copy of the questionnaire was reported in the JHA3 Phase II Final Report (Reference 2).

2.3 Site Visits

JHA3 site visits were conducted between February and June 2008 in 7 different locations across Canada. Weir communicated directly with appointed CBSA Regional JHA3 Coordinators to plan and coordinate each respective site visit. Schedules were based on staff availability. In general, and when applicable, each site visit included a facility tour, interviews with inland enforcement officers, hearings officers and hearings advisors, a meeting with the local health and safety committee (or representative[s]) and observations of staff conducting various activities while on duty. Agendas for each visit were prepared in advance with support from locally appointed CBSA representatives.

The tour of each facility provided an overview of the infrastructure, security and general working environments for each of the different locations. In some places such as Ottawa, Niagara Falls and Vancouver tours were limited to one building, while in other locations, tours of various different buildings where work is typically conducted were provided.

The selection of staff for personal interviews was based on a combination of factors such as questionnaire feedback, position, title and years of service. The aim was to have representative input from senior and junior staff working as enforcement and hearings officers, and from managerial positions such as supervisors and managers. Input from staff that did not complete the questionnaire was also solicited. For the larger locations such as Montreal, Toronto and Vancouver a limited group of employees were invited to participate in a personal interview, whereas for the smaller locations such as Saint John, Niagara and Edmonton all staff working in each respective department were invited to participate in an interview.

In addition to formal interviews with Inland Enforcement Officers and Hearings Officers and Advisors, casual ad-hoc discussions were held with other CBSA staff within enforcement and

hearings departments during each site visit. Employees were provided with opportunities to speak freely in a confidential environment.

Meetings with local Health and Safety Committees or individual members were also conducted when applicable in each location. Committees typically included employee and management representatives. These meetings were predominately held to seek input about the types of health and safety issues that are discussed during Health and Safety Committee meetings.

Subsequent to the actual site visits, additional interviews were conducted by teleconference with employees who had accepted or requested an interview, but were not available during the scheduled visit.

Overviews for each site visit are provided in Tables 2 through 8. The specific CBSA office locations are presented in geographical order from east to west.

Table 2: Site Visit to Saint John, NB

Location	Saint John, New Brunswick
Region	Atlantic
Dates	April 9 – 10, 2008
Sites visited	Saint John Enforcement Centre (189 Prince William Street) Saint John Regional Correction Centre (930 Old Black River Road) Law office of Gilbert, McGloan & Gillis (22 King Street)
Formal interviews	(2) Inland Enforcement Officers
Meetings and discussions	None

Table 3: Site Visit to Montreal, QC

Location	Montreal, Quebec
Region	Quebec
Dates	February 21 – 22, 2008 March 18-19 May 6, 2008 May 13, 2008
Sites visited	Hearings & Appeals (200 Rene Levesque Boulevard West) Montreal Enforcement Centre (1010 St-Antoine West) Laval Detention Centre (200 Montée St-François)
Formal interviews	(4) Inland Enforcement Officers (1) Enforcement Supervisor (4) Hearings Officers
Meetings and discussions	(7) Inland Enforcement Officers (3) Enforcement Supervisors (1) Enforcement Assistant Manager (1) Hearings Supervisor (1) Regional Director Health and Safety Committee (included 2 employee representatives and 1 management representative)

Table 4: Site Visit to Ottawa, ON

Location	Ottawa, Ontario
Region	Northern Ontario
Dates	April 14, 2008 June 11-12, 2008
Sites visited	Arming Training Facility (63 Slack Road) Ottawa Enforcement Centre (2265 St. Laurent Boulevard)
Formal interviews	(3) Inland Enforcement Officers (1) Inland Enforcement Supervisor
Meetings and discussions	(1) Arming Trainer (RCMP) (1) Inland Enforcement Officer

Table 5: Site Visit to Toronto, ON

Location	Toronto, Ontario
Region	Greater Toronto Area (GTA)
Dates	February 26 – 29, 2008
Sites visited	Greater Toronto Enforcement Centre (6900 Airport Road) Immigration Task Force (255 Atwell Drive) CBSA Hearings and Appeals (74 Victoria Street) Immigration Holding Centre (385 Rexdale Boulevard)
Formal interviews	(13) Inland Enforcement Officers (4) Hearings Officers (1) Hearings Advisor
Meetings and discussions	(2) Enforcement Supervisors Health and Safety Committee (included 1 employee representative and 1 management representative)

Table 6: Site Visit to Niagara Falls, ON

Location	Niagara Falls, Ontario
Region	Niagara Falls – Fort Erie
Dates	April 22 – 23, 2008
Site visited	Niagara Falls Enforcement Centre (6080 McLeod Road)
Formal interviews	(4) Inland Enforcement Officers (1) Hearings Officer
Meetings and discussions	(1) Enforcement Supervisor (1) Enforcement Manager Health and Safety Committee (included 3 employee representatives and 1 management representative)

Table 7: Site Visit to Edmonton, AB

Location	Edmonton, Alberta
Region	Prairie
Dates	March 26-27, 2008
Site visited	Edmonton Enforcement Centre (9700 Jasper Avenue) Edmonton Remand Centre (9660 104 Avenue)
Formal interviews	(6) Inland Enforcement Officers (1) Hearings Officer
Meetings and discussions	(1) Enforcement Manager Health and Safety Committee (included 2 employee representatives and 1 management representative)

Table 8: Site Visit to Vancouver, BC

Location	Vancouver, British Columbia
Region	Pacific
Dates	March 10 – 12, 2008
Sites visited	Pacific Regional Enforcement Centre (300 West Georgia)
Formal interviews	(11) Inland Enforcement Officers (3) Hearings Officers
Meetings and discussions	(1) Regional Director (1) Enforcement Supervisor (1) Hearings Supervisor Health and Safety Committee (included 4 employee representatives and 1 management representative)

2.4 Observation of Activities

In general, all CBSA staff were informed by local management about the JHA3 prior to the actual site visit. A variety of different activities performed by Inland Enforcement Officers and Hearings Officers and Advisors were visually observed during the planned site visits or scheduled specifically on another date. For the most part, activities that were observed were pre-planned based on scheduled events. Staff were advised not to alter from standard regular working practices and procedures during observations, and JHA3 observers made every effort to ensure that observations did not interfere with routine job functions or CBSA protocol.

For Inland Enforcement Officers, key activities observed included:

- Case file preparation (office work)
- An arrest at a residence
- Transportation of individuals between holding and enforcement centres
- A deportation by land from a correctional facility to a land border crossing
- A deportation by air to a Caribbean country
- Interviews with individuals at a correctional facility
- Interviews with individuals at enforcement centres
- Pre-removal baggage searches
- Ride-alongs in CBSA vehicles in areas prone to be dangerous
- Putting on and removing personal protective equipment
- Loading and discharging duty firearms
- Applying and removing handcuffs
- Frisking, fingerprinting and photographing individuals
- Demonstration of CDT Training, as provided during arming training (actual training was not observed)

It was observed that not every enforcement activity is conducted routinely by all Inland Enforcement Officers working in every Region. For example, in a smaller more remote location, an Officer may be required to work on a particular file in its entirety. The work may include investigation, surveillance, arrest and removal, whereas in a larger location an Officer may work exclusively on one component of a file, such as removal or road investigation.

For Hearings Officers and Advisors, key activities observed included:

- Case file preparation (office work)
- A detention hearing
- An alternate dispute resolution

- Interviews with individuals at CBSA office
- Travel to and from office and court (or other designated locations where hearings occur)

It was observed that not all hearings activities are conducted routinely by all Hearings Officers working in every Region. For example, in a larger location, an Officer may work exclusively on a particular type of hearing (i.e. refugee protection, detention review, alternate dispute resolution, war crime, etc.), whereas in a smaller location an Officer may be required to work on all types of hearings. It was also noted that there are no Hearings Advisors working in some Regions.

2.5 Potential Hazards

An occupational hazard is defined as any situation, condition or thing that is dangerous to the health or safety of workers and has the potential to cause harm if not controlled. For the purpose of the JHA3, the hazards considered are limited to personal health and safety and do not include damage to property or the environment. The hazard groups include those described in the CBSA Hazard Prevention Program and are explained in Table 9:

Table 9: Hazard Groups

Biological	Exposure to bacteria or viruses from insects, plants, birds, animals, and humans.
Chemical	Exposure to chemicals such as paints, acids, solvents and pesticides.
Ergonomic	Lifting, repetitive and forceful movements or being in a sitting position or using a computer for an extended period.
Mechanical	Exposure to heavy machinery, equipment and moving parts such as conveyor belts, power tools and vehicles.
Physical	Assaults and attacks, trips or falls, exposure to extreme temperatures or constant loud noise.
Psychological	Exposure to stressful, depressing, malicious or obscene material or circumstances, and fatigue.

2.6 Risk Analysis

Based on the Canadian Centre for Occupational Health and Safety (CCOHS), risk is the probability that a hazard will actually cause harm or an adverse health effect to somebody (Reference 3). A job related health and safety risk depends on several factors including the type of work being performed, surrounding environment where the work is performed, amount of time spent doing a job, frequency of the activity, type of hazard controls in place and the severity of a potential injury.

Hazard controls include various means implemented at the workplace to minimize potential injuries. Administrative hazard controls include training, work instructions, policies and procedures. Engineered hazard controls include personal protective equipment, tools and mechanical safeguards.

For the purpose of the JHA3, risk was assessed based on the likelihood of the hazard occurring and the severity of harm that could potentially result from the hazard. The frequency of conducting the activity is not included as part of this risk assessment, as there is significant variation between Regions.

Likelihood of Occurrence

The likelihood of occurrence describes the probability that a hazard occurs and results in an adverse health effect or injury. For the purpose of the JHA3, the assessment for likelihood was subjectively based on questionnaire and interview feedback received from CBSA staff. The likelihood of occurrence (or hazard probability) criteria is defined in Table 10:

Table 10: Likelihood of Occurrence Criteria

Very Likely	The hazard is almost certain to happen.
Likely	The hazard is likely to happen.
Unlikely	The hazard could happen, but not often.
Highly Unlikely	The hazard will probably never happen.

Severity of Consequence

The severity of the consequence describes the degree of harm or adverse health affect that could potentially be suffered due to the hazard. For the purpose of the JHA3, severity was subjectively based on the extent of required medical attention and the amount of lost time from work that could potentially result from the injury. The severity of consequence criteria for JHA3 is defined in Table 11.

Table 11: Severity of Consequence Criteria

Catastrophic	Fatality or permanent disability.
Major	Serious bodily injury, illness or long-term disability requiring lost time from work.
Moderate	Injury or illness requiring medical treatment or counselling. Normally reversible injury or health effects requiring minimal lost time from work and/or restricted duty.
Minor	Injury or illness requiring first aid treatment only or counselling. No lost time from work or restricted duty.

Measuring Risk

Risk analysis is the process of quantifying the level of risk for the various job related tasks. For the purpose of the JHA3, the level of risk for a task was determined by considering both the likelihood of occurrence and the severity of the consequence. Four levels of risk were determined for the JHA3 as described in Table 12. The levels include:

- Extreme (E): The task presents a critical health and safety risk to the employee.
- High (H): The task presents a serious health and safety risk to the employee.
- Medium (M): The task presents a moderate health and safety risk to the employee.
- Low (L): The task presents a minimal health and safety risk to the employee.

Table 12: Levels of Risk

Risk		Likelihood of Occurrence			
		Very Likely	Likely	Unlikely	Highly Unlikely
Severity of Consequence	Catastrophic	Extreme Risk	Extreme Risk	High Risk	High Risk
	Major	Extreme Risk	High Risk	High Risk	Medium Risk
	Moderate	High Risk	Medium Risk	Medium Risk	Low Risk
	Minor	Medium Risk	Medium Risk	Low Risk	Low Risk

Residual Risk

The risks for each task are initially evaluated without taking into account any hazard controls. The risks are evaluated again under the same process as described above, however this time hazard controls are considered. The second evaluation of risk is referred to as the assessment of residual risk. Residual risk is the remaining (or outstanding) risk after the hazard controls have been applied or implemented. The likelihood of occurrence and the severity of the consequence for assessing residual risk is evaluated while taking into account existing hazard controls such as personal protective equipment, policies and procedures that are in place and available to CBSA to minimize risk. It is important to note that the effectiveness of the implementation of controls was not evaluated as part of this study. It is assumed that the controls identified in this study are effectively applied when required to mitigate potential risk as intended.

The levels of residual risk are described as follows:

- Extreme (E):** Residual risk for the task is unacceptable. The task presents a critical health and safety risk to the employee. Hazard controls are insufficient or missing. New or revised controls should be implemented immediately before the work is conducted.
- High (H):** Residual risk for the task is high and mitigation actions require attention. The task presents a serious health and safety risk to the employee. Although the work can be conducted, new or revised hazard controls should be considered.
- Medium (M):** Residual risk for the task is tolerable. The task presents a moderate health and safety risk to the employee. Existing controls may be sufficient but should be reviewed on a regular basis and revised accordingly based on changing circumstances.
- Low (L):** Residual risk for the task is acceptable. The task presents a minimal health and safety risk to the employee. Existing controls, if and when applicable, are sufficient and should be routinely maintained.

3. Results

3.1 Breakdown of Key Activities for Inland Enforcement Officer

The following section outlines the key activities performed by Inland Enforcement Officers that were evaluated for potential health and safety hazards and risk. These activities represent typical tasks carried out by Inland Enforcement Officers as part of their job. The information is based on questionnaire feedback and was validated during personal interviews. The activities are consistent with the information contained in the Inland Enforcement Officer Work Description (FB 03 dated 2007-02-21).

Key activities and tasks performed by Inland Enforcement Officers include:

a. Conduct case file and administrative duties in CBSA office (not involving direct physical interaction with individuals and public)

- Prepare case files
- Review case files
- Write reports
- Complete forms
- Analyze case evidence
- Liaise by email, fax and telephone

b. Conduct case file duties in CBSA office (involving direct physical interaction with individuals and public)

- Conduct interviews with clients
- Frisk clients
- Restrain clients
- Arrest clients
- Finger print clients
- Photograph clients

c. Conduct investigational road duties outside CBSA office (involving and not involving direct physical interaction with individuals and public)

- Conduct interviews with individuals
- Apprehend clients
- Search clients
- Frisk clients
- Restrain clients
- Arrest clients
- Apply / remove handcuffs (or other restraining apparatus)
- Seize documents, materials, drugs, weapons, etc.
- Conduct surveillance from vehicle
- Perform traffic stops
- Conduct surveillance by foot
- Transport individuals to and from various locations such as:
 - Correctional facility
 - Detention (or holding) centre
 - CBSA offices

- Hospital
 - Police stations
 - Court houses
 - Meet and liaise with clients, contacts and informants
 - Search residences, warehouses, factories, etc.
 - Liaise by radio and/or cell phone
 - Testify at legal proceedings in various courts of law
- d. Conduct removal duties in CBSA office (not involving direct physical interaction with individuals and public)
- Review, prepare and update case files
 - Liaise by email, fax and telephone to obtain travel documents and to make necessary travel arrangements
 - Search luggage
- e. Conduct removals duties outside CBSA office (involving direct physical interaction with individuals and public)
- Conduct interviews at:
 - Correctional facility
 - Detention centre
 - Other possible locations
 - Frisk clients
 - Restrain clients
 - Apply / remove handcuffs (or other restraining apparatus)
 - Liaise in person with embassy staff to obtain travel documents
 - Search luggage
 - Transport individuals
 - Escort individuals by vehicle
 - Escort individuals by air
- f. Participate in Special Task Force or Joint Operations with other enforcement agencies (Officers assigned to the Immigration Task Force exclusively work on high-risk cases in conjunction with other enforcement agencies)
- g. Duties exclusively assigned to Security Certificate cases (not involving direct physical interaction with individuals and public)
- Intercept and monitor mail and packages addressed to client
 - Pre-approve visitors and outings
 - Monitor video from cameras installed outside client's residence
 - Liaise with CSIS and other government departments
 - Monitor GPS bracelet
 - Conduct administrative activities dealing with court issues
 - Maintain log of occurrences during surveillance
 - Monitor media/internet information in relation to specific case
- h. Duties exclusively assigned to Security Certificate cases (involving direct physical interaction with individuals and public)
- Conduct covert and overt surveillance of client during outings

- Monitor visitors and contacts during surveillance
 - Attend court or Parliament in relation to a specific Security Certificate case
- i. Attend new or re-certification training courses
- j. General activities specifically related to firearms
- Attend duty firearm training and practice sessions
 - Shipping, storing, transporting, using and wearing duty firearm

In total, 10 key activities and 53 related tasks were assessed for occupational risk based on the six types of occupational hazards described in Section 2.5. Some of the tasks were assessed more than once for different activities to take into account different working environments and circumstances.

3.2 Breakdown of Key Activities for Hearings Officer and Hearings Advisor

The following section outlines the key activities performed by Hearings Officers and Hearings Advisors that were evaluated for potential health and safety hazards and risks. These activities include typical tasks carried out by Hearings Officers and Hearings Advisors as part of their jobs. This information is based on questionnaire feedback and was validated during personal interviews. These activities are consistent with the activities described in the Hearings Officer Work Description (FB 05 dated 2007-02-21) and Hearings Advisor Work Description (FB 03 dated 2007-02-21).

Key activities and tasks performed by Hearings Officers and Hearings Advisors include:

- a. Conduct administrative duties and prepare for legal proceedings in office (not involving direct physical interaction with individuals and public)
- Prepare case files
 - Review case files
 - Write reports
 - Complete forms
 - Analyze case evidence
 - Liaise by email, fax and telephone
- b. Prepare for legal proceedings (involving direct physical interaction with individuals and public)
- Conduct interviews with individuals at:
 - CBSA offices
 - Detention (or holding) centre
 - Correctional facility
- c. Case Presentation: Detention Reviews, Hearings, Appeals and Dispute Resolutions
- Transport case files to and from legal proceedings
 - Attend public legal proceedings with appellant and IRB member physically present at:
 - IRB Office
 - Detention (or holding) centre

- Other (i.e. provincial court, federal court, law firm)
- Attend public legal proceedings with appellant physically present and IRB Member present by video conference at:
 - IRB Office
 - Detention (or holding) centre
 - Other (i.e. provincial court, federal court, law firm)
- Attend public legal proceedings without appellant physically present (by video conference):
 - IRB Office
 - Other (i.e. provincial court, federal court, law firm)

In total, 3 key activities and 11 related tasks were assessed for occupational risk based on the six types of occupational hazards described in Section 2.5. Some of the tasks were assessed more than once for different activities to take into account different working environments and circumstances.

3.3 Risk Assessment

The levels of risk for activities and related tasks performed by Inland Enforcement Officers and Hearings Officers and Hearings Advisors, have been determined according to the risk analysis criteria described in Section 2.6. The risks for Inland Enforcement Officer activities are presented in Annex A and the risks for Hearings Officers and Hearings Advisor activities are presented in Annex B.

Potential hazards within each hazard group were determined for all the tasks based on CBSA staff feedback. A respective hazard group is omitted for a task in Annex A and Annex B when no hazards related to a particular task were reported. Although any type of hazard does have the potential to occur in any working environment under extraordinary situations, only the realistic and more apparent hazards intrinsic to the job and reported by CBSA staff have been considered. Improbable situations or activities not directly related to the job are not included as part of the analysis.

The risk for each task was initially rated without taking into account applicable hazard controls (refer to column titled 'Rating Without Controls'). Subsequent to this rating, the risk was rated again, but this time existing hazard controls available to staff to mitigate risk were considered. These include CBSA policies, procedures, training and protective tools and equipment provided by CBSA. This rating is referred to as the residual risk (refer to column titled 'Rating With Controls') and indicates the overall risk of conducting the task with every available control applied. As previously noted, the effectiveness of the implementation of controls was not evaluated as part of this study. It is assumed that the controls identified in this study are effectively applied when required to mitigate potential risk as intended.

A list of issues raised by CBSA staff during the JHA3 study was reported in the Phase II Final Report (Annex B and C in Reference 2). These issues were reported to Weir by CBSA staff through interviews, discussions and the questionnaire and include a mixed range of concerns, opinions and viewpoints. The issues were included in Reference 2 for information purposes and although not every issue is directly related to occupational health and safety, the issues reported by CBSA staff were considered as part of the overall risk analysis where applicable. Specific issues are addressed in the recommendations of this report only when enough evidence to support a recommendation was acquired.

CBSA Inland Enforcement Officers, Hearings Officers and Hearings Advisors conduct a variety of activities that present different levels of occupational health and safety risk. Weir acknowledges that the nature of CBSA work evaluated in this study has inherent risk, especially for enforcement activities such as apprehensions, arrests, removals and residential searches that are performed in uncontrolled environments and sometimes with aggressive individuals. Although no consequences resulting from potential hazards were witnessed during the observation of inland enforcement and hearings activities, it is understood that the hazards evaluated in this study have the potential to occur. It is also understood that human behaviour is unpredictable and can vary significantly according to different situations and circumstances. A defined risk analysis methodology was used to assess occupational risk for this study; however an element of subjectivity was also incorporated into the overall risk assessment that took into account qualitative information received from CBSA staff through the questionnaire and interviews relating to potential hazards and consequences.

The activities evaluated with high or extreme residual risk are specifically addressed in the recommendations of this report. As previously described, an extreme-risk activity implies that hazard controls are insufficient or missing and that new or revised controls should be implemented immediately before work is conducted. For a high-risk activity, although the work can be conducted new or revised controls should be considered.

In addition to the recommendations that specifically address extreme and high risk activities, other recommendations related to the issues reported by CBSA staff are provided where appropriate.

3.4 Risk Summary for Inland Enforcement Activities

Extreme Residual Risk. No activities performed by Inland Enforcement Officers were assessed to have extreme residual risk where hazard controls are missing or inadequate and the work should not be conducted.

High Residual Risk. No activities performed by Inland Enforcement Officers were assessed to have high residual risk from a potential biological, chemical, ergonomic, mechanical or psychological hazard after controls have been applied. Three activities were assessed to have high residual risk from a potential physical hazard after controls have been applied. These activities include:

a. Conducting investigation/road duties outside CBSA office

This activity includes interviewing, apprehending, frisking, restraining, and arresting clients, and searching residences, warehouses, factories, etc. This activity was rated high primarily based on an officer's uncertainty of what to expect and unpredictability of human behavior as previously discussed.

b. Participating in Special Task or Joint Force Operations

Participation in Special Task or Joint Force Operations was rated high primarily due to the inherent risk associated to the nature of this work and environment in which it is performed. Inland Enforcement Officers who participate in these operations typically work in conjunction with and alongside other enforcement agencies on high-risk cases.

c. Conducting general activities specifically related to firearms

These include shipping, storing, transporting, using and wearing a duty firearm. Due to the recent introduction of firearms into the CBSA workforce there were concerns regarding firearms expressed by some employees including an added responsibility to protect an un-armed partner, different types of training and limited practice time before re-certification.

The following paragraphs address the inland enforcement activities that were assessed to have high residual risk from a potential physical hazard after controls have been applied:

- Inland Enforcement Officers reported that during investigations conducted outside a CBSA office, they are frequently required to explain who they are, what CBSA is and what they are doing. Some officers expressed concern that other police authorities are not aware of CBSA or able to distinguish an Inland Enforcement Officer from an unknown and potentially armed subject. Although there was no direct evidence to support this claim during the observations of activities, we do acknowledge that the lack of recognition from clients, other enforcement agencies and the general public could present a safety hazard in the field. CBSA officers should be easily recognizable as an authority particularly while conducting investigations and road duties. It is recommended that CBSA provide Inland Enforcement Officers with a more universally recognizable designation that will improve clients, other enforcement agencies and the general public's ability to recognize and understand the Officer's role with respect to inland enforcement. (Enforcement Recommendation No. 1)
- Inland Enforcement Officers reported that other than mandatory CDT, and Arming for those applicable, other training for activities specific to Inland Enforcement is inadequate (i.e. specific training such as approaching/searching residences, interviewing, communication, driving) or inconsistent (i.e. timeliness in which training is offered and frequency of refresher training). Some of the training described such as building entry, interviewing, defensive driving and surveillance was reported by some staff to be very important, however was not consistently reported as being received by all officers in every Region. Based on the observations of activities conducted for this study we did not find any instance in which training was lacking, and although there was no direct evidence to recommend additional or improved training, we do believe that the current CBSA training program for Inland Enforcement be reviewed. It is recommended that CBSA review the current training program, determine appropriate training for Inland Enforcement Officers and provide this training in a consistent and timely manner. CDT training does include a significant scenario-based component, and it is possible this could be upgraded to specifically address inland enforcement operations. (Enforcement Recommendation No. 2)
- In general, armed officers reported they are somewhat reluctant to work with an unarmed partner because of differences in their respective training, especially during road investigations. Armed officers explained an added responsibility to protect their partner, which can potentially reduce focus and concentration on the task at hand. Although there was no direct evidence to support this claim, we acknowledge that CDT and Arming Training differ. Until the Arming Initiative is complete, it is recommended that Inland Enforcement Officers with equivalent training be assigned as partners to participate in road investigations. (Enforcement Recommendation No. 3)
- Inland Enforcement Officers reported that there is no clear and consistent procedure for them to communicate with CBSA outside of regular business hours or for local offices to monitor them during road duties. In some locations, Officers reported that if they require

assistance while working on the road, they have to call local police who may be slow to respond and/or not informed about a particular situation. It is recommended that CBSA develop a formalized procedure that would permit an Inland Enforcement Officer to communicate and acquire assistance from CBSA while conducting investigation and road duties. This would enhance an Enforcement Officer's capacity to acquire immediate CBSA assistance in the case of an emergency, if required. (Enforcement Recommendation No. 4)

- It is too early in the Arming initiative to determine the long-term risk of performing activities specifically related to firearms. It is recommended that CBSA closely monitors the number and types of incidents reported by CBSA staff involving a duty firearm as well as the re-certification performance rate for armed officers as the arming initiative matures with time. (Enforcement Recommendation No. 5)

Medium and Low Residual Risk. Most of the activities performed by Inland Enforcement Officers were assessed to have at least one task with low or medium residual risk from one or more potential hazards after controls are applied. Refer to the risk analysis in Annex A for details. The controls in place and available to Inland Enforcement Officers, to minimize health and safety risk, such as policies, procedures, training techniques and protective and defensive tools appear to be sufficient provided they are applied appropriately when necessary.

The following paragraphs address some of the specific issues and concerns raised by Inland Enforcement Officers and reported in Annex B of Reference 2:

- CBSA assistance during long removals

Inland Enforcement Officers reported that there is no standard protocol for them to follow in the event they experience non-routine or unexpected complications during long removals such as missing a connecting flight or having problems with foreign authorities. Although this is not directly related to health and safety, Inland Enforcement Officers reported that the process to acquire CBSA assistance, if required, could be improved. It is recommended that CBSA review the process for managing risks during removals, specifically for lengthy removals by air that require several flights and multiple transient stops in different countries before reaching the destination country, and develop a formalized action plan to guide Officers who experience complications. This would enhance an Enforcement Officer's capacity to acquire assistance, if required. (Enforcement Recommendation No. 6)

- Fatigue during long removals

The Treasury Board Travel Directive for rest periods was identified as a control to reduce risk of fatigue during long removals. It is assumed that this control is effectively applied when escort officers conduct long removals. There was some indication from the comments received that this Directive is not applied uniformly and consistently for all escorted removals. It is recommended that CBSA review how the Treasury Board Travel Directive for rest periods is being applied for escort officers conducting lengthy removals in order to ensure that rest periods related to long removals are suitable and consistent with the Directive. (Enforcement Recommendation No. 7)

- Practice opportunities

CDT was identified as a training control to mitigate risk from most of the physical hazards. In general, Inland Enforcement Officers reported CDT to be adequate; however the

opportunity to practice CDT techniques was widely reported through interviews and the questionnaire to be insufficient. We believe officers should refine and maintain the skills acquired during CDT but based on the information collected for the JHA3 there is not enough evidence to recommend a shorter re-certification period or additional practice time. We do recommend that CBSA compare their CDT re-certification program which includes refresher training and practice opportunities to similar programs offered by other enforcement agencies to determine if the re-certification period and opportunities for practicing are sufficient. (Enforcement Recommendation No. 8)

- Dress code

Variations of dress code/clothing in different locations were observed during site visits. The only consistent aspect of the dress code reported is that officers are required to wear PPE issued by CBSA when dealing with the public. Although we did not observe any activity in which dress code had a direct impact on the health or safety of an officer, we do acknowledge that dress code can impact the risk to an Inland Enforcement Officer especially while conducting investigation and road duties outside a CBSA office. It is recommended that CBSA enforces a national 'dress code' policy that allows flexibility based on environmental and operational differences in different Regions (i.e. temperature, precipitation, covert operations, etc.). (Enforcement Recommendation No. 9)

- Poor communication by radio

The recently implemented Radio Communication Policy (June 2007) was identified as a control to address communication from radios and cell phones. It is assumed this control is effectively being applied to ensure officers can proper communication as required. However, issues such as 'dead zones' and remote areas were reported by some CBSA staff during interviews and through the questionnaire. Although poor communication was not noted during the observations of activities conducted for this study, it is recommended that CBSA closely monitor the effectiveness of the current Radio Communication Policy to ensure it addresses operational requirements for Inland Enforcement Officers while conducting investigational duties. (Enforcement Recommendation No. 10)

- Working alone

The issue of working alone was reported by some CBSA staff through interviews and the questionnaire. Officers who work in smaller offices outside of urban areas reported that they are the only CBSA representative in their respective office and do not always have available support to conform to the Working Alone Policy. We received comments such as, "it's difficult to get the job done without breaching policy", and "officers are put in a position where they are forced to bend rules to get the job done." However, all of the activities that were observed during this study were carried out by at least two Inland Enforcement Officers. It is recommended that CBSA review how the Working Alone Policy is being implemented to ensure consistency in all Regions for every situation in which the Policy applies. (Enforcement Recommendation No. 11)

- Recognition outside working environment

Being recognized by clientele (i.e. gang members, criminals) while off duty was reported by limited CBSA staff primarily in smaller cities and towns through interviews and the questionnaire. The Employee Assistance Program was identified as a control to mitigate psychological stress from threats and intimidation. It is recommended that CBSA monitor the

number of incidences where an Inland Enforcement Officer is adversely recognized outside of working hours and review all cases on an on-going basis. If the number of reported cases is significant CBSA should consider implementing a policy to address this concern. Inland Enforcement Officers should be encouraged to report all such related incidences. (Enforcement Recommendation No. 12)

- Health and Safety Committee Awareness

Based on the results of the questionnaire approximately 10% of Inland Enforcement Officers reported not knowing how to reach their local health and safety committee and approximately 5% reported not knowing about this committee. In addition, roughly 26% of staff is not familiar with the process to report a health and safety work-related incident. It is recommended that CBSA increase staff awareness about the role and function of local Health and Safety Committees, and that Inland Enforcement Officers become more actively involved in meetings to discuss operational health and safety issues. (Enforcement Recommendation No. 13)

3.5 Risk Summary for Hearings Activities

Extreme and High Residual Risk. No activities performed by Hearings Officers and Hearings Advisors were assessed to have extreme or high residual risk from any type of hazard, where hazard controls are missing or inadequate and the work should not be conducted.

Medium and Low Residual Risk. All of the activities performed by Hearings Officers and Hearings Advisors were assessed to have at least one task with medium or low residual risk from a biological, ergonomic, mechanical, physical or psychological hazard after controls have been applied. No chemical hazards were identified for Hearings staff. Refer to the risk analysis in Annex B for details. The controls such as policies and procedures in place and available to Hearings staff to minimize health and safety risks appear to be sufficient provided they are applied appropriately when necessary.

The following paragraphs address some of the specific issues and concerns raised by Hearings Officers and Hearings Advisors and reported in Annex C of Reference 2:

- Security during a hearing

Hearings Officers reported concerns about the lack of security during a hearing such as accessing the same public areas as the general public, clientele for criminal or gang-related cases not being checked for weapons before entering a hearing room, cell phones with cameras permitted inside a hearing room and the inability to call for help or retreat quickly. No specific examples were cited in which an incident occurred. The ability for a Hearings Officer to request additional security or police presence from IRB at a hearing was identified as a control to mitigate risk. It is assumed that this control is effectively applied by Hearings Officers to acquire additional security for particular cases. It is recommended that CBSA review the process for a Hearings Officer to request additional security or police presence from IRB at a hearing in order to ensure the process addresses operational requirements in a consistent, timely and effective manner. (Hearings Recommendation No. 1)

Hearings Officers reported that they are unfamiliar with the protocols to follow in the event an emergency situation occurs during a hearing (i.e. aggressive behaviour, fire, etc.). It is recommended that CBSA develop and disseminate a formal emergency response plan for guidance in the event that a dangerous incident occurs inside a hearing room. The

emergency response plan should integrate local existing security provisions and include training and practice drills where applicable. (Hearings Recommendation No. 2)

In order to help identify potential deficiencies with existing controls, it is recommended that CBSA consider implementing a Near-Miss Reporting Program to compile, monitor and review hearing room related health and safety incidences on a regular basis. A near-miss would include situations where a Hearings Officer was threatened or intimidated by individuals. This information will help create a knowledge base to establish additional controls, if required. (Hearings Recommendation No. 3)

A few Hearings Officers reported that self-defence training could potentially reduce their anxiety should a client/public become aggressive (i.e. during interview or hearing). Although we do not believe that Hearings Officers and Hearings Advisors require CDT training we do agree that self-defence training may reduce anxiety for some staff. It is recommended that CBSA consider offering non-mandatory self-defence training only to those Hearings Officers and Hearings Advisors who feel this type of training would enhance their self-confidence and reduce anxiety if confronted by aggressive individuals. (Hearings Recommendation No. 4)

- Contracting communicable disease

Hearings Officers expressed concern about the potential to catch a contagious or infectious disease from individuals during interviews and at hearings. Although no specific examples were cited in which a Hearings Officer became infected, officers reported that they are not very well informed about this risk or the precautions to take. CBSA could consider providing an information awareness session regarding communicable diseases to Hearings staff to inform them about how diseases are transmitted and applicable safeguards that can be applied to reduce the risk of catching a disease. (Hearings Recommendation No. 5)

- Health and safety reporting and awareness

Based on the results of the questionnaire approximately 15% of Hearings staff reported not knowing how to reach their local health and safety committee and approximately 10% reported not knowing about this committee. In addition, roughly 40% of staff is not familiar with the process to report a health and safety work-related incident. It is recommended that CBSA communicate to Hearings Officers and Hearings Advisors the process to report a health and safety work-related incident (Hearings Recommendation No. 6).

It is also recommended that CBSA increase staff awareness about the role and function of local Health and Safety Committees. Hearings Officers and Hearings Advisors should become more actively involved in regular meetings to discuss operational health and safety issues. (Hearings Recommendation No. 7)

3.6 Evaluation of Previous JHA Recommendations

Prior to 2005, CBSA conducted a JHA for Customs Inspectors and Superintendents (referred to as JHA1) and for Customs Regional Intelligence Officers and Customs Investigators (referred to as JHA2). Previous JHA recommendations were reviewed for items directly related to the potential hazards and risks assessed for Inland Enforcement Officers, Hearings Officers and Hearings Advisors job-related activities in JHA3. Relevant recommendations from both JHA1 and JHA2 were reported in Reference 2 and further evaluated. The results of this evaluation are presented as follows:

3.6.1 Applicable to Inland Enforcement Officer Activities

Ergonomic Assessments (JHA1):

This previous recommendation was to conduct an ergonomic assessment of inspections and handling operations for Customs Inspectors specifically working at airports and postal facilities. The inland enforcement activities with potential ergonomic hazards evaluated in JHA3 have been assessed with low residual risk. This recommendation is not applicable to JHA3.

Emergency Preparedness (JHA1):

This previous recommendation was to develop an Emergency Plan template to be used for developing local Emergency Plans for all field locations. This recommendation is applicable to Inland Enforcement Officers conducting removals and investigation/road duties and is addressed in Enforcement Recommendations No. 4 and 6.

Radio Communications (JHA1 and JHA2):

This previous recommendation was to improve radio communications for Superintendents, Customs Inspectors, Regional Intelligence Officers and Investigators. This recommendation is applicable to JHA3 as stress from poor radio communication was reported by staff as a potential hazard when conducting investigational road duties outside of a CBSA office. The recently implemented Radio Communication Policy addresses this recommendation. This topic is addressed in Enforcement Recommendation No. 10.

Working Alone (JHA1 and JHA2):

The Working Alone Policy was identified as a hazard control in place to minimize the risk of being injured from a physical assault or attack by an aggressive or violent individual in JHA3. It was reported in some remote CBSA offices that additional support from CBSA or other enforcement agencies is not always readily available. The Working Alone Policy that provides guidelines for Inland Enforcement Officers to assess the risk prior to conducting an activity alone addresses this recommendation. This topic is addressed in Enforcement Recommendation No. 11.

Use of Force Training and Personal Protective Equipment (JHA1 and JHA2):

This previous recommendation was to ensure Superintendents, Customs Inspectors, Regional Intelligence Officers and Investigators receive Use of Force training and are provided with the necessary self-protection tools and equipment, specifically a protective vest, baton and OC spray. All of the Inland Enforcement Officers who participated in JHA3 receive Use of Force Training and have been issued protective vests, extendable batons and OC spray.

Local Workplace Health and Safety Committees (JHA1 and JHA2):

Several previous recommendations were made regarding Workplace Health and Safety Committees such as developing a policy, system of accountability, terms of reference, and communication and reporting plans. As part of the JHA3, correspondence with local Health and Safety Committees was limited to meetings during site visits when applicable at various locations. This recommendation is relevant to Inland Enforcement Officers as approximately 10% of questionnaire participants reported not knowing how to reach their local committee and approximately 5% reported not being aware of any such committee. In addition, roughly 26% of

staff is not familiar with the process to report a health and safety work-related incident. This topic is addressed in Enforcement Recommendation No. 13.

Transport of Prisoners (JHA2):

This previous recommendation was to clarify the policy of transporting subjects for Customs Regional Intelligence Officers and Investigators and to ensure regional vehicles are equipped with a protective cage. Protective barriers in vehicles were identified as a hazard control in place to minimize the risk of a physical hazard while transporting/escorting clients by vehicle.

Viewing of Pornography (JHA2):

This previous recommendation was to develop a program to manage the viewing of pornographic material for Customs Regional Intelligence Officers and Investigators. No potential hazards relating to this activity were reported by Inland Enforcement Officers. This recommendation is not applicable to JHA3.

Joint Force Operations MOU Template (JHA2):

This previous recommendation was to develop a standard Memorandum of Understanding (MOU) for all Joint Forces Operations to ensure that Customs Regional Intelligence Officers and Investigators roles are clearly defined. Joint Forces Operations MOUs were identified in JHA3 as a control in place to minimize risk for Inland Enforcement Officers participating in special task or joint force operations with other enforcement agencies and address this recommendation.

Officer Protection Against Counter Surveillance (JHA2):

This previous recommendation was for CBSA to establish a formal program for managing the hazard of counter surveillance. The risk associated to conducting surveillance activities by foot and by vehicle was assessed in JHA3, however potential hazards from conducting counter surveillance were not reported by Inland Enforcement Officers. This recommendation is not applicable to JHA3.

Standardized Motor Vehicle Driving program (Accident Avoidance) (JHA2):

This previous recommendation was to standardize the motor vehicle driving program to ensure it is appropriate for the skill level required when performing mobile surveillance activities. Accident Avoidance Training was identified in JHA3 as a control already in place to minimize the risk for Inland Enforcement Officers conducting job-related activities in a vehicle and addresses this recommendation. This topic is addressed in Enforcement Recommendation No. 2.

3.6.2 Applicable to Hearings Officer and Hearings Advisor Activities

Ergonomic Assessments (JHA1):

This previous recommendation was to conduct an ergonomic assessment of inspections and handling operations for Customs Inspectors specifically working at airports and postal facilities. The hearings activities with potential ergonomic hazards evaluated in JHA3 have been assessed with low residual risk. This recommendation is not applicable to JHA3.

Emergency Preparedness (JHA1):

This previous recommendation was to develop an Emergency Plan template to be used for developing local Emergency Plans for all field locations. This recommendation is applicable to Hearings Officers as they reported a safety concern specifically while working inside a hearings room. It was reported that in the event of an emergency occurring inside a hearing room, Officers are not fully aware of what to do for their personal safety. This topic is addressed in Hearings Recommendations No. 1 and 2.

Local Workplace Health and Safety Committees (JHA1 and JHA2)

Several previous recommendations were made regarding Workplace Health and Safety Committees such as developing a policy, system of accountability, terms of reference, and communication and reporting plans. As part of the JHA3, correspondence with local Health and Safety Committees was limited to meetings during site visits when applicable at various locations. This recommendation is relevant to Hearings Officers and Hearings Advisors as approximately 15% of questionnaire participants reported not knowing how to reach their local committee and approximately 10% are not aware of any such committee. In addition, roughly 40% of staff is not familiar with the process to report a health and safety work-related incident. This topic is addressed in Hearings Recommendations No. 5, 6 and 7.

Viewing of Pornography (JHA2):

This previous recommendation was to develop a program to manage the viewing of pornographic material for Customs Regional Intelligence Officers and Investigators. No potential hazards relating to this activity were reported by Hearings Officers or Hearings Advisors. This recommendation is not applicable to JHA3.

4. Conclusion

Weir evaluated the occupational risk due to potential hazards independently for activities performed by Inland Enforcement Officers and Hearings Officers and Hearings Advisors. The overall risk assessment was based on the review of documentation, information reported by CBSA employees through the questionnaire, interviews and meetings, observations of various activities and the risk assessment applied for the JHA3.

For inland enforcement, there were no activities performed by Inland Enforcement Officers assessed to have extreme residual risk from a potential hazard such that new or revised controls should be implemented before the work is conducted. Three activities were assessed to have high residual risk from a potential physical hazard after controls have been applied. The remaining activities were assessed to have medium or low residual risk after controls have been applied. In general, the controls in place and available to Inland Enforcement Officers to minimize health and safety risks appear to be sufficient provided they are applied appropriately when necessary. Relevant recommendations related to the health and safety of Inland Enforcement Officers have been provided based on the information received from CBSA and the findings and analysis performed for the JHA3.

For hearings, there were no activities performed by Hearings Officers and Hearings Advisors assessed to have extreme or high residual risk from potential hazards after controls have been applied. All hearings activities were assessed to have medium or low residual risk after controls have been applied. The controls in place and available to Hearings Officers and Hearings Advisors to minimize health and safety risks appear to be sufficient provided they are applied appropriately when necessary. Relevant recommendations related to the health and safety of Hearings Officers and Hearings Advisors have been provided based on the information received from CBSA and the findings and analysis performed for the JHA3.

5. Recommendations

Every recommendation provided in this report is based on the information acquired during the JHA3. Some of the recommendations relate directly to the activities that were assessed for high occupational risk, and other recommendations relate to an issue reported by Inland Enforcement Officers (Annex B in Reference 2) and by Hearings Officers and Hearings Advisors (Annex C in Reference 2).

5.1 Recommendations related to Inland Enforcement Officer Activities

Based on the information acquired from the documentation review, questionnaire, interviews, observations of activities and the risk assessment performed for the activities conducted by Inland Enforcement Officers it is recommended that:

- Enf No. 1 CBSA provide Inland Enforcement Officers with a more universally recognizable designation that will improve clients, other enforcement agencies and the general public's ability to recognize and understand the Officer's role with respect to inland enforcement.
- Enf No. 2 CBSA review the current training program, determine appropriate training for Inland Enforcement Officers and provide this training in a consistent and timely manner. CDT training does include a significant scenario-based component, and it is possible this could be upgraded to specifically address inland enforcement operations.
- Enf No. 3 Until the Arming Initiative is complete, Inland Enforcement Officers with equivalent training be assigned as partners to participate in road investigations.
- Enf No. 4 CBSA develop a formalized procedure that would permit an Inland Enforcement Officer to communicate and acquire assistance from CBSA while conducting investigation and road duties.
- Enf No. 5 It is recommended that CBSA closely monitors the number and types of incidents reported by CBSA staff involving a duty firearm as well as the re-certification performance rate for armed officers as the arming initiative matures with time.
- Enf No. 6 CBSA review the process for managing risks during removals, specifically for lengthy removals by air that require several flights and multiple transient stops in different countries before reaching the destination country, and if required develop a formalized action plan to guide Officers who experience complications.
- Enf No. 7 CBSA review how the Treasury Board Travel Directive for rest periods is being applied to escort officers conducting lengthy removals in order to ensure that rest periods related to long removals are suitable and consistent with the Directive.
- Enf No. 8 CBSA compare their CDT re-certification program which includes refresher training and practice opportunities to similar programs offered by other

- enforcement agencies to determine if the re-certification period and opportunities for practicing are sufficient.
- Enf No. 9 CBSA enforce a national 'dress code' policy that allows flexibility based on environmental and operational differences in different Regions (i.e. temperature, precipitation, covert operations, etc.).
- Enf No. 10 CBSA closely monitor the effectiveness of the current Radio Communication Policy to ensure it addresses operational requirements for Inland Enforcement Officers while conducting investigation and road duties.
- Enf No. 11 CBSA review how the Working Alone Policy is being implemented to ensure consistency in all Regions for every situation in which the Policy applies.
- Enf No. 12 CBSA monitor the number of incidences where an Inland Enforcement Officer is adversely recognized outside of working hours and review all cases on an on-going basis. If the number of reported cases is significant CBSA should consider implementing a policy to address this concern. Inland Enforcement Officers should be encouraged to report all such related incidences.
- Enf No. 13 CBSA increase Inland Enforcement staff awareness about the role and function of local Health and Safety Committees and that Inland Enforcement Officers become more actively involved in meetings to discuss operational health and safety issues.

5.2 Recommendations related to Hearings Officer and Hearings Advisor Activities

Based on the information acquired from the documentation review, questionnaire, interviews, observations of activities and the risk assessment performed for the activities conducted by Hearings Officers and Hearings Advisors it is recommended that:

- Hearings No. 1 CBSA review the process for a Hearings Officer to request additional security or police presence from IRB at a hearing in order to ensure the process addresses operational requirements in a consistent, timely and effective manner.
- Hearings No. 2 CBSA develop and disseminate a formal emergency response plan for guidance in the event that a dangerous incident occurs inside a hearing room. The emergency response plan should integrate local existing security provisions and include training and practice drills where applicable.
- Hearings No. 3 CBSA consider implementing a Near-Miss Reporting Program to compile, monitor and review hearings-related health and safety incidences on a regular basis. This information will help create a knowledge base to improve risk management and establish additional controls, if required.
- Hearings No. 4 CBSA consider offering non-mandatory self-defence training to those Hearings Officers and Hearings Advisors who feel this type of training would enhance their self-confidence and reduce anxiety if confronted by aggressive individuals.
- Hearings No. 5 CBSA consider providing Hearings Officers and Hearings Advisors an information awareness session regarding communicable diseases to inform

them about how diseases are transmitted and applicable safeguards that can be applied at work to reduce the risk of catching a disease.

Hearings No. 6 CBSA communicate to Hearings Officers and Hearings Advisors Hearings the process to report a health and safety work-related incident.

Hearings No. 7 CBSA increase staff awareness about the role and function of local Health and Safety Committees.

References

1. Canada Border Services Agency, JHA3 Phase I – Documentation Review Final Report, April 28, 2008
2. Canada Border Services Agency, JHA3 Phase II – Site Visits and Interviews Final Report, November 3, 2008
3. <http://www.ccohs.ca>

Annex A
Risk Analysis for Inland Enforcement Officer Activities

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Annex A
Risk Analysis for Inland Enforcement Officer Activities

Activity	Task	Hazard Group	Potential Hazard	RATING WITHOUT CONTROLS			Existing Hazard Controls		RATING WITH CONTROLS		
				LIKELIHOOD	SEVERITY	RISK	Administrative Controls	Engineered Controls	LIKELIHOOD	SEVERITY	RESIDUAL RISK
Conduct case file and administrative duties in CBSA office (not involving direct physical interaction with individuals and public)	<ul style="list-style-type: none"> Prepare case files Review case files Write reports Complete forms Analyze case evidence Liaise by email, fax and telephone 	Chemical	- Suffering from skin/eye irritation due to accidental discharge of pepper spray	Highly Unlikely	Moderate	Low	<ul style="list-style-type: none"> Wearing of Defensive and Protective Equipment Procedures Policy on the Possession, Transportation, and Storage of Agency Firearms, Ammunition and Controlled Items CDT Training and refresher training Local emergency planning procedures 	<ul style="list-style-type: none"> Equipment lockers Duty belt holster 	Highly Unlikely	Moderate	Low
		Ergonomic	- Suffering from work-related musculoskeletal disorders (WMSD) (i.e. carpal tunnel syndrome, neck/shoulder soreness) from extended computer usage or sitting position	Unlikely	Minor	Low		<ul style="list-style-type: none"> Ergonomic cubical and equipment (chair, mouse, keyboard, etc.) available upon special requirement 	Highly Unlikely	Minor	Low
		Psychological	- Suffering from psychological disorder due to reviewing upsetting material	Unlikely	Moderate	Medium	<ul style="list-style-type: none"> Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) program 		Highly Unlikely	Moderate	Low
Conduct case file duties in CBSA office (involving direct physical interaction with individuals and public)	<ul style="list-style-type: none"> Conduct interviews with clients Frisk clients Restrain clients Arrest clients Finger print clients Photograph clients 	Biological	- Catching contagious or infectious diseases from individuals	Unlikely	Major	High	<ul style="list-style-type: none"> Having information on file relating to health of client 	<ul style="list-style-type: none"> Latex gloves Mask 	Highly Unlikely	Major	Medium
		Chemical	- Suffering from skin/eye irritation due to accidental discharge of pepper spray	Highly Unlikely	Moderate	Low	<ul style="list-style-type: none"> Local building evacuation procedures Wearing of Defensive and Protective Equipment Procedures Policy on the Possession, Transportation, and Storage of Agency Firearms, Ammunition and Controlled Items 	<ul style="list-style-type: none"> Duty belt holster 	Highly Unlikely	Moderate	Low
		Ergonomic	- Suffering from WMSD from extensive wear of duty belt (heavy or cumbersome)	Unlikely	Minor	Low			Unlikely	Minor	Low
		Physical	- Suffering from an injury due to physical assault or attack by aggressive/violent individuals or public	Unlikely	Moderate	Medium	<ul style="list-style-type: none"> CDT Training and refresher training CBSA Policy and Procedures on the Use of Force Interview Skills and Behaviour Analysis Interview Techniques Security Awareness Briefing Work Alone Policy ENF 7 Investigations and Arrests ENF 12 Search, Seizure, Fingerprinting and Photography 	<ul style="list-style-type: none"> Handcuffs Protective vest Extendable baton OC spray Duty firearm 	Highly Unlikely	Moderate	Low
		Psychological	- Stress from dealing with cases involving clients with criminality, gang ties, etc.	Unlikely	Moderate	Medium	<ul style="list-style-type: none"> Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) program 		Highly Unlikely	Moderate	Low
			- Stress from being verbally threatened, abused or intimidated	Unlikely	Minor	Low	<ul style="list-style-type: none"> Employee Assistance Program (EAP) 		Highly Unlikely	Minor	Low
- Fatigue from working overtime	Unlikely	Moderate	Medium	<ul style="list-style-type: none"> Overtime schedule 		Highly Unlikely	Moderate	Low			
Conduct investigation/road duties outside CBSA office (involving and not involving direct physical interaction with individuals and public)	<ul style="list-style-type: none"> Conduct interviews with clients Apprehend clients Search clients Frisk clients Restrain clients Arrest clients Apply / remove handcuffs (or other restraining apparatus) Seize documents, materials, drugs, weapons, etc. 	Biological	- Catching contagious or infectious diseases	Unlikely	Major	High	<ul style="list-style-type: none"> Having information on file relating to health of client 	<ul style="list-style-type: none"> Latex gloves Mask 	Highly Unlikely	Major	Medium
		Chemical	- Suffering from skin/eye irritation due to accidental/intentional discharge of pepper spray	Unlikely	Moderate	Medium	<ul style="list-style-type: none"> Wearing of Defensive and Protective Equipment Procedures Policy on the Possession, Transportation, and Storage of Agency Firearms, Ammunition and Controlled Items CDT Training and refresher training 	<ul style="list-style-type: none"> Duty belt holster 	Highly Unlikely	Moderate	Low
			- Intoxication or skin/eye irritation from being exposed to unknown chemical or toxic substances	Unlikely	Major	High	<ul style="list-style-type: none"> CDT Training and refresher training ENF 7 Investigations and Arrests 	<ul style="list-style-type: none"> Latex Gloves Mask 	Highly Unlikely	Major	Medium
		Ergonomic	- Suffering from WMSD from extensive wear of duty belt (heavy or cumbersome)	Unlikely	Minor	Low			Unlikely	Minor	Low

Annex A
Risk Analysis for Inland Enforcement Officer Activities

Activity	Task	Hazard Group	Potential Hazard	RATING WITHOUT CONTROLS			Existing Hazard Controls		RATING WITH CONTROLS			
				LIKELIHOOD	SEVERITY	RISK	Administrative Controls	Engineered Controls	LIKELIHOOD	SEVERITY	RESIDUAL RISK	
	<ul style="list-style-type: none"> Conduct surveillance from vehicle Perform traffic stops 	Physical	- Dying or suffering from an injury due to physical assault or attack by aggressive/violent individuals or public	Unlikely	Catastrophic	High	- CDT Training and refresher training - CBSA Policy and Procedures on the Use of Force - Interview Skills and Behaviour Analysis - Interview Techniques - Security Awareness Briefing - Work Alone Policy - ENF 7 Investigations and Arrests	- Handcuffs - Protective vest - Extendable baton - OC spray - Duty firearm	Highly Unlikely	Catastrophic	High	
			- Suffering from an injury due to a slip, trip or fall	Unlikely	Minor	Low		- PPE footwear	Unlikely	Minor	Low	
			- Suffering injuries from manipulating/handling sharp or pointy object	Unlikely	Moderate	Medium	- CDT Training and refresher training - Security Awareness Briefing - ENF 7 Investigations and Arrests	- Kevlar gloves	Highly Unlikely	Minor	Low	
		Psychological	- Stress from being verbally threatened, abused or intimidated	Unlikely	Minor	Low	- Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) Program - Security Awareness Briefing		Highly Unlikely	Minor	Low	
			Ergonomic	- Suffering from WMSD from extensive wear of duty belt (heavy or cumbersome)	Unlikely	Minor	Low			Unlikely	Minor	Low
				Mechanical	- Suffering from an injury due to a vehicle related accident	Unlikely	Major	High	- Emergency Vehicle Operation Training - Accident Avoidance Training - Security Awareness Briefing - Surveillance Training		Highly Unlikely	Major
		Psychological	- Stress/fatigue from working overtime		Unlikely	Moderate	Medium	- Overtime schedule		Highly Unlikely	Moderate	Low
		<ul style="list-style-type: none"> Conduct surveillance by foot 	Ergonomic	- Suffering from WMSD from extensive wear of duty belt (heavy or cumbersome)	Unlikely	Minor	Low			Unlikely	Minor	Low
				Physical	- Suffering from an injury due to physical assault or attack by aggressive/violent individuals or public	Unlikely	Major	High	- CDT Training and refresher training - CBSA Policy and Procedures on the Use of Force - Security Awareness Briefing - Work Alone Policy - ENF 7 Investigations and Arrests	- Handcuffs - Protective vest - Extendable baton - OC spray - Duty firearm	Highly Unlikely	Major
	- Suffering from an injury due to a slip, trip or fall				Unlikely	Minor	Low		- PPE footwear	Unlikely	Minor	Low
	Psychological		- Stress from being recognized off-duty	Unlikely	Moderate	Medium	- Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) program		Highly Unlikely	Moderate	Low	
			- Stress from being verbally threatened, abused or intimidated	Unlikely	Moderate	Medium	- Employee Assistance Program (EAP)		Highly Unlikely	Moderate	Low	
			Biological	- Catching contagious or infectious diseases from individuals	Unlikely	Major	High	- Having information in file with respect to health of client	- Latex gloves - Mask	Highly Unlikely	Major	Medium
	Ergonomic			- Suffering from WMSD due to extensive wear of duty belt (heavy or cumbersome)	Unlikely	Minor	Low			Unlikely	Minor	Low
				Mechanical	- Suffering from an injury due to a vehicle related accident	Unlikely	Major	High	- Emergency Vehicle Operation Training - Accident Avoidance Training - Security Awareness Briefing		Highly Unlikely	Major
	Physical		- Suffering from an injury due to physical assault or attack by aggressive/violent individuals or public		Unlikely	Major	High	- CDT Training and refresher Training - CBSA Policy and Procedures on the Use of Force - Security Awareness Briefing - Work Alone Policy - ENF 7 Investigations and Arrests	- Handcuffs - Protective vest - Extendable baton - OC spray - Duty firearm	Highly Unlikely	Moderate	Low
		- Suffering from an injury due to a slip, trip or fall	Unlikely	Minor	Low		- PPE footwear	Unlikely	Minor	Low		
		Psychological	- Stress from being verbally threatened, abused or intimidated	Unlikely	Moderate	Medium	- Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) program		Highly Unlikely	Moderate	Low	
	<ul style="list-style-type: none"> Transport clients to and from various locations such as: <ul style="list-style-type: none"> Correctional facility Detention (or holding) centre CBSA offices Hospital Police stations Court houses 	Ergonomic	- Suffering from WMSD due to extensive wear of duty belt (heavy or cumbersome)	Unlikely	Minor	Low			Unlikely	Minor	Low	
			Mechanical	- Suffering from an injury due to a vehicle related accident	Unlikely	Major	High	- Emergency Vehicle Operation Training - Accident Avoidance Training - Security Awareness Briefing		Highly Unlikely	Major	Medium
		Physical		- Suffering from an injury due to physical assault or attack by aggressive/violent individuals or public	Unlikely	Major	High	- CDT Training and refresher Training - CBSA Policy and Procedures on the Use of Force - Security Awareness Briefing - Work Alone Policy - ENF 7 Investigations and Arrests	- Handcuffs - Protective vest - Extendable baton - OC spray - Duty firearm	Highly Unlikely	Moderate	Low
			- Suffering from an injury due to a slip, trip or fall	Unlikely	Minor	Low		- PPE footwear	Unlikely	Minor	Low	
		Psychological	- Stress from being verbally threatened, abused or intimidated	Unlikely	Moderate	Medium	- Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) program		Highly Unlikely	Moderate	Low	

Annex A
Risk Analysis for Inland Enforcement Officer Activities

Activity	Task	Hazard Group	Potential Hazard	RATING WITHOUT CONTROLS			Existing Hazard Controls		RATING WITH CONTROLS		
				LIKELIHOOD	SEVERITY	RISK	Administrative Controls	Engineered Controls	LIKELIHOOD	SEVERITY	RESIDUAL RISK
	• Meet and liaise with clients, contact and informants	Biological	- Catching contagious or infectious diseases	Unlikely	Major	High	- Having information on file relating to health of client	- Latex gloves - Mask	Highly Unlikely	Major	Medium
		Ergonomic	- Suffering from WMSD from extensive wear of duty belt (heavy or cumbersome)	Unlikely	Minor	Low			Unlikely	Minor	Low
		Mechanical	- Suffering from an injury due to a vehicle related accident	Unlikely	Major	High	- Emergency Vehicle Operation Training - Accident Avoidance Training - Security Awareness Briefing		Highly Unlikely	Major	Medium
		Physical	- Suffering from an injury due to physical assault or attack by aggressive/violent individuals or public	Unlikely	Major	High	- CDT Training and refresher training- CBSA Policy and Procedures on the Use of Force - Security Awareness Briefing - Work Alone Policy - ENF 7 Investigations and Arrests	- Handcuffs - Protective vest - Extendable baton - OC spray - Duty firearm	Highly Unlikely	Major	Medium
		Psychological	- Stress from being verbally threatened, abused or intimidated	Unlikely	Moderate	Medium	- Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) program		Highly Unlikely	Moderate	Low
	• Search residences, warehouses, factories, etc.	Biological	- Catching contagious or infectious disease	Unlikely	Major	High		- Latex gloves - Mask	Highly Unlikely	Moderate	Low
		Chemical	- Intoxication or skin/eye irritation from being exposed to unknown chemical or toxic substances	Unlikely	Moderate	Medium	- ENF 7 Investigations and Arrests	- Latex gloves - Mask	Highly Unlikely	Moderate	Low
		Ergonomic	- Suffering from WMSD due to extensive wear of duty belt (heavy or cumbersome)	Unlikely	Minor	Low			Unlikely	Minor	Low
		Mechanical	- Suffering from an injury due to industry / factory / farm / warehouse related accident	Unlikely	Major	High	- ENF 7 Investigations and Arrests		Highly Unlikely	Moderate	Low
		Physical	- Dying or suffering injuries from being shot, physically assaulted or attacked by aggressive/violent individuals	Unlikely	Catastrophic	High	- CDT Training and refresher Training - CBSA Policy and Procedures on the Use of Force - Security Awareness Briefing - Characteristics of an Armed Individual - Work Alone Policy - ENF 7 Investigations and Arrests	- Handcuffs - Protective vest - Extendable baton - OC spray - Duty firearm	Highly Unlikely	Catastrophic	High
			- Suffering from an injury due to a slip, trip or fall	Unlikely	Minor	Low		- PPE footwear	Unlikely	Minor	Low
		Psychological	- Suffering from psychological disorder from observing poor situations and living conditions	Likely	Moderate	Medium	- Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) program - Security Awareness Briefing		Unlikely	Moderate	Low
	- Stress from being verbally threatened, abused or intimidated		Unlikely	Moderate	Medium	- Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) program - Security Awareness Briefing		Highly Unlikely	Moderate	Low	
	• Liaise by radio and/or cell phone	Psychological	- Stress from poor or lack of communication when out of communication range or outside regular business hours	Likely	Minor	Medium	- Radio Communication Policy		Unlikely	Minor	Low
	• Testify at legal proceedings in various courts of law	Biological	- Catching contagious or infectious diseases from individuals	Highly Unlikely	Major	Medium	- Having information on file relating to health of client		Highly Unlikely	Major	Medium
		Physical	- Suffering from an injury due to physical assault or attack by aggressive/violent individuals or public	Highly Unlikely	Major	Medium	- CDT Training and refresher training - CBSA Policy and Procedures on the Use of Force - Security Awareness Briefing - Work Alone Policy - ENF 7 Investigations and Arrests		Highly Unlikely	Moderate	Low
			Psychological	- Stress from being verbally threatened, abused or intimidated	Unlikely	Moderate	Medium	- Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) program - Security Awareness Briefing		Highly Unlikely	Moderate

Annex A
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				LIKELIHOOD	SEVERITY	RISK	Administrative Controls	Engineered Controls	LIKELIHOOD	SEVERITY	RESIDUAL RISK
Conduct removals duties in CBSA office (not involving direct physical interaction with individuals and public)	<ul style="list-style-type: none"> Review case files Liaise by email, fax and telephone to obtain necessary travel documents and make required travel arrangements 	Ergonomic	- Suffering from WMSD from extended computer usage or sitting position	Unlikely	Minor	Low		- Ergonomic cubical and equipment (chair, mouse, keyboard, etc.) available upon special requirement	Unlikely	Minor	Low
		Psychological	- Stress from high workload	Likely	Moderate	Medium	- Employee Assistance Program (EAP)		Unlikely	Moderate	Medium
	Search luggage	Biological	- Catching contagious or infectious diseases	Highly Unlikely	Major	Medium	- ENF 12 Search, Seizure, Fingerprinting and Photography	- Kevlar gloves - Masks	Highly Unlikely	Moderate	Low
		Chemical	- Intoxication or skin/eye irritation from being exposed to unknown chemical or toxic substances	Highly Unlikely	Moderate	Low	- ENF 12 Search, Seizure, Fingerprinting and Photography	- Kevlar gloves - Mask	Highly Unlikely	Minor	Low
		Ergonomic	- Suffering from WMSD from extensive wear of duty belt (heavy or cumbersome) or from moving/lifting heavy luggage	Unlikely	Minor	Low			Unlikely	Minor	Low
		Physical	- Being cut or injured by sharp or unknown objects	Unlikely	Moderate	Medium	- Security Awareness Briefing - ENF 12 Search, Seizure, Fingerprinting and Photography	- Kevlar gloves	Highly Unlikely	Minor	Low
Conduct removals duties outside CBSA office (involving direct physical interaction with individuals and public)	<ul style="list-style-type: none"> Conduct interviews at: <ul style="list-style-type: none"> Correctional facility Detention centre CBSA offices Frisk clients Restrain clients <ul style="list-style-type: none"> Apply / remove handcuffs (or other restraining apparatus) 	Biological	- Catching contagious or infectious diseases from individuals	Unlikely	Major	High	- Having information on file relating to health of client	- Latex gloves - Mask	Highly Unlikely	Major	Medium
		Ergonomic	- Suffering from WMSD from the extensive wear of duty belt (heavy or cumbersome)	Unlikely	Minor	Low			Unlikely	Minor	Low
		Physical	- Suffering from an injury due to physical assault or attack by aggressive/violent individuals or public	Unlikely	Major	Medium	- CDT Training and refresher Training and refresher Training - CBSA Policy and Procedures on the Use of Force - Interview Skills and Behaviour Analysis - Interview Techniques - Security Awareness Briefing - Assistance from Security staff - Work Alone Policy - ENF 10 Removals	- Handcuffs - Protective vest - Extendable baton - OC spray - Duty firearm	Highly Unlikely	Moderate	Low
			- Suffering from an injury due to a slip, trip or fall	Unlikely	Minor	Low		- PPE footwear	Unlikely	Minor	Low
		Psychological	- Stress from being verbally threatened, abused or intimidated	Unlikely	Moderate	Medium	- Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) program - Security Awareness Briefing		Highly Unlikely	Moderate	Low
		Psychological	- Stress from lack of cooperation, verbal abuse or intimidation	Unlikely	Moderate	Medium	- Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) program		Highly Unlikely	Moderate	Low
	Search luggage	Biological	- Catching contagious or infectious diseases	Highly Unlikely	Major	Medium	- ENF 12 Search, Seizure, Fingerprinting and Photography	- Kevlar gloves - Mask	Highly Unlikely	Moderate	Low
		Chemical	- Intoxication or skin/eye irritation from being exposed to unknown chemical or toxic substances	Highly Unlikely	Moderate	Low	- ENF 12 Search, Seizure, Fingerprinting and Photography	- Kevlar gloves - Mask	Highly Unlikely	Minor	Low
		Ergonomic	- Suffering from WMSD from extensive wear of duty belt (heavy or cumbersome) and moving/lifting heavy luggage	Unlikely	Minor	Low			Unlikely	Minor	Low
		Physical	- Being cut or injured by sharp or unknown objects	Unlikely	Moderate	Medium	- Security Awareness Briefing - ENF 12 Search, Seizure, Fingerprinting and Photography	- Kevlar gloves	Highly Unlikely	Minor	Low
	Transport clients	Biological	- Catching contagious or infectious diseases from individuals	Unlikely	Major	High	- Having information in file with respect to health of client	- Kevlar gloves - Mask	Highly Unlikely	Major	Medium
		Ergonomic	- Suffering from WMSD from extensive wear of duty belt (heavy or cumbersome) or from being in a sitting position for extended periods	Unlikely	Minor	Low			Unlikely	Minor	Low

Annex A
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Activity	Task	Hazard Group	Potential Hazard	RATING WITHOUT CONTROLS			Existing Hazard Controls		RATING WITH CONTROLS		
				LIKELIHOOD	SEVERITY	RISK	Administrative Controls	Engineered Controls	LIKELIHOOD	SEVERITY	RESIDUAL RISK
Participate in Special Task Force or Joint Force Operations (JFO) with other enforcement agencies		Mechanical	- Suffering from an injury due to a vehicle related accident	Unlikely	Major	High	- Emergency Vehicle Operation Training - Accident Avoidance Training - Security Awareness Briefing		Highly Unlikely	Major	Medium
		Physical	- Suffering from an injury due to physical assault or attack by aggressive/violent individuals or public	Unlikely	Major	High	- CDT Training and refresher Training - CBSA Policy and Procedures on the Use of Force - Security Awareness Briefing - Work Alone Policy - ENF 10 Removals	- Handcuffs - Protective vest - Extendable baton - OC spray - Duty firearm	Highly Unlikely	Moderate	Low
			- Suffering from an injury due to a slip, trip or fall	Unlikely	Minor	Low		- PPE footwear	Unlikely	Minor	Low
		Psychological	- Stress from being verbally threatened or abused	Unlikely	Moderate	Medium	- Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) program		Highly Unlikely	Moderate	Low
	• Escort clients by vehicle	Biological	- Catching contagious or infectious diseases from individuals	Unlikely	Major	High	- Having information in file with respect to health of client	- Latex gloves - Mask	Highly Unlikely	Major	Medium
		Ergonomic	- Suffering from WMSD from extensive wear of duty belt (heavy or cumbersome) or from being in a sitting position for extended periods	Unlikely	Minor	Low			Unlikely	Minor	Low
		Mechanical	- Suffering from an injury due to a vehicle related accident	Unlikely	Major	High	- Emergency Vehicle Operation Training - Accident Avoidance Training - Security Awareness Briefing		Highly Unlikely	Major	Medium
		Physical	- Suffering from an injury due to physical assault or attack by aggressive/violent individuals or public	Unlikely	Major	High	- CDT Training and refresher Training - CBSA Policy and Procedures on the Use of Force - Work Alone Policy - Security Awareness Briefing - ENF 10 Removals	- Handcuffs - Protective vest - Extendable baton - OC spray - Duty firearm	Highly Unlikely	Moderate	Low
			Psychological	- Stress from being verbally threatened or abused	Unlikely	Moderate	Medium	- Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) program		Highly Unlikely	Moderate
			- Fatigue from working overtime	Unlikely	Moderate	Medium	- Rest Periods as defined by Treasury Board Travel Directives		Unlikely	Moderate	Medium
	• Escort clients by air	Biological	- Catching contagious or infectious diseases	Likely	Major	High	- Vaccinations	- Latex gloves - Mask	Unlikely	Moderate	Medium
		Ergonomic	- Suffering from WMSD from being in a sitting position for extended periods	Unlikely	Minor	Low			Unlikely	Minor	Low
		Physical	- Suffering from an injury due to physical assault or attack by aggressive/violent individuals or public	Unlikely	Moderate	Medium	- CDT Training and refresher Training - CBSA Policy and Procedures on the Use of Force - Work Alone Policy - Security Awareness Briefing - Accident Avoidance Awareness - ENF 10 Removals	- Handcuffs	Unlikely	Moderate	Medium
		Psychological	- Stress from being verbally threatened or abused	Unlikely	Moderate	Medium	- Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) program		Highly Unlikely	Moderate	Low
			- Drop in attention due to fatigue from travel duration and jet lag (includes time during and after the trip)	Likely	Minor	Medium	- Rest Periods as defined by Treasury Board Travel Directive		Unlikely	Minor	Low
			- Stress due to travel complications (i.e. flight cancellations, delays)	Unlikely	Minor	Low			Unlikely	Minor	Low
			- Stress due to other unforeseen problems (i.e. complications at transit points)	Unlikely	Minor	Low	- ENF 10 Removals		Highly Unlikely	Minor	Low

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				LIKELIHOOD	SEVERITY	RISK	Administrative Controls	Engineered Controls	LIKELIHOOD	SEVERITY	RESIDUAL RISK
Note: Officers assigned to the Immigration Task Force exclusively work on high-risk cases in conjunction with other enforcement agencies		Chemical	- Intoxication or skin/eye irritation from being exposed to unknown chemical or toxic substances (farms, drug houses, factories, etc.)	Unlikely	Major	High	- ENF 7 Investigations and Arrests	- Gloves - Mask	Highly Unlikely	Moderate	Low
		Mechanical	- Suffering from an injury due to a vehicle related accident	Unlikely	Major	High	- Emergency Vehicle Operation Training - Accident Avoidance Training - Security Awareness Briefing		Highly Unlikely	Major	Medium
		Physical	- Dying or suffering from an injury due to physical assault or attack by aggressive/violent individuals or public	Unlikely	Catastrophic	High	- CDT Training and refresher training - CBSA Policy and Procedures on the Use of Force - Debriefs with Task Force Team - Cross-training with partnering enforcement agencies - Building entry training - High-risk vehicle stops training - Security Awareness Briefing - Work Alone Policy - ENF 7 Investigations and Arrests - JFO Memorandums of Understanding (MOU)	- Handcuffs - Protective vest - Extendable baton - OC spray - Duty firearm	Highly Unlikely	Catastrophic	High
Duties exclusively assigned to Security Certificate cases (no interaction with client or supporters)	• Intercept and monitor mail and packages addressed to client	Biological	- Catching contagious or infectious diseases from unknown substances	Unlikely	Major	High	- National Security Certificate Case Monitoring Manual	- Latex gloves - Mask	Highly Unlikely	Major	Medium
		Chemical	- Intoxication or skin/eye irritation from being exposed to unknown chemical or toxic substances	Unlikely	Major	High	- National Security Certificate Case Monitoring Manual	- Mask	Highly Unlikely	Moderate	Low
		Ergonomic	- Suffering from WMSD from extensive wear of duty belt (heavy or cumbersome)	Unlikely	Minor	Low	- National Security Certificate Case Monitoring Manual		Unlikely	Moderate	Low
		Mechanical	- Suffering from an injury due to a vehicle related accident	Unlikely	Moderate	Medium	- National Security Certificate Case Monitoring Manual - Emergency Vehicle Operation Training - Accident Avoidance Training		Unlikely	Moderate	Medium
		Physical	- Suffering injuries from potential explosives contained in client's mail	Highly Unlikely	Catastrophic	Medium	- National Security Certificate Case Monitoring Manual		Highly Unlikely	Catastrophic	Medium
		Psychological	- Stress from not knowing contents of mail	Unlikely	Moderate	Medium	- Security Awareness Briefing - Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) program		Highly Unlikely	Moderate	Low
	Ergonomic	- Suffering from WMSD from extended computer usage or sitting position	Unlikely	Minor	Low			Unlikely	Minor	Low	
	Psychological	- Stress from working overtime	Likely	Moderate	Medium	- Overtime schedule		Likely	Moderate	Medium	
Duties exclusively assigned to Security Certificate cases (interaction with client or supporters)	• Conduct covert and overt surveillance of client during outings • Monitor visitors and contacts during surveillance • Attend court or Parliament in relation to a specific Security Certificate case	Biological	- Catching contagious or infectious diseases from individuals	Unlikely	Major	High	- National Security Certificate Case Monitoring Manual	- Latex gloves - Mask	Highly Unlikely	Major	Medium
		Chemical	- Intoxication or skin/eye irritation from being exposed to unknown or toxic substances	Unlikely	Major	High	- National Security Certificate Case Monitoring Manual - ENF 7 Investigations and Arrests	- Gloves - Mask	Highly Unlikely	Major	Medium
		Ergonomic	- Suffering from WMSD from extensive wear of duty belt (heavy or cumbersome) or from being in a sitting position for extended periods while doing surveillance	Unlikely	Minor	Low			Unlikely	Minor	Low

Annex A
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Activity	Task	Hazard Group	Potential Hazard	RATING WITHOUT CONTROLS			Existing Hazard Controls		RATING WITH CONTROLS		
				LIKELIHOOD	SEVERITY	RISK	Administrative Controls	Engineered Controls	LIKELIHOOD	SEVERITY	RESIDUAL RISK
		Mechanical	- Suffering from an injury due to a vehicle related accident	Unlikely	Major	High	- Emergency Vehicle Operation Training - Accident Avoidance Training - Security Awareness Briefing - Surveillance Training		Highly Unlikely	Major	Medium
		Physical	- Suffering from an injury due to physical assault or attack by aggressive/violent individuals or public	Unlikely	Major	High	- National Security Certificate Case Monitoring Manual - CDT Training and refresher training - CBSA Policy and Procedures on the Use of Force - Security Awareness Briefing - Work Alone Policy	- Handcuffs - Protective vest - Extendable baton - OC spray - Duty firearm	Highly Unlikely	Major	Medium
		Psychological	- Suffering from fatigue from doing overtime for overt surveillance	Likely	Moderate	Medium	- National Security Certificate Case Monitoring Manual - Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) program - Overtime schedule		Likely	Moderate	Medium
			- Stress from being known by client supporters	Likely	Moderate	Medium	- Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) program		Unlikely	Moderate	Medium
• Attend new training or re-certification training		Physical	- Suffering injuries while practicing physical techniques	Likely	Minor	Medium			Likely	Minor	Medium
		Psychological	- Stress to successfully complete training	Unlikely	Minor	Medium	- Employee Assistance Program (EAP)		Highly Unlikely	Minor	Low
• General activities specifically related to firearms	• Attend duty firearm training and practice sessions • Shipping, storing, transporting, using and wearing duty firearm	Chemical	- Suffering from skin/eye irritation or inhalation from firearm cleaning products	Highly Unlikely	Minor	Low	- Duty firearm training included proper maintenance procedures - Policy on the Possession, Transportation, and Storage of Agency Firearms, Ammunition and Controlled Items	- Gloves	Highly Unlikely	Minor	Low
		Physical	- Dying or suffering injuries from a firearm-related accident	Unlikely	Catastrophic	High	- Duty firearm training - Policy on the Handling of Agency and Protected Firearms - Policy on the Possession, Transportation, and Storage of Agency Firearms, Ammunition and Controlled Items - Shipping, Storage, Transportation of Duty Firearms Procedures - Wearing of Defensive and Protective Equipment Procedures	- Firearm lockers - Portable lock boxes	Highly Unlikely	Catastrophic	High
		Psychological	- Stress of wearing a firearm	Unlikely	Minor	Low	- Employee Assistance Program (EAP)		Unlikely	Minor	Low
			- Stress from not being issued a firearm	Unlikely	Minor	Low	- Employee Assistance Program (EAP)		Unlikely	Minor	Low
			- Stress from working alongside co-workers that are unarmed	Likely	Minor	Medium	- Employee Assistance Program (EAP)		Likely	Minor	Medium
			- Stress from working alongside co-workers that are armed	Unlikely	Minor	Low	- Employee Assistance Program (EAP)		Unlikely	Minor	Low
			- Stress due to infrequent practice time	Very Likely	Minor	Medium	- Employee Assistance Program (EAP)		Very Likely	Minor	Medium

Annex B
Risk Analysis for Hearings Officer and Hearings Advisor Activities

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Annex B
Risk Analysis for Hearings Officer and Hearings Advisor Activities

Activity	Task	Hazard Group	Potential Hazard	RATING WITHOUT CONTROLS			Existing Hazard Controls		RATING WITH CONTROLS		
				LIKELIHOOD	SEVERITY	RISK	Administrative Controls	Engineered Controls	LIKELIHOOD	SEVERITY	RESIDUAL RISK
Conduct administrative duties and prepare for legal proceedings in office (not involving direct physical interaction with individuals and public)	<ul style="list-style-type: none"> Prepare case files Review case files Write reports Complete forms Analyze case evidence Liaise by email, fax and telephone 	Ergonomic	- Suffering from work-related musculoskeletal disorders (WMSD) (ex. carpal tunnel syndrome, neck/shoulder soreness) from extended computer usage, sitting position, lifting/ carrying heavy boxes or case files	Unlikely	Minor	Low	- Proper lifting techniques - Internal courier services - Ergonomic assessment of workstation available upon request	- Briefcase on wheels - Ergonomic workstation and equipment (chairs, mouse, keyboard, etc.)	Highly Unlikely	Minor	Low
		Psychological	- Stress from excessive workload - Stress from limited time to prepare for legal proceedings	Unlikely	Moderate	Medium	- Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) program		Unlikely	Moderate	Medium
Prepare for legal proceedings (involving direct physical interaction with individuals and public)	<ul style="list-style-type: none"> Conduct interviews with clients at: <ul style="list-style-type: none"> CBSA offices Detention (or holding) centre Correctional facility 	Biological	- Catching contagious or infectious diseases from individuals	Unlikely	Major	High	- Maintain information in files pertaining to health of client as part of risk assessment	- Mask	Highly Unlikely	Major	Medium
		Ergonomic	- Suffering from WMSD from lifting and carrying heavy boxes or case files	Unlikely	Minor	Low	- Proper lifting techniques - Internal courier services	- Briefcase on wheels - Ergonomic workstation and equipment (chairs, mouse, keyboard, etc.)	Highly Unlikely	Minor	Low
		Mechanical	- Suffering from an injury due to a vehicle related accident	Highly Unlikely	Major	Medium			Highly Unlikely	Major	Medium
		Physical	- Suffering injuries from being physically assaulted or attacked by aggressive/ violent appellant or public (incl. relatives, friends, or supporters)	Unlikely	Major	High	- Request additional security for high-risk cases	- Local staff and security	Highly Unlikely	Major	Medium
		Psychological	- Stress from cases involving clients with criminal background, gang ties, etc. - Stress/fear from being verbally threatened/abused or intimidated by appellant or public witnesses	Unlikely	Moderate	Medium	- Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) program		Unlikely	Moderate	Medium
Case Presentation: - Detention Reviews - Hearings - Appeals - Dispute Resolutions	<ul style="list-style-type: none"> Transport case files to and from legal proceedings 	Ergonomic	- Suffering from WMSD from lifting and carrying heavy files	Unlikely	Minor	Low		- Briefcase on wheels	Highly Unlikely	Minor	Low
		Mechanical	- Suffering from an injury due to a vehicle related accident	Highly Unlikely	Major	Medium			Highly Unlikely	Major	Medium
	<ul style="list-style-type: none"> Attend legal proceedings with client/public and IRB Member physically present at: <ul style="list-style-type: none"> IRB Office Detention (or holding) centre Other (i.e. provincial court, federal court, law firm) 	Biological	- Catching contagious or infectious diseases from individuals	Unlikely	Major	High	- Maintain information in files pertaining to health of client as part of risk assessment		Highly Unlikely	Major	Medium
		Ergonomic	- Suffering from WMSD from being in a sitting position for an extended period	Unlikely	Minor	Low			Unlikely	Minor	Low
		Mechanical	- Suffering from an injury due to a vehicle related accident	Highly Unlikely	Major	Medium			Highly Unlikely	Major	Medium
		Physical	- Suffering injuries from being physically assaulted or attacked by aggressive/violent appellant or public witnesses (incl. relatives, friends, or supporters)	Unlikely	Major	High	- On-site security; - Ability to request additional security and/or police presence from IRB for high-risk cases	- IRB Member panic button;	Highly Unlikely	Major	Medium
		Psychological	- Stress/fear from being verbally threatened/abused or intimidated by appellant or public witnesses (incl. relatives, friends, or supporters)	Unlikely	Major	High	- Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) program		Highly Unlikely	Major	Medium
		<ul style="list-style-type: none"> Attend legal proceedings with client/public physically present and IRB Member present by video conference at: <ul style="list-style-type: none"> IRB Office Detention (or holding) centre Other (i.e. provincial court, federal court, law firm) 	Biological	- Catching contagious or infectious diseases from individuals	Unlikely	Major	High	- Maintain information in files pertaining to health of client as part of risk assessment		Highly Unlikely	Major
	Ergonomic		- Suffering from WMSD from being in a sitting position for an extended period	Unlikely	Minor	Low			Unlikely	Minor	Low
	Physical		- Suffering injuries from being physically assaulted or attacked by aggressive/violent appellant or public witnesses (incl. relatives, friends, or supporters)	Unlikely	Major	High	- Security guards - Ability to request additional security and/or police presence from IRB for high-risk cases		Highly Unlikely	Major	Medium

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				LIKELIHOOD	SEVERITY	RISK	Administrative Controls	Engineered Controls	LIKELIHOOD	SEVERITY	RESIDUAL RISK
		Psychological	- Stress/fear from being verbally threatened/abused or intimidated by appellant or public witnesses (incl. relatives, friends, or supporters)	Unlikely	Major	High	- Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) program		Highly Unlikely	Major	Medium
	<ul style="list-style-type: none"> • Attend legal proceedings without client/public (by video conference): - IRB Office - Other (i.e. provincial court, federal court, law firm) 	Psychological	- Stress/fear from being verbally threatened/abused or intimidated by appellant or public witnesses (incl. relatives, friends, or supporters)	Unlikely	Moderate	Medium	- Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) program		Highly Unlikely	Moderate	Low