

## Journey Management Guideline

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<b>Custodian</b>	HSER Programs		
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1.0	New document	2019-10-14	Group Lead, H&S Programs & Solutions

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### 1.0 Purpose

The purpose of this guideline is to provide a systematic approach to managing the risk associated with the work-related journeys we take by eliminating or minimizing the exposure to driving-related hazard. It supports Cenovus’s commitment to the requirements of the Life Saving Rules.

### 2.0 Scope

The scope of this guideline is applicable to all Cenovus staff who operate vehicles under the guidelines of the Cenovus Fleet Vehicle Standard and the Cenovus Safe Driving Standard. Contractors working at Cenovus worksites, where contractor personnel may be required to operate motor vehicles, are expected to develop their own safe operating practices, procedures, and programs that outline the expectations surrounding journey management.

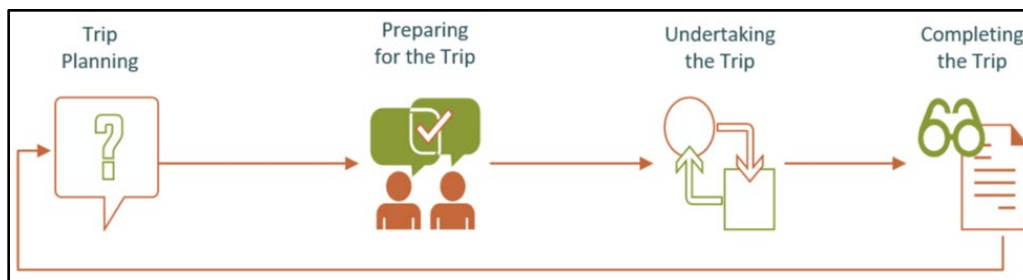
This guideline is **not** applicable to *routine work-related travel* covered under the Cenovus Working Alone Standard.

### 3.0 Guideline Requirements

Journey management is an organized approach to work-related travel with the objective of eliminating driving-related events that have the potential to bring harm to our employees, property, and the general public. As an organization, injury and damage can be minimized by identifying and managing hazards and eliminating exposure to unnecessary travel. An effective Journey Management Program allows us to assess and reduce driving-related risks within Cenovus by ensuring the following:

- Only business essential trips are completed
- Alternatives to land travel are considered
- Drivers are qualified to drive the vehicles required
- Drivers and supervisors understand their responsibilities
- Risks associated with the journey are assessed and plans are developed for risk control

To successfully reduce driving-related risks within Cenovus, journeys should be managed systematically throughout all stages of a trip:



**Figure 1: Journey management process**

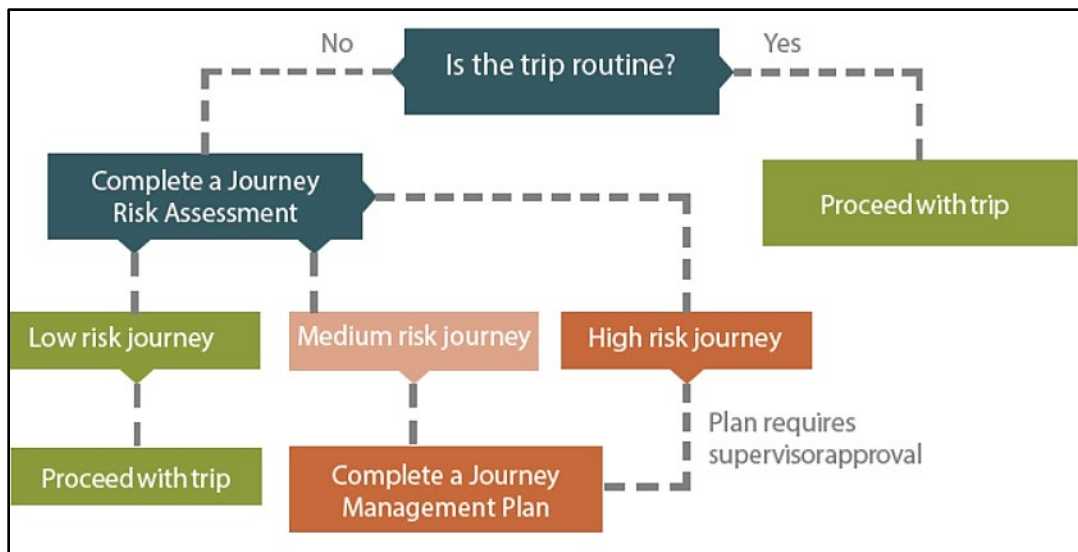
### 3.1 Planning the trip

As part of the process to assess and minimize driving-related risk, a journey must be assessed for business necessity. Considerations should be given to alternative methods that still achieve business objectives such as teleconferencing, utilizing non-driving alternatives such as air or bus travel, or postponing the trip until conditions improve. If deemed necessary and alternatives to driving are not feasible, additional actions must be taken.

#### 3.1.1 Risk management

The Safe Journeys Flowchart provides a risk-based framework to identify the required control. If deemed that the journey is necessary and that no other feasible alternatives to driving exist, it must then be determined if the journey is routine or non-routine in nature:

- **Routine Journey:** considered to be a short trip for the purpose of work that the driver routinely completes, where road and weather conditions are considered normal for the time of year. Examples include; travelling on maintained roads within the facilities footprint, completing daily rounds.
- **Non-Routine Journey:** trips that fall outside the definition of routine journey as conditions or required actions are considered a deviation from routine travel; such as where the driver may be impacted by fatigue, poor road or weather conditions. A Journey Risk Assessment must be completed for all non-routine journeys. Risk assessments are completed by the driver.



**Figure 2: Safe journeys flowchart**

The score from the risk assessment provides the necessary information to determine the controls that are required to be in place before a journey has commenced. A journey may fall into one of three risk categories; a **Low-Risk Journey**, a **Medium-Risk Journey**, and a **High-Risk Journey**:

**Table 1: Required risk category controls**

Risk category	Points	Required controls
<b>Low-risk journey</b>	< 11 points	<ul style="list-style-type: none"> <li>Apply appropriate hazard controls; driver may complete a written <i>Journey Management Plan</i> at their discretion or the discretion of their supervisor</li> </ul>
<b>Medium-risk journey</b>	12-30 points	<ul style="list-style-type: none"> <li>Driver is required to complete a written <i>Journey Management Plan</i></li> <li>Driver to communicate the plan to supervisor or designate</li> </ul>
<b>High-risk journey</b>	> 30 points	<ul style="list-style-type: none"> <li>Driver is required to complete a written <i>Journey Management Plan</i></li> <li>Completed Journey Management Plan is required to be reviewed and approved by driver’s Supervisor</li> <li>Supervisor to acknowledge that the trip is necessary</li> <li>Driver and supervisor to agree on approved communication method and establish check-in requirements</li> </ul>

### 3.2 Preparing for the trip

#### 3.2.1 Journey management plans

Journeys determined to be medium or high risk must be assessed using a Journey Management Plan. Journey management plans must be completed by the driver and must be in place prior to the start of the journey.

Journey management plans may require supervisor approval depending on the risk level identified. While drivers are required to complete a journey management plan for both medium-risk and high-risk journeys, journey management plans for high-risk journeys must be reviewed and approved by the driver’s supervisor. Journey management plans will be managed in accordance with COMS 5.1 Data and Information Management.

Supervisors may choose to require journey management plans for all journeys their employees take and may identify additional criteria that would prompt the need for supervisory approval. In making their decision they should consider:

- Driver experience
- Past experiences with the driver

- Frequency of travel
- High-risk acts or conditions of concern, even if the journey does not meet the High-Risk Journey threshold as identified through the Journey Risk Assessment

### **3.2.1.1 Journey management plan requirements**

Journey management plans must include:

- Departure and destination information
- Route information
- Planned stops
- Anticipated hazards/controls (e.g. emergency preparedness measures)
- Loads (if applicable)
- Timeline (estimated time of arrival)
- Check-in requirements
- Communication methods (e.g. cell phone, handheld radio, etc.)
- Driver and passenger information
- Contact information
- Supervisor approval details (as required)

### **3.2.1.2 Check-in requirements**

As best practice, travel plans should always be communicated before commencing a journey of any risk level.

When required, check-in methods and frequency requirements are to be determined and documented on the Journey Management Plan and agreed to by the driver and the Supervisor, appropriate with the risk associated with the journey. Check-in's are to be conducted with the driver's supervisor, or delegate, as necessary.

## **3.2.2 Preparing for the journey**

Just before commencing a journey:

- Visually inspect vehicle
- Ensure loads are secure
- Evaluate road conditions

## **3.3 Undertaking the trip**

Drivers are required to notify the appropriate person when the trip has commenced. Drivers are required to follow the controls detailed within their Journey Management Plan, while continuously monitoring the risks throughout the trip as conditions change.

Drivers are required to report any driving incident immediately to driver's direct supervisor in accordance with the Cenovus Incident Management Practice.

### 3.3.1 Overdue or missing driver

Drivers may be required to check-in at set intervals throughout the trip or upon completion of the trip as determined by the Journey Management Plan. If the driver fails to check-in at the pre-established time, the Overdue Driver Response Process must be followed.

### 3.4 Completing the trip

Upon completion of a trip, drivers are expected to:

- Perform final check-in
- Identify and communicate any improvement opportunities

## 4.0 References

### 4.1 Definitions and acronyms

**Table 2: Terms and Definitions**

Term	Definition
Cenovus Fleet Vehicle	Any vehicle owned or leased by Cenovus.
Cenovus staff	For the purpose of this document, Cenovus staff are considered both employees (hired directly by Cenovus) and individuals working indirectly for Cenovus (as an employee equivalent) through an approved staffing agency.
Competent	Adequately qualified, suitably trained and with sufficient experience to safely perform work without supervision or with only a minimal degree of supervision.
Contractor	A person, partnership or group of persons who, through a contract, an agreement or ownership, directs the activities of one or more employers involved in work at a worksite. Also known as a Supplier and/or Vendor.
Journey	Travel for Cenovus business purposes, in a company-sanctioned vehicle when the driver is travelling during working hours. A journey may be a single trip from point A to point B or may consist of a series of anticipated stops within a single day.
Routine Journey	A trip for the purpose of work that the driver routinely completes, where road and weather conditions are considered normal for the time of year.
Non-Routine Journey	A trip that falls outside the definition of routine journey as conditions or required actions are considered a deviation from routine travel.

## 4.2 Related information

The following references support this guideline.

- 5.1 Data and Information Management COMS Standard
- [Alberta O&HS Regulation and Code – Part 28](#)
- Cenovus Fleet Vehicle Standard
- Cenovus HSER Document and Change Management (MOC) Process
- Cenovus HSER programs & documentation
  - Incident Management Practice
  - Working Alone Standard
- Energy Safety Canada – Journey Management: A Program Development Guide
- Live-saving rules INC page
- [WorkSafe BC](#)



**Appendix A: Journey risk assessment form**

Journey risk assessment form for standalone form (page 1)

## Journey Risk Assessment

```

graph TD
    A[Is the trip routine?] -- Yes --> B[Proceed with trip]
    A -- No --> C[Complete a Journey Risk Assessment]
    C --> D[Low risk journey]
    C --> E[Medium risk journey]
    C --> F[High risk journey]
    D --> G[Proceed with trip]
    E --> H[Complete a Journey Management Plan]
    F --> I[Plan requires supervisor approval]
        
```

- One of our [10 Life-saving rules](#) – Follow safe driving rules – requires staff to engage in safe driving behaviours, including following Cenovus Journey Management Guideline, when required.
- What's routine? A Routine Journey is considered to be a short trip for the purpose of work that the driver routinely completes, where road and weather conditions are considered normal for the time of year.

**INSTRUCTIONS:**

1. Use the flowchart above to determine the steps you need to take to ensure a safe journey.
2. For a non-routine journey, complete the assessment below to determine the risk of your journey and the steps you need to take.

JOURNEY	Low Risk (0 points)	Medium Risk (2 Points)	High Risk (5 Points)
How far is your intended journey?	< 2 hours	2-5 hours	> 5 hours
Are you familiar with the route?	Familiar or GPS available	Somewhat familiar	Unfamiliar
What time of day will the majority of the journey take place?	Day	Dusk or dawn	Night
Communication device type or method	Cell & radio coverage	Intermittent cell and/or radio coverage	No to very little cell or radio coverage
Are you travelling alone?	No	Yes	
<b>Sub-Total:</b>			

CONDITIONS			
Road conditions	Paved, clear and dry	Gravel roads, rain, partially snow and/or ice covered	Radio controlled, ice or forestry roads At-risk road condition i.e.: washout, extreme mud, snow and/or ice covered
Weather conditions	Dry & seasonal	Percipitation, moderately adverse	Unseasonably adverse, weather warning in effect
Visibility	Good	Fair	Poor, blizzard-like conditions, heavy fog
<b>Sub-Total:</b>			
VEHICLE			
Vehicle conditions (tires, brakes, windshield, lights etc.)	Good	Fair	Poor
Is the in-vehicle monitoring system installed?	Yes		No
Have you driven this type of vehicle before?	Yes (frequently)	Yes (periodically)	No
Are you comfortable driving this vehicle?	Yes	Somewhat	No
<b>Sub-Total:</b>			
FIT FOR DUTY			
Are you taking medication that could impair your ability to drive safely	No		Yes
Have you had enough sleep in the last 24 hours?	> 6 hours	4-6 hours	< 4 hours
How many hours will you be awake at the end of the journey?	< 14 hours	> 14 hours	> 16 hours
<b>TOTAL:</b>			

	Do not proceed with journey
>30 Points	High Risk Journey - Do not travel without the appropriate supervisor's approval. An Approved Journey Management Plan is required
12 - 30 Points	Medium Risk Journey - A Journey Management Plan must be developed and communicated. Supervisor approval is not required
11 Points	Proceed with journey. No additional controls required

**Appendix B: Journey management plan**

Journey management plan for standalone form (page 2)

Journey Management Plan	
<b>DRIVER INFORMATION</b>	
Name of Driver:	
<b>JOURNEY DETAILS</b>	
Departure date:	
Departure location:	
Destination:	
Departure time:	
Estimated arrival time:	
Proposed route:	
Road type:	
Weather conditions:	
Occupants (names):	
<b>EMERGENCY RESPONSE</b>	
Check-in requirements:	
Communication methods:	
<b>HAZARDS</b>	
<b>CONTROLS</b>	

<b>Driver signature:</b>	<b>Date:</b>
<b>REFER TO JOURNEY RISK ASSESSMENT</b>	
Supervisor Approval required?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Check-in method:	<input type="checkbox"/> Driver's Supervisor or designate <input type="checkbox"/> Other:
Check-in frequency:	<input type="checkbox"/> Driver to call/text upon arrival <input type="checkbox"/> Driver to call/text every ____ hours <input type="checkbox"/> Other:
Confirm Risk Rating	<input type="checkbox"/> Medium Risk Journey <input type="checkbox"/> High Risk Journey <input type="checkbox"/> Do not proceed with journey
Supervisor Name:	
Supervisor Signature:	
Date:	
Comments:	

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**Appendix C: Overdue Driver Response Process**

If the driver fails to check-in at the agreed upon required check-in time, an alarm will be triggered. A driver is missing after failure to establish contact within 30 minutes of declared journey end time or agreed check-in time. At this stage the *Overdue Driver Response Process* is activated.

Stage	Actions
<p><b>Stage 1 Response</b> (within <b>30 minutes</b> of anticipated check-in)</p>	<p>Driver supervisor (or designate):</p> <ol style="list-style-type: none"> <li>1. Attempt to contact the driver via all means (phone, text, email, radio).</li> </ol>
<p><b>Stage 2 Response</b> (up to <b>60 minutes</b> beyond anticipated check-in)</p>	<p>Driver supervisor (or designate):</p> <ol style="list-style-type: none"> <li>2. Contact destination personnel to verify if driver has arrived at destination.</li> </ol>
<p><b>Stage 3 Response</b> (when unable to contact driver <b>&gt; 60 minutes</b> from anticipated check-in)</p>	<p>Driver supervisor (or designate):</p> <ol style="list-style-type: none"> <li>3. Contact Cenovus emergency number to report missing driver: <ul style="list-style-type: none"> <li>• 24-hour emergency - <b>403-766-7777</b></li> </ul> </li> </ol> <p>Cenovus Security Operations Center:</p> <ol style="list-style-type: none"> <li>4. <i>Overdue and Missing Driver Protocol</i> enacted within the Cenovus Security Operations Center (SOC) <ol style="list-style-type: none"> <li>a. Telematics utilized to gather real-time information regarding the vehicle such as: <ol style="list-style-type: none"> <li>i. Is the vehicle in motion?</li> <li>ii. Has the vehicle been in a collision?</li> <li>iii. Where is its locations or last known location?</li> <li>iv. Is the vehicle in an area known to have little to no cell phone/ radio coverage?</li> </ol> </li> <li>b. Develop path forward depending on information gathered from vehicles telematics.</li> <li>c. Continue to monitor vehicles location and activity while continuing to contact driver.</li> <li>d. Request assistance from local police force (RCMP or municipal) if it is thought that the vehicle has been in a collision.</li> </ol> </li> </ol>