

# DROPPED OBJECTS

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A Procedure for Managing the Program



**DROPS**

Dropped Objects Prevention Scheme

ENERGY  
SAFETY  
CANADA

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Energy Safety Canada is the national safety association for the energy industry. We develop and support common industry safety standards, deliver effective learning systems, share data analysis and safety expertise with workers and employers, and advocate for worker health and safety.

### AVAILABILITY

This document as well as future revisions and additions, is available from:

Energy Safety Canada  
150-2 Smed Lane SE  
Calgary, Alberta T2C 4T5

TF 1 800 667 5557

T 403 516 8000

F 403 516 8166

[EnergySafetyCanada.com](http://EnergySafetyCanada.com)

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### ACKNOWLEDGMENTS

Energy Safety Canada acknowledges the support, information and guidance from DROPS Online.

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# 1.0 INTRODUCTION

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## 1.1 PURPOSE

This procedure outlines a process for managing a dropped objects program as part of a health and safety management system.

## 1.2 SCOPE

This procedure includes information about:

- Gaining leadership alignment
- Getting the sites ready
- Rollout of the program
- Post-program review and continual improvement activities

## 1.3 TARGET AUDIENCE

The target audience for this procedure is leaders, employees, and/or contractors who are responsible for developing, implementing, managing, reviewing or sustaining some or all of the dropped objects' program.

## 1.4 EXPECTATIONS

This use of this procedure in whole or in part is at the discretion of each company. This procedure is designed to work in concert with existing resources such as the [DROPS Recommended Practice](#) and/or ESC's [Dropped Objects Best Practice](#).

# 2.0 PROGRAM IMPLEMENTATION AND REVIEW

## 2.1 PROGRAM PREPARATION

### 2.1.1 Getting Leadership Alignment

First, alignment must be achieved among leadership regarding the goals and objectives of the program. Several ESC resources that may be of assistance include [Potentially Serious Incident \(PSI\) Reports](#) and [Workers' Compensation Board \(WCB\) claim data reports](#).

To achieve alignment:

1. **Develop** a business case.
2. **Develop** a level of effort proposal using the template in Appendix A.
3. **Review** the level of effort proposal with leadership.
4. **Agree** on the level of effort with leadership.
5. **Identify** the Sponsor and/or Program Manager(s) for the program.

Once this step is complete, leaders are aligned on the goals and objectives of the program, then work should begin to prepare the sites.

### 2.1.2 Getting the Sites Ready

After identifying site-specific requirements, the Sponsor and/or Program Manager(s) can prepare the sites for implementation of the program:

- Use the Implementation Readiness Checklist in Appendix B to verify that the appropriate departments are prepared. This checklist is based on the [DROPS Gap Analysis](#) with some additions.
- Verify that a document retention process is in place.
- Use the checklist in Appendix C to verify that the appropriate systems, processes, equipment and personnel competencies are in place for each component of the Dropped Objects program.
- Integrate dropped objects into your existing health and safety management system. This could include modifications, creating new observations programs, adding data fields within your incident data collection system, and formal (risk registries) and field-level hazard assessments.
- If not already in place, consider adopting Energy Safety Canada's 10 Life Saving Rules (LSRs). The following LSRs align directly or indirectly with dropped objects:

- Line of Fire
- Working at Height
- Bypassing Safety Controls
- Safe Mechanical Lifting
- Work Authorization
- Order additional resources and tools needed for the work site/work area from Energy Safety Canada's program store and via DROPS Online:
  - <https://escsafety.devcogroup.com/>
  - <https://www.dropsonline.org/>
- Create a central repository for Dropped Objects materials, e.g., website.

Once this step is complete, the company is ready to implement its dropped objects program.

## 2.2 PROGRAM ROLLOUT

The following is a suggested approach to engage leaders and workers in the implementation of this program:

1. **Deliver** the program materials by tailoring the rollout schedule in Appendix D to the needs of the company. These activity packages include Toolbox Talks, Inspections, Forms, etc.
2. **Capture** learnings or questions from the discussion at the end of each activity package using the form in Appendix E.
3. **Ensure follow-up** on each item and implement corrective actions to mitigate risks as appropriate. Conduct inspections and hazard hunts using the inspection templates in Appendix F.
4. **Maintain** the company's dropped objects webpage, which should include links to relevant program materials listed on the <https://escsafety.devcogroup.com/> and [DropsOnline](#) websites.

Once this step is complete, the company is ready for ongoing review and improvement of the dropped objects program.



## 2.3 PROGRAM REVIEW AND IMPROVEMENT

Following the completion of the activity packages throughout a functional area, leaders will review the program and act on any learnings to ensure continuous improvement:

1. **Plan** a post-program review using the summary of post-program roles and responsibilities in Appendix G and record the findings in the worksheet in Appendix H.
2. **Request** input from all delegated representatives (Sponsor, Leaders and Program Managers).
3. **Focus** on the following areas for continuous improvement:

Focus Area	Specific Topics for Inclusion
Communication	<ul style="list-style-type: none"><li>• Safety stories</li><li>• Statistics</li><li>• Social media posts</li></ul>
Program Effectiveness	<ul style="list-style-type: none"><li>• Serious injury and fatality statistics</li><li>• Near misses with the potential for serious incident (PSI)</li><li>• Data trends, including:<ul style="list-style-type: none"><li>○ Mechanism of incident</li><li>○ Sub-mechanism of incident</li><li>○ Body parts involved</li><li>○ Locations</li></ul></li></ul>
Program Management	<ul style="list-style-type: none"><li>• Positive findings</li><li>• Negative findings</li><li>• Areas for process improvement</li></ul>

4. **Assess** any changes identified during the lessons learned process to determine the value of these changes to future campaigns using a cost/benefit evaluation.
5. **Communicate** the following to the Canadian Chapter of DROPS:
  - Program performance
  - Planned improvements to the program

Once this step is complete, the results should be used to improve the program each year.

## 3.0 ROLES AND RESPONSIBILITIES

Role	Responsibilities
Energy Safety Canada (DROPS Canadian Chapter Secretariat)	<ul style="list-style-type: none"> <li>• Act as an industry champion for the DROPS program.</li> <li>• Provide strategic guidance and support to leadership teams.</li> <li>• Support the collection, analysis and reporting to leadership teams on drops data.</li> <li>• Work with leadership teams to incorporate learnings where appropriate.</li> </ul>
Sponsor	<ul style="list-style-type: none"> <li>• Oversee preparation and delivery of DROPS program through all steps and activity packages.</li> <li>• Provide guidance and support to leaders.</li> </ul>
Leaders	<ul style="list-style-type: none"> <li>• Maintain the DROPS program.</li> <li>• Support the business during the “Leadership Alignment” phase (Appendix A).</li> <li>• Provide specialist advice to sponsors and/or program managers as required during “Getting the Sites Ready” phase (Appendices B and C).</li> <li>• Oversee delivery of material during the “Supporting Communications” phase (Appendices D, E and F).</li> <li>• Initiate “Improving the Program” after implementation of the program (Appendices G and H).</li> <li>• Provide a summary of program results to leaders.</li> </ul>
Program Managers	<ul style="list-style-type: none"> <li>• Act as champions for the DROPS program in their respective business through all phases.</li> <li>• Support the operational delivery of the DROPS program as required.</li> <li>• Work with the business to support and resolve dropped object issues identified in the workplace.</li> <li>• Facilitate input into the annual lessons learned process.</li> <li>• Communicate results of the DROPS program to their respective leadership teams.</li> </ul>



# APPENDIX A: LEADERSHIP ALIGNMENT CHECKLIST

DESCRIPTION					
Date Started:	Year / Month / Date	Date Completed:	Year / Month / Date		
Purpose of this planning checklist:	Effective implementation and ongoing support of the dropped objects program				
Facilitated by: (Team Member)		Position: (Team Member)			
Leader:		Associated Functional Area(s):			

1.0 LEADERSHIP ENGAGEMENT					
#	Item Description	Not Planned and/or not on schedule	Planned and/or on schedule	Complete	Timing and Comments
1.1	Leadership team and Sponsor meeting to draft upcoming year's level of effort proposal				
1.2	Functional area or business unit leadership team meeting				

2.0 LEVEL OF EFFORT IDENTIFICATION					
#	Item Description	Not Planned and/or not on schedule	Planned and/or on schedule	Complete	Timing and Comments
2.1	Review draft level of effort and agree on upcoming year's program				

3.0 RESOURCE ALLOCATION					
#	Item Description	Not Planned and/or not on schedule	Planned and/or on schedule	Complete	Timing and Comments
3.1	Identify leaders; allocate resources and sponsor and communicate expectations				

4.0 COMMUNICATION MATERIALS ORDERED					
#	Item Description	Not Planned and/or not on schedule	Planned and/or on schedule	Complete	Timing and Comments
4.1	Leaders to identify communication material needs and order as needed <a href="https://escsafety.devcogroup.com/">https://escsafety.devcogroup.com/</a>				

## APPENDIX B: READINESS CHECKLIST

	<u>Yes</u>	<u>No</u>	<u>N/A</u>
Leadership team engaged	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management of change plan developed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal communications plan developed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stakeholders engaged			
<ul style="list-style-type: none"> <li>• Health and safety team</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Business (operations) leadership</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Engineering, maintenance and any risk teams</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Communications team</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Learning and training teams</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Key service providers (contractors)</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Change leaders identified per functional area			
<ul style="list-style-type: none"> <li>• Rollout team identified</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Identified materials to be changed</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Training materials</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Standards/procedures</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Stickers</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Signs</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Banners</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Other materials</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rollout materials identified	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rollout materials developed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# APPENDIX C: GETTING THE SITES READY CHECKLIST

DESCRIPTION						
Date Started:	/	/	Date Completed:	/	/	
	Year	Month	Date	Year	Month	Date
Purpose of this planning checklist: To set up sites for success in the implementation of the DROPS program.						
Facilitated by: (Team Member)			Position: (Team Member)			
Leader:			Functional Area:			
DOCUMENT RETENTION POLICY AND PROGRAM						
Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
A Document Retention Policy and Program is used						
MANAGING CHANGE PROGRAM						
Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
A program to manage change has been implemented and is in use						
DROPS GAPS ANALYSIS						
Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
Conduct a gaps assessment for each site within the company						
RISK/EQUIPMENT REGISTRY						
Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
Risk registry for all overhead equipment, materials and tools						
Risk assessment includes: vibration, corrosion, weather, equipment, occupancy and change						
INSPECTION PROGRAM						
Verify the Following:	Assigned to: Name	Deficiencies (Yes/No)	List of Deficient Items	Assigned To	Due Date	Completed Date
Site inspection sheets have been developed for all sites						

# APPENDIX D: SUPPORTING COMMUNICATIONS

DESCRIPTION				
Date Started:	/	/	Date Completed:	/
	Year	Month	Date	Year
Purpose of this planning checklist:	To support effective communication, which is essential to the success of the program. High levels of employee awareness and engagement will drive measurable and sustainable improvements in workplace safety.			
Facilitated By: (Team Member)		Position: (Team Member)		
Leader:		Associated Functional Areas:		
CASE FOR CHANGE ACTIVITY PACKAGE (Meeting 1)				
Item Description	Not Planned and/or not on schedule	Planned and/or on schedule	Complete	Timing and Comments
Planned activities within the Activity Package 1				
HAZARD IDENTIFICATION AND CONTROL ACTIVITY PACKAGE (Meeting 2)				
Item Description	Not Planned and/or not on schedule	Planned and/or on schedule	Complete	Timing and Comments
Planned activities within Activity Package 2				
RISK FACTORS AND THE DROPS CALCULATOR ACTIVITY PACKAGE (Meeting 3)				
Item Description	Not Planned and/or not on schedule	Planned and/or on schedule	Complete	Timing and Comments
Planned activities within Activity Package 3				
RELIABLE SECURING ACTIVITY PACKAGE (Meeting 4)				
Item Description	Not Planned and/or not on schedule	Planned and/or on schedule	Complete	Timing and Comments
Planned activities within Activity Package 4				
TOOLS AND TOOL TETHERING ACTIVITY PACKAGE (Meeting 5)				
Item Description	Not Planned and/or not on schedule	Planned and/or on schedule	Complete	Timing and Comments
Planned activities within the Activity Package 5				
PREVENTATIVE MAINTENANCE ACTIVITY PACKAGE (Meeting 6)				
Item Description	Not Planned and/or not on schedule	Planned and/or on schedule	Complete	Timing and Comments
Planned activities within the Activity Package 6				

<b>PROHIBITED TOOLS, ITEMS AND FASTENERS ACTIVITY PACKAGE (Meeting 7)</b>				
Item Description	Not Planned and/or not on schedule	Planned and/or on schedule	Complete	Timing and Comments
Planned activities within Activity Package 7				
<b>ELEVATED WORK, TOE BOARDS AND PROTECTIVE MESH ACTIVITY PACKAGE (Meeting 8)</b>				
Item Description	Not Planned and/or not on schedule	Planned and/or on schedule	Complete	Timing and Comments
Planned activities within Activity Package 8				
<b>MISCELLANEOUS ACTIVITIES ACTIVITY PACKAGE (Meeting 9)</b>				
Item Description	Not Planned and/or not on schedule	Planned and/or on schedule	Complete	Timing and Comments
Planned activities within Activity Package 9				
<b>EXCLUSION ZONES ACTIVITY PACKAGE (Meeting 10)</b>				
Item Description	Not Planned and/or not on schedule	Planned and/or on schedule	Complete	Timing and Comments
Planned activities within Activity Package 10				
<b>INSPECTION ACTIVITY PACKAGE (Meeting 11)</b>				
Item Description	Not Planned and/or not on schedule	Planned and/or on schedule	Complete	Timing and Comments
Planned activities within Activity Package 11				
<b>PROGRAM REVIEW (Meeting 12)</b>				
Item Description	Not Planned and/or not on schedule	Planned and/or on schedule	Complete	Timing and Comments
Review and share learnings at all levels of business				

The activity packages can be downloaded directly from [Energy Safety Canada's website](#).

# APPENDIX E: ITEMS FOR FOLLOW-UP

Activity Package Title: \_\_\_\_\_

MEETING DESCRIPTION			
Meeting Date:		Time:	
Location:		Supervisor:	
Number in Crew:		Number Attended:	

REVIEW ITEMS FROM PREVIOUS MEETING AND ANY NEW LEARNINGS

TOPICS DISCUSSED

WORKERS' CONCERNS

CORRECTIVE ACTIONS TO BE TAKEN

CLOSURE OF CORRECTIVE ACTIONS			
Supervisor:		Manager:	
Date:		Date:	



# APPENDIX F: INSPECTION SHEETS

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Build inspection sheets for each site using the DROPS Guide and Template titled “[Common Guidelines for Dropped Object Survey and Inspections](#)”.

# APPENDIX G: POST-PROGRAM REVIEW OF ROLES AND RESPONSIBILITIES

Role	Responsibilities
Sponsor	<ul style="list-style-type: none"> <li>• Initiate and manage a lessons-learned exercise across all participating groups.</li> <li>• Analyze the results of the lessons-learned exercise and provide to Energy Safety Canada.</li> <li>• Analyze the overall trend in dropped object incidents and non-compliances and related recordable incidents for the period of the program (Q1-Q4) and communicate trends to the Canadian chapter of DROPS.</li> <li>• Identify any required changes based on statistics and lessons-learned feedback.</li> <li>• Prepare and deliver organizational communications describing the impact of the program to the Canadian chapter of DROPS.</li> </ul>
Leaders	<ul style="list-style-type: none"> <li>• Work with the Sponsor and/or Program Manager to identify lessons learned from the program.</li> <li>• Act as a local subject matter expert to support the Sponsor and/or Program Manager as required.</li> <li>• Provide ongoing statistical analysis of workplace injuries as part of program evaluation process.</li> <li>• Provide Sponsor and/or Program Manager with lessons learned and other observations on the program as requested.</li> <li>• Provide ongoing stewardship of resource use, program success and challenges, associated work orders and/or corrective actions.</li> </ul>
Program Managers	<ul style="list-style-type: none"> <li>• Work with the Sponsor and team lead to identify lessons learned from the program.</li> <li>• Work with the Sponsor to identify and implement any corrective actions.</li> <li>• Work with the Sponsor to escalate any other issues or highlight opportunities as required.</li> <li>• Work with the team lead to act as area subject matter experts.</li> </ul>

If you have suggestions to improve the DROPS program, please email [Safety@EnergySafetyCanada.com](mailto:Safety@EnergySafetyCanada.com)

# APPENDIX H: POST-PROGRAM REVIEW WORKSHEET

## LESSONS LEARNED LOG

DESCRIPTION	ORIGIN	DATE LOGGED	LOGGED BY	PRIORITY (High/Medium/Low)	RECOMMENDED ACTION	ASSIGNED TO	TARGET DATE	STATUS (Open/closed)

