CALGARY SAFETY CONSULTANTS

Supervisor Due Diligence Checklist

Self-assessment for supervisors, foremen and lead hands

How to use this checklist

Use this checklist to test whether you can show supervisor due diligence: that you took every reasonable step to protect the workers you direct, and that records made at the time prove it. Complete it when you start a supervisory role, every six to twelve months, before a COR or SECOR audit, and after any serious incident. Fill it in on screen or print it.

- **Answer honestly.** Tick Yes only if you do it consistently *and* a record shows it. Tick Partly if you do it but can't always prove it.
- **Name the evidence.** In the evidence column, write the record that proves it, for example "daily log, FLHA binder, inspection tracker." No record usually means Partly at best.
- **Turn gaps into actions.** Every Partly or No goes into Part D with an owner and a due date.
- **Review it together.** The supervisor completes it; the manager reviews it, agrees the action plan and signs Part G.

Key terms

Term	What it means
Due diligence	Taking all reasonable steps to protect workers from harm (WorkSafeBC), and being able to prove it. In law it's a defence raised after an incident (Government of Alberta).
Strict liability	The type of offence most OHS charges are. Once the prohibited act is proven, the accused avoids conviction by proving, on a balance of probabilities, that they exercised all due diligence (R. v. Sault Ste. Marie, 1978).
Supervisor	Defined by what you do, not your title: a person who has charge of a workplace or authority over a worker, or who instructs, directs and controls workers. Lead hands and foremen often qualify.
Competent	In Alberta: adequately qualified, suitably trained and with sufficient experience to safely perform work without supervision or with only a minimal degree of supervision. Other jurisdictions use similar wording.
Reasonably practicable	Feasible in the circumstances and what a reasonable person would consider appropriate in similar circumstances (Government of Alberta).
Criminal Code s. 217.1	Everyone who undertakes, or has the authority, to direct how another person does work must take reasonable steps to prevent bodily harm arising from that work.

Part A: Supervisor and assessment details

Supervisor name

Position / title

Date

Company

Department, site or crew

Number of workers supervised

Jurisdiction (province, territory or federal)

Manager / reviewer

Reason for this assessment

- ☐ New in role
- ☐ Periodic review
- ☐ Before COR or SECOR audit
- ☐ After an incident
- ☐ Other

Part B: The four reasonable care questions

Investigators and courts judge due diligence against these questions. Think about the highest-risk tasks your crew does and note your answer for each.

Question	My highest-risk tasks: what I know and do
Foreseeable? Which hazards are known, in our assessments, raised by workers or seen before?	
Preventable? What controls exist (eliminate, engineer, procedure, permit, PPE, stop work)?	
Severity? Which tasks could seriously injure or kill someone?	
Control? What is within my authority, and what must I escalate?	

Part C1: Know your duties and the hazards

Duty or practice	Yes	Partly	No	Evidence: records that show it
I know I am a supervisor in law and can describe my legal duties in my jurisdiction.	☐	☐	☐	
I have read and understand our health and safety policy and my written supervisor responsibilities.	☐	☐	☐	
I know the formal hazard assessments (JHAs) for every task my crew does.	☐	☐	☐	
I know the safe work procedures and practices that apply to our work.	☐	☐	☐	
I know our emergency procedures, first aid arrangements and how to report incidents.	☐	☐	☐	

Part C2: Hazard assessment and planning

Duty or practice	Yes	Partly	No	Evidence: records that show it
Field-level hazard assessments are done before work starts, and I review and sign them.	☐	☐	☐	
I discuss the hazards and controls with the crew instead of just collecting forms.	☐	☐	☐	
I re-assess when conditions change: new task, location, equipment, weather or crew.	☐	☐	☐	
I push for stronger controls (eliminate, substitute, engineer) before rules and PPE.	☐	☐	☐	
Permits, isolations and other required controls are in place before work begins.	☐	☐	☐	

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Part C3: Competency, orientation and training

Duty or practice	Yes	Partly	No	Evidence: records that show it
New and transferred workers are oriented before they start regular duties, and it's recorded.	☐	☐	☐	
I check tickets and certificates before assigning tasks that need them.	☐	☐	☐	
I observe workers doing a task before letting them do it unsupervised.	☐	☐	☐	
I know who is trained and authorized for which equipment and tasks.	☐	☐	☐	
I have completed the supervisor training required or expected in my jurisdiction.	☐	☐	☐	

Part C4: Inspections and observations

Duty or practice	Yes	Partly	No	Evidence: records that show it
I complete my scheduled inspections on time and record findings, even when there are none.	☐	☐	☐	
I walk the work area daily and look for unsafe acts and conditions.	☐	☐	☐	
I do planned task observations and use them to coach.	☐	☐	☐	
Every deficiency has an owner, a due date and a recorded close-out.	☐	☐	☐	
Repeat findings are escalated so the cause gets fixed, not just the symptom.	☐	☐	☐	

Part C5: Enforcing rules and correcting unsafe acts

Duty or practice	Yes	Partly	No	Evidence: records that show it
I stop unsafe work immediately when someone is at risk.	☐	☐	☐	
I coach on the spot and look for causes such as unclear procedures or missing tools.	☐	☐	☐	
I follow our progressive discipline process consistently, for every worker.	☐	☐	☐	
I record coaching, warnings and corrections the same day.	☐	☐	☐	
I recognize and record safe work, not only problems.	☐	☐	☐	

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Part C6: Worker concerns, refusals and incidents

Duty or practice	Yes	Partly	No	Evidence: records that show it
Workers can raise concerns easily, and I act on them and report back.	☐	☐	☐	
I report unsafe acts and conditions to the employer when they are beyond my control.	☐	☐	☐	
I know and follow the work refusal process for my jurisdiction.	☐	☐	☐	
I work with the joint committee or health and safety representative.	☐	☐	☐	
Incidents and near misses are reported and I take part in investigations and follow-up.	☐	☐	☐	

Part C7: Records

Duty or practice	Yes	Partly	No	Evidence: records that show it
I keep a daily supervisor log with dated, specific entries.	☐	☐	☐	
Toolbox talks record the date, topic, attendees and concerns raised.	☐	☐	☐	
Inspection, corrective action and training records are complete and easy to find.	☐	☐	☐	
My records are made at the time and never backfilled or edited after an incident.	☐	☐	☐	
My manager reviews my log and records regularly.	☐	☐	☐	

Part C8: Support from the employer

Duty or practice	Yes	Partly	No	Evidence: records that show it
I have the authority to stop work and remove a worker from a task.	☐	☐	☐	
I can get parts, equipment or help to fix a hazard without unreasonable delay.	☐	☐	☐	
I have enough time to observe the work, not only do paperwork.	☐	☐	☐	
My safety activities are reviewed and recognized as part of my performance.	☐	☐	☐	

Score summary

Total Yes	Total Partly	Total No	Items to action in Part D

A high score with thin evidence is a warning sign. The evidence column matters more than the tick boxes.

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Part D: Gaps and action plan

Gap (item from Part C)	Action to close it	Owner	Due date	Done	Date closed
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	

Part E: Supervisor duties by jurisdiction

Summary only, from the consolidations checked in October 2026. Some acts also place duties on directors, officers, prime contractors and owners. Check the full legislation before relying on a summary.

Jurisdiction	Supervisor duties	Employer duty, training and definition
Federal (Canada Labour Code Part II)	"Employer" includes any person who acts on behalf of an employer (s. 122). No separate supervisor list.	Employer ensures employees with supervisory or managerial responsibilities are adequately trained in health and safety (s. 125(1)(z)).
Alberta (OHS Act)	s. 4: as far as reasonably practicable, take all precautions necessary; ensure work follows the Act, regulations and OHS Code; prevent harassment and violence; advise of known or reasonably foreseeable hazards; report unsafe acts and conditions; cooperate.	Workers supervised by a person who is competent and familiar with the Act, regulations and Code (s. 3(1)(d)). Supervisor: charge of a work site or authority over a worker (s. 1(nn)).
British Columbia (Workers Compensation Act)	s. 23: ensure the health and safety of workers under direct supervision; be knowledgeable about the OHS provisions; comply; make workers aware of hazards and ensure they comply; consult and cooperate with the joint committee or representative.	Employer provides information, instruction, training and supervision (s. 21(2)(e)). Supervisor: instructs, directs and controls workers (OHS Reg. s. 1.1).
Saskatchewan (Saskatchewan Employment Act)	s. 3-9: general duties of supervisors. Regulations s. 3-6(2): ensure workers comply with the Act.	Work sufficiently and competently supervised; supervisors know the Act, program, PPE, substances and emergency procedures (Regulations s. 3-6(1)).
Manitoba (Workplace Safety and Health Act)	s. 4.1: so far as reasonably practicable, take all precautions necessary; ensure procedures and PPE are followed; advise of known or reasonably foreseeable risks; comply; cooperate.	Workers supervised by a person competent through knowledge, training or experience (s. 4(2)(h)).
Ontario (OHSA)	s. 27: ensure workers follow the Act and use protective devices; advise of potential or actual dangers; written instructions where prescribed; every precaution reasonable in the circumstances.	Appoint competent persons as supervisors (s. 25(2)(c)); basic awareness training under O. Reg. 297/13 (since July 1, 2014).
Quebec (Act respecting OHS)	No definition of supervisor and no separate list of supervisor duties; supervisor has a role in work refusals (ss. 15 and 16).	Employer provides appropriate training, assistance or supervision (s. 51, para. 9).
New Brunswick (OHS Act)	s. 9.1: every reasonable precaution; comply and ensure compliance; acquaint workers with hazards; provide information.	Work competently and sufficiently supervised by supervisors with sufficient knowledge (s. 9(2)).

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Jurisdiction	Supervisor duties	Employer duty, training and definition
Nova Scotia (OHS Act)	No separate list of supervisor duties.	Employer provides supervision and makes employees, particularly supervisors and foremen, familiar with hazards (s. 13(1)).
Prince Edward Island (OHS Act)	No separate list; supervisor investigates work refusals (s. 28).	Workers and supervisors familiar with workplace hazards (s. 12(1)(d)).
Newfoundland and Labrador (OHS Act)	s. 5.1: ensure, where reasonably practicable, health, safety and welfare. s. 5.2: advise of hazards; written or oral instructions; ensure protective equipment is used.	Employer provides information, instruction, training and supervision (s. 5(b)).
Yukon (Workers' Safety and Compensation Act)	Duties of supervisors in s. 28.	Employer duties in s. 27. Supervisor: charge of a workplace or authority over a worker (s. 25).
Northwest Territories and Nunavut (Safety Act, OHS Regulations)	NWT Regulations s. 16(2): ensure workers comply with the Act and regulations.	Work sufficiently and competently supervised; employer ensures supervisors complete an approved familiarization program (s. 16(1)). Section numbers are from the NWT regulations; Nunavut's regulations have matching provisions.
Criminal Code (all of Canada)	s. 217.1: anyone who directs how another person does work must take reasonable steps to prevent bodily harm arising from that work.	Organizations can be liable through representatives and senior officers (Criminal Code ss. 22.1 and 22.2, added by Bill C-45).

Part F: Evidence to keep, and what good looks like

Record	What good looks like
Daily supervisor log	A dated entry every shift: checks done, hazards found and fixed, coaching, concerns raised, follow-ups. WorkSafeBC lists a daily entry in a supervisor journal or log book among routine supervisor safety actions.
Toolbox talks	Date, topic, key points, attendees and any concerns raised, with what happened next.
Field-level hazard assessments	Completed before work, reviewed and signed by the supervisor, updated when conditions change.
Inspections and corrective actions	Findings, owner, due date and close-out date. No item left open month after month.
Training and competency	Orientation records, tickets, observed competency checks, retraining after incidents or changes.
Coaching and discipline	What you saw, what you said, what the worker said, next steps. Same day. Applied consistently.
Worker concerns and refusals	Who raised it, what was done, when the worker was told the outcome.
Incidents and near misses	Reports, your part of the investigation, corrective actions and close-out.

Common mistakes to avoid

- Assuming lead hands and foremen aren't supervisors because of their title.
- Coaching and warning verbally without writing anything down.
- Collecting hazard assessments without reading, discussing or signing them.
- Leaving inspection findings open, so the same hazard appears month after month.
- Enforcing rules for some workers and not others.
- Writing or changing records after an incident.
- Accepting a ticket as proof of competence without seeing the worker do the task.
- Not escalating, in writing, a hazard you don't have the authority or resources to fix.

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Part G: Review and sign-off

- ☐ The supervisor and manager have discussed every Partly and No answer.
- ☐ The action plan in Part D has owners and realistic due dates.
- ☐ Any authority, resources or training the supervisor needs has been agreed.
- ☐ The next review date is set.

Supervisor signature	Date	Next review date

Manager signature	Date	Manager comments

Quick reference: daily due diligence habits

Habit	What it looks like on a normal day
Start with the hazards	Toolbox talk, FLHAs reviewed and signed with the crew, permits and isolations confirmed before work starts.
See the work	At least one walk-around and one task observation each shift, not only paperwork in the office or truck.
Check who is doing what	New or reassigned workers oriented and observed; only authorized, competent workers on equipment.
Correct and recognize	Stop unsafe acts, coach on the spot, fix the cause; thank people for safe work.
Close the loop	Every hazard and concern gets an owner, a date and a report back to the worker.
Write it down today	A dated, specific entry in the daily log before you leave the site.

Free guide. Read How to Demonstrate Supervisor Due Diligence at calgarysafetyconsultants.ca/safety-guides/safety-programs/supervisor-due-diligence/. Questions about supervisor training? Call Calgary Safety Consultants at 1-888-231-0358.

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