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Winter Readiness Scorecard

Track completion, verify progress and hold owners accountable

Use this scorecard weekly before and during winter operations to monitor whether critical readiness work is actually getting done.

Readiness scorecard

Readiness area	% complete	Owner	Status	Verification
High-risk access routes assessed	100%	Facilities	On track	Assessment recorded
Snow and ice control supplies stocked	85%	Facilities	On track	Inventory checked
First-storm inspection completed	60%	Operations	Needs attention	Inspection log on file
Winter fleet inspections completed	90%	Fleet	On track	Fleet inspection records
Exposed workers trained and briefed	70%	Operations	Needs attention	Training records
Supervisor toolbox talks delivered	95%	Supervisors	On track	Toolbox talk attendance
Contractor readiness confirmed	40%	Contractors	Critical	Contractor checklists
Emergency access routes verified	100%	Operations	On track	Route verification recorded
Heating / backup systems checked	80%	Facilities	On track	System check records
Corrective actions closed	65%	Leadership	Needs attention	Action log updated

How to use this scorecard

1 Review weekly
Check each readiness area, update % complete and status.

2 Escalate gaps
Quickly flag items that are behind schedule or at risk.

3 Verify completion
Confirm evidence (e.g., logs, inspections, training records).

4 Report to leadership
Share progress, key gaps and required actions.

Suggested cadence

- ☐ Pre-season baseline
- ☐ Weekly in active winter periods
- ☐ Before major storm events
- ☐ After significant incidents or near misses

What good looks like

- ✓ ***Owners are assigned*** – every readiness area has a clear, accountable owner.
- ✓ ***Deadlines are visible*** – target dates are set and progress is easy to track.
- ✓ ***Verification is documented*** – completion is supported by records and evidence.
- ✓ ***Gaps trigger action*** – items behind schedule are escalated and actioned quickly.
- ✓ ***Leadership reviews progress*** – results are reviewed regularly and barriers are removed.

Reporting period	Prepared by	Reviewed by	Next review date
Select period			MMM DD, YYYY

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30-Point Winter Readiness Audit

Pre-season audit for US and Canadian workplaces

Use this audit before the first major snowfall to identify operational gaps, assign ownership, and verify that winter controls are in place.

1 Pedestrian access and grounds

- [ ] Inspect parking lots and walkways.
- [ ] Clear drainage paths.
- [ ] Verify snow and ice treatment supplies.
- [ ] Review lighting at entrances and paths.
- [ ] Mark slippery transition zones.

2 Vehicles and mobile equipment

- [ ] Inspect tires, brakes, fluids and batteries.
- [ ] Confirm winter emergency kits.
- [ ] Verify windshield and visibility systems.
- [ ] Review pre-trip inspection expectations.
- [ ] Confirm fueling and charging readiness.

3 Cold exposure and outdoor work

- [ ] Identify exposed tasks and workers.
- [ ] Review warming break access.
- [ ] Verify appropriate PPE and clothing.
- [ ] Set supervisor monitoring expectations.
- [ ] Confirm process for modified or suspended work.

4 Buildings and utilities

- [ ] Inspect roofs and snow load concerns.
- [ ] Protect pipes and mechanical systems.
- [ ] Verify heating system performance.
- [ ] Review backup power readiness.
- [ ] Check dock doors and weather seals.

5 Contractors and visitors

- [ ] Confirm contractor winter plans.
- [ ] Share site-specific hazards and controls.
- [ ] Review snow removal responsibilities.
- [ ] Verify communication process for severe weather.
- [ ] Include visitors and delivery drivers in access planning.

6 Emergency readiness and documentation

- [ ] Confirm storm communication plan.
- [ ] Review emergency access routes.
- [ ] Test response roles and escalation paths.
- [ ] Verify incident reporting process.
- [ ] Document corrective actions and owners.

How to use this tool

1 Assess
Work through the 30 checklist items to identify gaps and risks before winter hits.

2 Assign
Allocate clear ownership and due dates for any actions required.

3 Close gaps
Complete the actions, verify controls are in place, and document the results for the season.

Priority	Owner	Due Date	Status
		MMM DD, YYYY	Select status

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First-Storm Inspection Checklist

One-page inspection to complete before exposure and again as conditions change

Use this checklist before the first significant winter weather event, and repeat it as conditions change during the day.

1 Site access and walking surfaces

- ☐ Inspect parking lots, sidewalks and entrances.
- ☐ Treat icy areas before worker arrival.
- ☐ Check transition zones where melt may refreeze.
- ☐ Verify mats, drainage and slip control at entrances.
- ☐ Confirm exterior lighting is working.

2 Loading docks and work areas

- ☐ Clear dock plates, stairs and trailer steps.
- ☐ Remove snow buildup around doors and barriers.
- ☐ Check for slippery surfaces near active loading areas.
- ☐ Confirm pedestrian and vehicle routes are marked.
- ☐ Inspect outdoor work zones for changing conditions.

3 Fleet and mobile equipment

- ☐ Confirm plows, loaders or removal equipment are ready.
- ☐ Check vehicle tires, batteries, fluids and visibility systems.
- ☐ Verify emergency kits in fleet vehicles.
- ☐ Review travel restrictions or route changes.
- ☐ Confirm fueling or charging readiness.

4 Workers and supervision

- ☐ Review exposed tasks and staffing levels.
- ☐ Confirm required winter PPE and clothing.
- ☐ Reinforce cold exposure expectations with supervisors.
- ☐ Identify workers who may need closer monitoring.
- ☐ Clarify stop-work and escalation authority.

5 Buildings, utilities and emergency access

- ☐ Check heating systems and backup power readiness.
- ☐ Inspect roofs, drains and vulnerable utilities.
- ☐ Keep emergency exits and fire access clear.
- ☐ Verify storm communication tools are available.
- ☐ Confirm first aid and incident response readiness.

6 Verification and follow-up

- ☐ Document hazards found and actions taken.
- ☐ Assign owners for unresolved issues.
- ☐ Set re-inspection time as weather changes.
- ☐ Escalate conditions that may affect operations.
- ☐ Verify controls before work continues.

How to use this tool

1 Inspect
Complete the checklist before the first storm and at key points as conditions change.

2 Act
Take and assign corrective actions for any issues or new hazards.

3 Re-check
Re-inspect as conditions change, confirm controls are effective, and verify it's safe to continue work.

Location	Completed by	Date and time	Conditions	Follow-up needed
		MMM DD, YYYY – HH:MM	Select conditions	Yes / No

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Winter Weather

Trigger and Action Matrix

Translate forecasts and conditions into clear operational decisions



Use this matrix to define who decides, what action is required, and how the decision is verified.

Trigger or condition	Operational concern	Required action	Owner	Verification
Overnight freeze or flash-freeze risk	Hidden ice before shift start	Inspect and treat priority pedestrian and vehicle routes before traffic begins	Facilities / Operations	Opening inspection logged
Freezing rain forecast	Rapid icing and reduced traction	Pre-position treatment supplies, restrict access where needed, review start times	Operations / Leadership	Access plan communicated
Snowfall accumulation during shift	Changing access and visibility	Increase inspections, clear key routes, maintain separation of people and equipment	Facilities / Supervisors	Re-inspection completed
Increasing cold and wind	Worker cold stress and reduced dexterity	Review exposure duration, warming breaks and work modifications	Supervisors	Workers monitored and briefed
Wet clothing or inadequate winter PPE	Higher risk of cold stress	Replace gear, warm up affected workers, reassess task	Supervisors	Corrective action cocumented
Severe storm or poor visibility	Unsafe travel and outdoor operations	Reassess dispatch, outdoor work and travel; modify or suspend as required	Operations / Leadership	Decision communicated to affected teams
Power failure or heating outage	Loss of shelter, lighting or essential systems	Activate emergency procedures and determine which work can continue safely	Facilities / Leadership	Emergency checklist completed
Contractor or delivery arrival during active storm	Uncontrolled third-party exposure	Review access conditions, communicate hazards and determine whether work proceeds	Operations / Site contact	Entry decision recorded

Role assignment

Facilities
Keep sites, buildings and access routes safe and operational.

Fleet
Assess vehicle readiness, route conditions and safe travel.

Operations
Coordinate overall response, adjust work plans and ensure resources are in place.

Supervisors
Implement actions on site, monitor worker conditions and confirm compliance.

Contractors
Follow site requirements, use required PPE and coordinate work with the site contact.

Leadership
Make go/no-go and major operational decisions, provide resources and confirm communications.

How to use this tool

1 Define triggers
Identify the key weather or site conditions that require a response.

2 Assign owners
Specify who decides and who takes action for each trigger.

3 Verify decisions
Confirm actions are completed, communicated and documented (e.g., inspections, checklists, logs).

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10-Minute Winter Safety Toolbox Talk

Supervisor-led discussion to prepare workers for the winter hazards they actually face

Use this quick talk before winter exposure, during the first storm, and anytime conditions materially change.

A Talk objective

- [ ] Identify today's specific winter hazards.
- [ ] Confirm required controls and expectations.
- [ ] Reinforce cold exposure and stop-work decisions.
- [ ] Check worker understanding before work begins.

C Supervisor reminder

- [ ] Verify workers have appropriate winter PPE.
- [ ] Check exposed workers more frequently.
- [ ] Monitor new hires, young workers and contractors.
- [ ] Watch for reduced dexterity, fatigue and poor footing.
- [ ] Confirm communication method for changing conditions.
- [ ] Document hazards and follow-up actions.

B 5-minute discussion guide

1 What conditions are we dealing with today?
Discuss snow, ice, wind, visibility, freezing rain or cold exposure.

2 Where are the highest-risk areas?
Focus on entrances, lots, loading docks, stairs, outdoor tasks and vehicle routes.

3 What controls are in place?
Review treatment, barricades, route separation, PPE, warm-up access and equipment readiness.

4 When do we modify or stop work?
Clarify escalation, stop-work authority and travel decisions.

5 What do you do if conditions change?
Report hazards immediately and wait for direction when control is uncertain.

D Worker knowledge check

1 Q What are the top winter hazards in this area today?
A: Site-specific, based on current conditions.

2 Q Who do you tell if a route becomes icy or blocked?
A: Your supervisor or designated contact immediately.

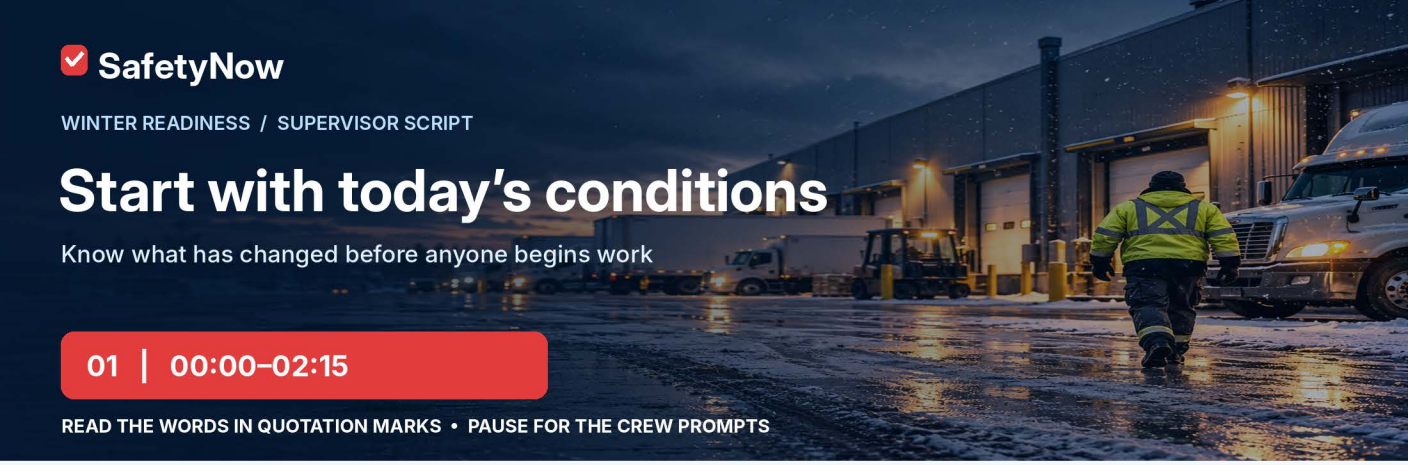
3 Q Can work continue if controls are no longer effective?
A: Not until the risk is reassessed and direction is given.

4 Q What signs suggest cold exposure is becoming a problem?
A: Shivering, numbness, poor coordination, confusion or unusual fatigue.

2-minute close

"Before we start, make sure everyone knows the hazards in today's work area, the controls in place, and who has authority to pause or change the work if conditions worsen."

Date	Crew or department	Supervisor	Conditions discussed	Follow-up actions



SafetyNow

WINTER READINESS / SUPERVISOR SCRIPT

Start with today's conditions

Know what has changed before anyone begins work

01 | 00:00–02:15

READ THE WORDS IN QUOTATION MARKS • PAUSE FOR THE CREW PROMPTS

00:00–01:00

OPEN THE CONVERSATION

"Before we begin, think about the route you took into work today. Was it icy, wet, snow-covered, or harder to see than it was yesterday? Winter conditions can change between shifts, and they can change again before lunch. A plan written in October won't help us unless we apply it to the conditions in front of us. For the next ten minutes, we're going to agree on three things: the winter hazards we face today, the controls that must be in place before we start, and what to do if those controls stop working. Everyone here has a part in that decision."

01:00–01:45

NAME THE EXPOSURES

"The hazards aren't limited to the snow outside. Think about entrances where melted snow refreezes, parking areas and walkways, loading docks, trailer steps, equipment access points, and any outdoor task. Wet boots can also carry water onto indoor floors. Vehicle operators may have less traction or visibility, while workers outside may have reduced grip, dexterity and concentration. We need to look at the entire route from arrival to the task, not just the work area itself. Our highest-priority areas today are [name the locations]. We'll verify those controls before people are exposed."

ASK YOUR CREW

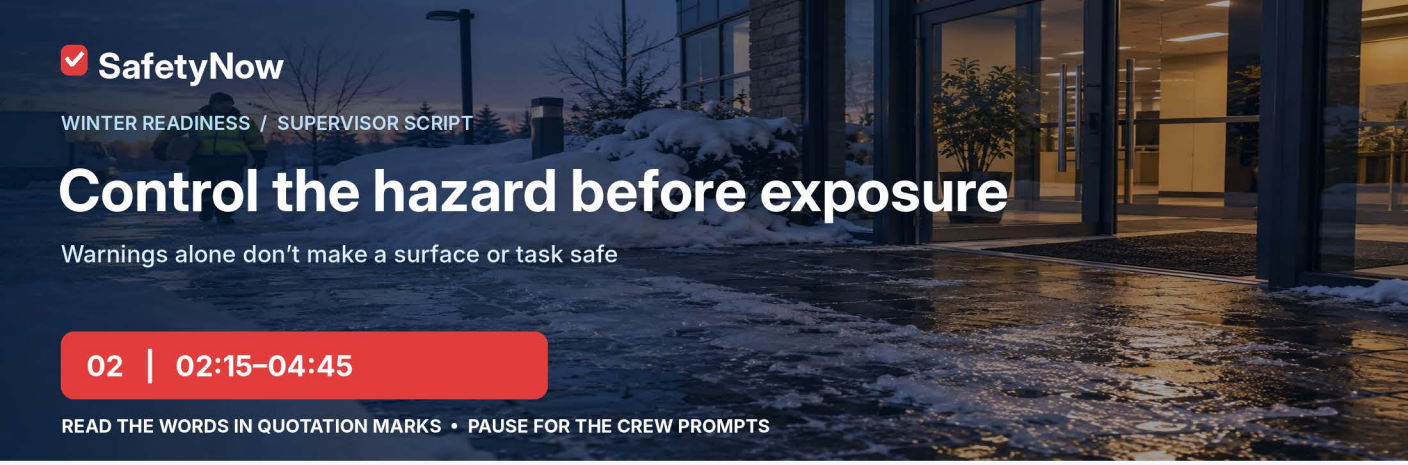
Ask two workers: "Where is the most likely place someone could slip, collide, or get too cold on our site today?"

SUPERVISOR CUE

Use current site conditions and identify the specific routes or tasks that need attention. Don't treat an example as a completed inspection.

SITE-SPECIFIC DETAILS TO COMPLETE BEFORE DELIVERY

Today's conditions	Highest-risk route / task	Person checking controls



SafetyNow

WINTER READINESS / SUPERVISOR SCRIPT

Control the hazard before exposure

Warnings alone don't make a surface or task safe

02 | 02:15–04:45

READ THE WORDS IN QUOTATION MARKS • PAUSE FOR THE CREW PROMPTS

02:15–03:30

SLIPS, FALLS AND SAFE ACCESS

"Our first job is to reduce the exposure, not simply remind people to be careful. For walking surfaces, that means clearing snow, treating ice, checking drainage and mats, improving lighting, and separating pedestrian traffic from moving vehicles. If a route can't be made safe, we need to close it and direct people to a safer one. Don't step over a barrier just because a shortcut is convenient. At loading docks, watch trailer steps, dock plates, handrails and areas where snow is tracked inside. Three points of contact are important when climbing, but they don't replace cleaning and inspecting the steps. If you see a hazard, keep others away and report it so it can be corrected."

03:30–04:15

COLD EXPOSURE IS MORE THAN TEMPERATURE

"Cold stress depends on more than the number on a thermometer. Wind, wet clothing, the length and intensity of the job, and access to warming areas all matter. Watch for persistent shivering, numbness, poor coordination, confusion or unusual fatigue. These can signal that someone needs prompt attention. Use the protective clothing required for your task, keep spare dry layers available when needed, and take warming breaks under our site procedure. If a coworker seems unwell, don't ask them to push through. Stop the exposure, get help and follow our emergency response procedure."

ASK YOUR CREW

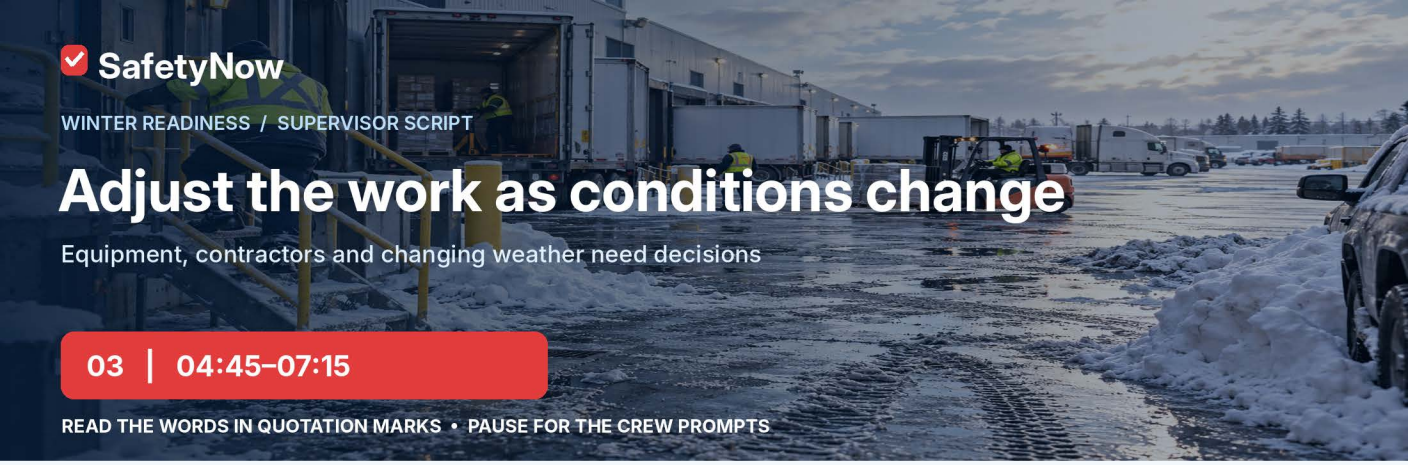
Ask: "If the main walkway turns icy after we open, what's the safe alternative, and who closes the route?"

SUPERVISOR CUE

Confirm who treats icy surfaces, where warm-up space is located, and who can restrict an unsafe route.

SITE-SPECIFIC DETAILS TO COMPLETE BEFORE DELIVERY

Route / treatment owner	Alternate safe access route	Warming area / contact



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WINTER READINESS / SUPERVISOR SCRIPT

Adjust the work as conditions change

Equipment, contractors and changing weather need decisions

03 | 04:45–07:15

READ THE WORDS IN QUOTATION MARKS • PAUSE FOR THE CREW PROMPTS

04:45–05:50

VEHICLES AND MOBILE EQUIPMENT

“Winter conditions change how vehicles and mobile equipment behave. Operators need to complete the required checks of tires, brakes, lights, wipers, defrosting systems and other winter-critical equipment before use. Give vehicles more room, slow down as conditions require, and follow the site’s pedestrian-separation rules. Snowbanks can hide people, barriers and hazards. Equipment that worked yesterday may not be suitable for today’s surface. If visibility or traction becomes unsafe, the answer may be a different route, different equipment, a delayed movement or stopping the task. The same expectations apply to delivery drivers and contractors working on our property.”

05:50–06:45

WEATHER TRIGGERS AND STOP-WORK DECISIONS

“Here’s what I want everyone to understand: we don’t wait for someone to get hurt before we change the plan. Freezing rain, fresh accumulation, strong wind, reduced visibility and a loss of power or heating can all require a new assessment. Report changing conditions immediately. Your supervisor or designated site contact will arrange the assessment, put controls in place and communicate whether work can continue, be modified or be stopped. Anyone can raise a concern, and no one should continue a task that they reasonably believe is unsafe without following our reporting and escalation process. A delivery deadline doesn’t override the need to control the hazard.”

ASK YOUR CREW

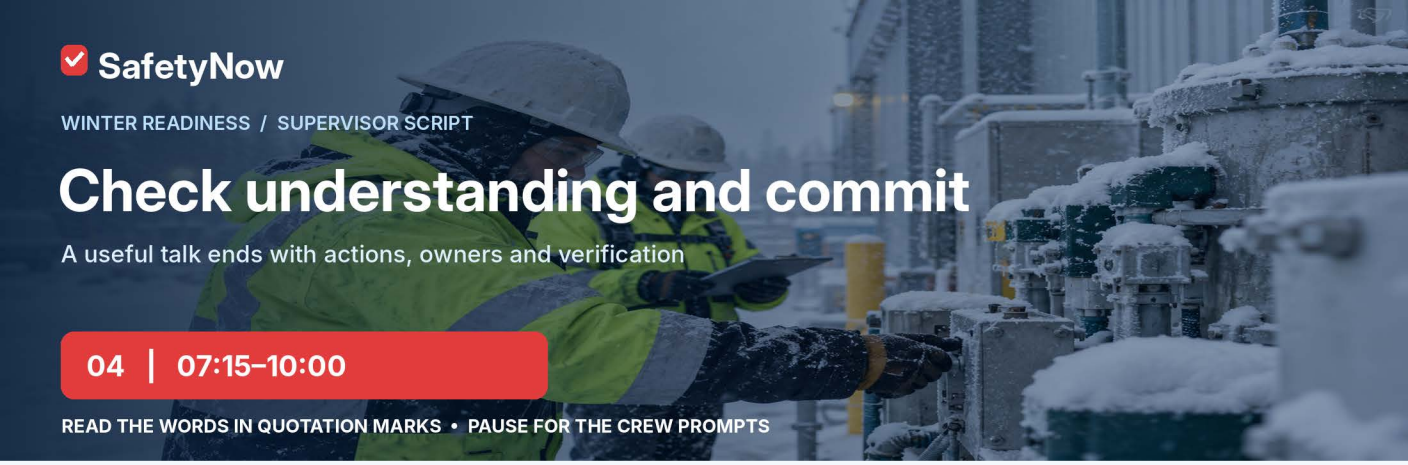
Ask: “What weather change would make you stop and call for a reassessment of your task?”

SUPERVISOR CUE

Name the local alert source, supervisor contact, and actual site process for restricted travel and stop-work decisions.

SITE-SPECIFIC DETAILS TO COMPLETE BEFORE DELIVERY

Weather-alert contact	Supervisor / site decision-maker	Contractor contact



SafetyNow

WINTER READINESS / SUPERVISOR SCRIPT

Check understanding and commit

A useful talk ends with actions, owners and verification

04 | 07:15–10:00

READ THE WORDS IN QUOTATION MARKS • PAUSE FOR THE CREW PROMPTS

07:15–08:00

MAKE EXPECTATIONS EXPLICIT

"Before we finish, there are four expectations for this shift. First, use the routes and controls that have actually been checked, not a shortcut. Second, watch for changing conditions, especially refreezing, visibility changes and wet clothing. Third, speak up early about hazards or symptoms of cold stress. Fourth, if a control is missing or stops working, step away from the hazard and contact [name or role]. We'll reassess the work before it continues. We'll also recheck priority areas at [time or trigger]. This isn't a one-time talk that replaces inspections. It's part of how we manage today's work."

ASK THREE CHECK-BACK QUESTIONS

01 Where is our highest winter exposure today?

Expected answer: The specific route, task or work zone identified during the site assessment.

02 What do you do if an icy route or failed control is found?

Expected answer: Avoid or isolate the hazard, warn others, report it and wait for safe direction.

03 Who do you contact when conditions change?

Expected answer: The named supervisor or designated site contact, following local escalation rules.

CLOSE OUT LOUD / 09:15–10:00

"Our priority today is [priority hazard], the control owner is [name], and we'll recheck at [time or condition]. If you see something change, use [contact method] straight away. We're ready to work only when the controls are in place and we can verify they work. Thank you for speaking up. Let's put the plan into practice."

SITE-SPECIFIC DETAILS TO COMPLETE BEFORE DELIVERY

Crew / date / supervisor	Hazard or action owner	Next inspection / verification time