

CivicShift AI

Readiness Review

Findings Report & *Fix-First Priority List*

PREPARED FOR

Northgate Mechanical Services Ltd.

ENGAGEMENT

1-12 June 2026

PREPARED BY

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SITE

Fort McMurray shop & yard, Alberta

REPORT DATE

12 June 2026

MEASURED AGAINST

The eight CivicShift dimensions, mapped
to the ACSA COR audit elements

This is a sample. Northgate Mechanical Services Ltd. does not exist. Every finding, document reference, interview and observation in this report is invented to illustrate what a real Readiness Review produces. Any resemblance to an actual organization is coincidental.

A real report is confidential and prepared for the exclusive use of the client. Findings are point-in-time observations against the standards identified in the Methodology section. A Readiness Review is a measurement, not a certification audit — see *What this is not* in the Methodology section.

Executive summary

Northgate is not yet audit-ready, and the reason is unusually specific. Leadership is engaged, the policy current, emergency response among the strongest we have measured. What has not kept pace is everything *after* a decision — inspections that find problems nothing closes, investigations that stop at what happened, records held in one person's memory. A workforce that grew from 19 to 34 in two years outran its follow-through.

The eight dimensions

Scored 1-5, each with how firm the reading is: *solid* where the three evidence streams agreed, *rough* where thin or divided. Evidence that cannot support a score leaves the dimension unscored.

FOUR LEADERSHIP DIMENSIONS — HOW IT IS LED

Clear Direction	4 solid
Leadership Commitment	4 solid
Awareness of Environment	2 solid
Planning	3 rough

FOUR PERFORMANCE DIMENSIONS — WHETHER IT LANDS

Support & Resources	3 solid
Daily Work	2 solid
Checking Progress	1 solid
Improving Together	2 solid

The shape of this result matters more than any single score

Northgate scores 3.25 on the left and 2.0 on the right — the signature of an organization that decides well and finishes poorly. That is a better position than the reverse: the willingness is there and only the machinery is missing. Every item on the priority list is machinery.

COR element readiness — how the same findings read to your auditor

The same evidence mapped onto the ACSA COR audit instrument — the language your certifying partner and primes use. Estimated placement is near the 80% overall threshold but below the 50% per-element minimum on Elements 4, 5 and 7, any one of which fails an audit alone.

ELEMENT	STATUS	ONE-LINE SUMMARY
1. Management leadership & commitment	GREEN	Policy current and signed; leadership visibly engaged.
2. Hazard identification & assessment	AMBER	Formal assessments strong; daily FLHA inconsistent.
3. Hazard control	AMBER	Documented; two don't match their assessments.
4. Ongoing inspections	RED	Run on schedule against a checklist that misses equipment; nothing closes.
5. Qualifications, orientation & training	RED	Records fragmented; role-training misalignment.
6. Emergency response	GREEN	Current, drilled, known at every level. A model element.
7. Incident & accident investigation	RED	Stop at immediate cause; actions not tracked.
8. Program administration	AMBER	TRIF miscalculated; prequal submission outdated.

Fix first

The priority list overleaf is ordered by exposure; the critical path is **F-01** position safety profiles, **F-02** one corrective-action register, and **F-03** a live hydraulic hazard. **Time to audit-ready if the list is executed in order: 10-14 weeks** — which makes the Q4 maintenance audit achievable, and not achievable without starting now.

Fix-first priority list

Ranked by regulatory exposure, then audit-failure risk, then prequalification grade risk, then efficiency saving. Effort: **S** under a day · **M** under two weeks · **L** a project.

ID	FINDING	EVIDENCE	WHY IT MATTERS	ACTION	EFF.
F-01	No position safety profiles exist. Training is tracked per person in three places — a binder, a spreadsheet and supervisor memory — and requirements are not defined per role, so gaps stay invisible until an auditor or an incident finds them.	DOC-011, DOC-014, INT-02, INT-05, Exhibit A	Fails Element 5 minimum. Four of six sampled workers had at least one expired or missing role-required item.	Define a safety profile per position (est. 9); map every worker; consolidate to one expiry-tracked register.	L
F-02	Incident investigations identify what happened but not why. All six reviewed stop at immediate cause; none produced a tracked corrective action.	DOC-021 to DOC-026, INT-01, INT-03	Fails Element 7 minimum. Repeat mechanism in the record: the March pinch-point injury repeats a November 2025 near-miss (DOC-023 vs DOC-025).	Adopt a root-cause method — 5-Why is sufficient at this scale. Log corrective actions with owner and due date; review monthly.	M
F-03	Hydraulic hose service life is not managed. A high-pressure hose on the 12-tonne service truck crane showed cover abrasion through to the reinforcement braid at the boom pivot. No hose on any unit carries an install date or service-life tag, no maintenance record shows replacement on condition or schedule, and the monthly checklist has no hydraulic line. The same routing appears on three of five units.	OBS-07, DOC-017, DOC-018, INT-04	A high-pressure failure at the boom pivot is a struck-by and injection-injury exposure at close range to the operator. An OHS Code equipment-maintenance duty independent of COR scoring, and the only finding here with an immediate physical consequence.	Unit out of service same day. Then a fleet-wide hydraulic campaign — see the worked example overleaf.	M
F-04	Inspection deficiencies are recorded but 11 of 14 items from the last six months show no closure evidence.	DOC-017, DOC-018, OBS-04, OBS-06	Costs Element 4 points; two open items were physical hazards still present on the site day.	Same register as F-02 — one log, two feeders. Close the two live hazards this week.	S
F-05	The program submitted to ISNetworld is the 2023 manual (rev 3); the manual in use is 2025 (rev 5). Sections on FLHA and disciplinary process differ materially.	DOC-002, DOC-030, INT-05	A prime's desktop audit comparing submission to practice would flag this. Grade risk with the primary client.	Upload rev 5; diary a re-submission check into every future manual revision.	S
F-06	2025 TRIF calculated at 2.9; correct figure is 7.5. One recordable (modified-duty case, DOC-024) was omitted and the hours denominator used a head-count estimate rather than actual payroll hours.	DOC-028, DOC-024, INT-05	Misstated statistics on prequalification networks are treated as integrity findings, not arithmetic errors.	Restate using payroll hours; correct on all networks; document the calculation method.	S
F-07	Completed FLHAs cluster at shift start; afternoon task changes proceed without reassessment. The crane-assisted lift observed on the site day had no current FLHA.	DOC-008, OBS-02, INT-06, INT-07	Element 2 points; the highest-risk observed task of the day was the one without an assessment.	Supervisor-led expectation: task change means a new FLHA. Verify in weekly inspections for eight weeks.	S

F-08	Two hazard-control documents (angle grinder, confined-space pit entry) reference controls that do not match the current hazard assessment revision.	DOC-005, DOC-006, DOC-007	Element 3 points; auditors test this cross-reference. Field practice matched the current assessment — a paperwork sync failure, not a field failure.	Reconcile both documents to the current assessments; add a revision-sync step to the manual's change process.	S
F-09	No annual program evaluation has been completed since 2024.	DOC-001, INT-01	Element 8 points — and the internal mechanism that would have caught F-05 and F-06 without an outside review.	Schedule the 2026 evaluation now; this report can serve as its input.	S

Worked example: *what F-03 actually takes*

One observation, five units, and everything it sets in motion. Included because “complete a hydraulic inspection campaign” is one line on a priority list and about forty separate things in practice.

STOP	The identified unit goes out of service the same day. A physical tag on the controls, a note to the supervisor who schedules it, and a record of who removed it and when — because a unit taken out of service informally comes back into service informally.
SCOPE	The question stops being about one hose. Three of five units share the routing; all five have high-pressure systems. Scope is every hydraulic system in the fleet, not every unit with a visible problem. You cannot see a hose that is degraded on the inside.
INSPECT	A competent inspection per unit, against a defined standard, by someone qualified to judge a pressure line. Each hose gets a disposition: serviceable, replace now, or replace at next service.
DISPOSITION	Replacements ordered, scheduled and completed. Units released back to service only against a completed inspection, signed.
TAG FORWARD	Every hose fitted from this point carries an install date and a service life. That converts a condition problem into a date problem, and date problems can be managed in advance.
TRIGGER	The monthly inspection checklist gains a hydraulic line. The maintenance schedule gains hose service-life expiry. The next unit purchased inherits both automatically.
CLOSE	The corrective action from F-02's register closes with the inspection records attached, and the campaign becomes a document that can be handed to an auditor, a prime contractor or a WCB investigator without assembling anything.

Done by hand Roughly two days of coordination across a whiteboard, a parts order, five phone calls and a spreadsheet nobody updates after week two — and at the end of it, evidence that the campaign happened exists only if someone remembered to file it.	Built once as a system The observation creates the stop-work, the stop-work scopes the campaign, the campaign issues the inspections, the inspections drive the parts orders, the completions release the units, and the whole chain writes its own audit record as it goes. The next campaign — any campaign, on any equipment class — runs on the same machinery.
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Northgate does not need that to fix these hoses. It needs it the fourth time something like this happens. The priority list assumes you do it by hand, because that is the honest baseline and it works.

What a report cannot do — and what would

This report is a fixed picture of one date, and it stays fixed. Every count in it was true on 12 June 2026. None of them will move again, and closing an item on the priority list will not change a number on any page.

The version that moves is a different thing, and it is not part of this engagement. It is what a modernization build produces: the same findings living in the client's own Microsoft 365 tenant, where the priority list is filterable rather than printed, an inspection closed this morning moves the count this morning, and TRIF recalculates from payroll hours rather than from somebody's estimate — the exact defect behind F-06. *What this could look like later*, near the end of this report, sketches that screen. Nothing in the priority list assumes you will ever build it.

Reported before this report existed. OBS-07 was raised verbally with the site supervisor on the day it was identified, four days before this document was drafted. Findings with an immediate physical consequence are never held back for the deliverable.

Dimension-by-dimension findings

Status reflects triangulation across documentation, interviews and site observation. Strengths are reported alongside gaps — an accurate picture includes what is working, and in Northgate's case what is working is the part that is hardest to build.

LEADERSHIP DIMENSIONS

Clear Direction — 4, solid

Strength. The health and safety policy is signed and dated January 2026 (DOC-001), posted, and referenced unprompted by three of four frontline interviewees. The owner described the program's intent without notes (INT-01). People here can say what the organization is trying to do.

- Responsibilities are defined for management and supervisors but not for the safety coordinator role, which absorbed duties informally as headcount grew (DOC-001 §2, INT-05). Folded into F-01.

Leadership Commitment — 4, solid

Strength. The owner attends the monthly safety meeting and the minutes show participation rather than attendance (DOC-003). Workers report near-misses and described no fear of doing so (INT-06 to INT-08). That candour is an asset many organizations never build.

- Commitment is expressed and believed. It is not yet converted into anything that survives a busy week — which is what the performance dimensions measure.

Awareness of Environment — 2, solid

The lowest leadership score, and the one that surprised leadership most.

- The organization did not know its TRIF was misstated (F-06), that its ISNetworld submission was two revisions old (F-05), or that a hose on a working unit had abraded to the braid (F-03).
- Each was discoverable from records Northgate already held. The gap is not information; it is that nothing routinely looks.
- Growth from 19 to 34 people changed the organization's risk profile, and no assessment of that change appears in any document reviewed.

Planning — 3, rough

Rough because the evidence divided: interviews described planning that documents do not show, and one supervisor described a scheduling practice no other interviewee mentioned. Reported as a rough reading rather than scored with false precision.

- Work is planned well at the job level. Formal hazard assessments exist for all nine position types and were revised within 18 months (DOC-005) — above average for a contractor of this size.

- Nothing plans the program itself. No annual evaluation since 2024 (F-09), no maintenance schedule tied to equipment condition (F-03), no training plan tied to roles (F-01).

PERFORMANCE DIMENSIONS

Support & Resources — 3, solid

Strength. Orientation content is solid (DOC-013) and all three most-recent hires confirmed receiving it. Engineering controls on the brake press installed in 2025 are exemplary (OBS-03) — when Northgate decides to solve something physically, it solves it properly.

- The safety coordinator carries a role that has never been defined, sized or resourced against the workforce it now serves. This is the resourcing decision behind several findings below.

Daily Work — 2, solid

- FLHA completion is real but front-loaded: 96% at shift start, near zero after task changes (DOC-008). On the site day the highest-risk observed task — an afternoon crane-assisted lift — had no current assessment (OBS-02). Two of three frontline interviewees described the FLHA as a morning routine rather than a task tool (F-07).
- Training requirements live in supervisor judgement rather than documents (INT-02, INT-05). Four of six sampled workers carried an expired or missing role-critical item while the company paid to maintain training no current role requires (Exhibit A, F-01).
- The monthly inspection is completed conscientiously against a checklist with no hydraulic or pneumatic line for mobile equipment. The hose condition in F-03 had been developing across at least six completed inspections.

Checking Progress — 1, solid

The lowest score in the review, and the one that explains most of the others.

- Inspections happen on schedule for six of six months (DOC-017). Eleven of fourteen recorded deficiencies show no closure evidence (DOC-018), and two remained physically present on the site day: a damaged extension cord in the fab bay (OBS-04) and blocked secondary egress in the parts mezzanine (OBS-06).
- The system finds problems. Nothing makes them go away. That is one missing register, not a cultural failing (F-02, F-04).
- No annual program evaluation since 2024 (F-09) — the mechanism that should have caught F-05 and F-06 internally, without paying anyone to find them.

Improving Together — 2, solid

- All six investigations reviewed stop at immediate cause — “worker’s hand in pinch point” — without asking why the condition existed. None produced a tracked corrective action (DOC-021 to DOC-026).
- The consequence is already in the record: the March 2026 pinch-point injury repeats the mechanism of a November 2025 near-miss. The system held the warning and had no way to act on it (F-02).
- **The capability exists.** Emergency response is drilled twice in twelve months with documented debriefs (DOC-019, DOC-020), and every interviewee including the newest hire named the muster point and first-aid attendants without hesitation. Northgate already knows how to practise, review and improve. It has simply never pointed that muscle at inspections, investigations or equipment.

The single most useful sentence in this report

Use the emergency-response rhythm as the internal template for everything else. The fleet campaign in F-03 is the same shape as a drill: define the scope, execute against a standard, debrief, record. You are not learning a new discipline. You are applying one you already have.

Exhibit A — role–requirement alignment

Sample: six workers across all distinct position types (18% of workforce), including the newest hire, the longest-tenured worker, and both workers whose roles changed in the last twelve months. Workers are identified by role code only. No individual is named or blamed — every gap below is a system gap.

WORKER	POSITION	PROFILE EXISTS?	GAPS FOUND	STATUS
Frontline A	Journeyman millwright	No	First aid certificate expired three months (DOC-011); otherwise current.	AMBER
Frontline B	Apprentice (newest hire)	No	Orientation complete; fall-protection training absent though tasked to mezzanine work (INT-02).	RED
Frontline C	Welder → crane rigger (role changed)	No	Rigging ticket current; crane-signaller training never assigned after the role change; still current on two welder-only courses no longer required.	RED
Frontline D	Shop labourer (longest tenure)	No	All current. Holds three certifications mapping to no current requirement (legacy roles).	GREEN
Supervisor A	Field supervisor (role changed)	No	Leadership-for-safety training assigned at promotion, never scheduled (INT-02, DOC-014).	AMBER
Coordinator A	Safety & training coordinator	No	Auditor refresher expired; the role itself has no defined profile.	AMBER

Two-sided cost, one cause

Northgate is simultaneously missing role-critical training — audit and incident exposure — and paying to maintain training no current role requires, an estimated five course-seats a year of avoidable spend (DOC-014). Both are the same defect: requirements attach to nothing. Position safety profiles fix both at once, which is why F-01 leads the list.

Appendix — prequalification & external standing

ITEM	STATUS AT REVIEW	NOTE
ISNetwork grade (primary client)	B — verified in session, Day 5	At risk from F-05 (outdated submission) and F-06 (statistics). Both are small-effort fixes.
Submitted vs practised program	Mismatch — rev 3 submitted, rev 5 in use	See F-05.
2025 TRIF	Reported 2.9 · recalculated 7.5	See F-06. Restate proactively on all networks.
WCB clearance	Current (DOC-027)	In good standing; premium experience rating reviewed, no anomalies.
Insurance certificates	Current; limits meet the primary client's stated requirement	Renewal falls three weeks before the next audit window — diary an early renewal.
COR status	Certified 2024 (ACSA); maintenance audit due Q4 2026	Elements 4, 5 and 7 must be corrected before that audit. The Executive Summary timeline is built to make it.

Methodology & limitations

What this is not

A Readiness Review is a measurement, not a certification audit: it does not satisfy a COR or SECOR requirement, is not conducted by a Certifying Partner, and issues no certificate. It tells you what a certifying auditor will find, and what your crews already know, in time to act.

How this review was run

The Readiness Review runs on the **CivicShift Assessment Platform**: the same instrument, configured the same way, for every organization. It holds the question sets, applies the scoring rules and builds the scorecard — which is what makes this result comparable year over year, and across clients.

What this engagement delivers — and what it does not

Delivered: this report, its evidence log and the 30-day follow-up call — the deliverable in full. Every figure is a snapshot as at the report date and does not update. Findings also come as a structured data file so nothing is retyped later.

Not delivered: any live system — no dashboard, no automated tracking, no software in the client's tenant, no feeds. A Readiness Review measures; it does not build. The reporting layer sketched in *What this could look like later* comes only from a modernization project: separate scope, separately quoted, and nothing here depends on it.

Standards assessed against

- The eight CivicShift dimensions — four leadership, four performance, scored 1–5 with a stated confidence — per *Eight Dimensions of Leadership Excellence* (Palmer, 2026).
- ACSA COR Audit Instrument v4.2 (illustrative here), currency verified against the certifying partner's portal on Day 0, signed T. Palmer, 1 June 2026. Thresholds: 80% overall, 50% per element.
- Alberta OHS Act, Regulation and Code for the records and equipment baseline; ISNetworld requirements for the prequalification appendix.

Evidence base

- **Documentation:** 31 documents (DOC-001 to DOC-031); the client was told to send what exists and create nothing.
- **Interviews:** eight (INT-01 to INT-08) — owner, two supervisors, four frontline, safety coordinator, 8–9 June. Roles only; no names recorded.
- **Observation:** site walk-through 9 June (OBS-01 to OBS-07). Photographic record held in the engagement file; nobody identifiable.
- **Triangulation:** every score below 3 rests on at least two evidence streams; no finding appears without a logged citation.

Limitations, stated plainly

- Point-in-time review of one site; client-premises worksites were not visited. Every figure is a snapshot as at 12 June 2026.
- Element percentages are readiness estimates, not an audit result — only a certified external auditor produces a scored COR audit.
- Three requested documents were not provided by Day 5 — the 2024 drill debrief and two maintenance logs — and count as not evidenced.
- Planning is a *rough* reading: where evidence streams disagreed, the disagreement is reported rather than averaged away. This report claims no more certainty than its evidence supports.

What this could look like *later*

Read this first: Northgate does not have this screen

Nothing below was delivered by this engagement, and nothing below exists today. It is a sketch of what these same findings look like *after* a modernization project puts them into an organization's own Microsoft 365 tenant — a separate build, separately scoped and quoted. It is included because the difference between a report and an operating system should be something you can look at, not a phrase in a proposal. The priority list in this report assumes none of it.

Safety & Readiness — illustrative build

ILLUSTRATION · NOT A NORTHGATE SYSTEM · DOES NOT EXIST TODAY

OverviewActionsTrainingEquipmentConditionsCrew climateSite: Fort McMurrayCrew: AllRolling 12 monthsrefreshed 06:12, auto every 15 min

Conditions now — Fort McMurray shop & yard

ECCC weather · Alberta Wildfire · RMWB alerts · EOC feed

WEATHER

24°C

SW 31 gust 48 km/h · RH 18%

FIRE DANGER

Extreme

Fort McMurray Forest Area

REGIONAL ALERT

Advisory

RMWB · issued 04:15

EOC STATUS

Level 1

Partial activation · 05:40

NEXT 48 H

No precip

Gusts 40+ km/h Sunday

AIR QUALITY

AQHI 6

Smoke drift, N of town

CONTROLS TRIGGERED BY THESE CONDITIONS

Fire danger Extreme → hot work needs a 2-hour fire watch · 3 open permits flaggedGusts > 40 km/h → lift plans re-checked before hoisting · 1 lift todayRH < 20% → yard burn ban · grinding moved insideEOC Level 1 → muster list and call tree confirmed current · done 05:52

READINESS INDEX

62/100

▲ 9 over 12 months

OPEN CORRECTIVE ACTIONS

11

4 overdue

ROLE-TRAINING COMPLIANCE

87%

▼ 2 pts, 30 d

CERTIFICATES EXPIRING ≤30 D

6

2 role-critical

HOSES PAST SERVICE LIFE

0

last campaign closed on time

DAYS SINCE RECORDABLE

74

rolling best: 74

Readiness by dimension

scored 1-5

Clear Direction

4.0

Leadership Commitment

4.0

Awareness of Environment

2.2

Planning

3.2

Support & Resources

3.1

Daily Work

2.6

Checking Progress

1.8

Improving Together

2.4

Corrective actions by age

days open

4

0-30

3

31-60

2

61-90

2

90+

■ 90+ days — escalates to the owner automatically

Readiness index

monthly

Jun

Jul

Aug

Sep

53 → 62 over four months. Target 75 before a maintenance audit.

Crew climate & watchlist — illustrative build

Grouped — no individual is identified on any page

How the program lands, by work area

workforce survey, scored 1-5

Office & admin n=5

3.9

Shop floor n=11

3.4

Field crews n=9

3.1

Yard & mobile n=7

2.8

Parts & stores n=3

—

Parts & stores is withheld: fewer than five responses. The platform will not release it, and the fact that it was withheld is recorded. Three people can answer honestly.

Watchlist

owner is a role, never a name

Fall-protection training, mezzanine tasks

Safety coordinator

26 Sep

Overdue 11 d

Crane-signaller ticket, rigger role change

Field supervisor

02 Oct

Due 19 d

ISNetworld re-submission, manual rev 5

Owner

19 Sep

Due 6 d

Blocked egress, parts mezzanine

Shop supervisor

—

Closed 04 Sep

2025 TRIF restatement, all networks

Owner

—

Closed 28 Aug

Illustration only — no part of this screen exists for Northgate. Fictional data; conditions tiles would read public feeds (ECCC, Alberta Wildfire, regional alert and EOC channels) whose availability and refresh vary. Season swaps the triggers, not the design: in January the same band would carry snowfall and extreme-cold warnings, firing yard-egress inspections, block-heater checks and a cold-stress work/warm-up schedule.

Why the weather is on a safety dashboard

Because it is the only input on the page that changes what a crew must do *today* — and in this region, what the whole town must do. A fire danger rating is the difference between a permit that is valid and one that is not. Beside the readiness index, one screen answers both questions a supervisor has at 6 a.m.: *what are we behind on*, and *what is different about today*.

And nothing here ranks a person. Owners are roles, crew results are grouped, and any group under five is withheld by the platform rather than by anyone's discretion. A supervisor sees their crew's items, the owner the rollup and the overdue list, the board the trend. That is what makes it safe to leave on a screen in the shop — if it is ever built.

Conclusion & next steps

Northgate's safety culture is willing, and its emergency-response discipline proves the organization can sustain excellence when a system supports it. The gaps found here share one root: growth outran the record and follow-through systems, so requirements attach to people's memories instead of to roles and registers.

The priority list corrects that in order — profiles and one corrective-action register first, the live hydraulic hazard alongside them, paperwork syncs second. The Q4 maintenance audit is achievable on that path and is not achievable without starting now.

Three ways forward, and only you can pick

- **Do it yourself.** Execute F-01 through F-09 internally. This report then serves as the input to your 2026 program evaluation, which closes F-09 as a by-product. Most organizations at Northgate's size and willingness can do this, and nothing further is required from CivicShift.
- **Measure deeper first.** If you want the same rigour applied all the way down — twenty-five scored areas, and your crews surveyed rather than six of them interviewed — that is the HR & Safety Program Review. This engagement's fee applies against it in full within twelve months.
- **Fix it so it stays fixed.** The modernization project — profiles, expiry tracking and the corrective-action register as one system rather than three new binders, built in your own Microsoft 365 tenant from CivicShift's pre-designed Power Platform solution, with Power BI reporting on top of it. This is what produces the screen sketched earlier, and it is the only path that produces it: separate scope, separately quoted, and considerably larger than this review. Ask and we will scope it. Nothing in the priority list assumes you will.

Included 30-day follow-up call: booked for 13 July 2026. Its purpose is to ask what moved and what stalled, not to sell you the next thing.

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Information is nearly free now. Diagnosis isn't.