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Joint Industry Committee

A Guide to the Framework of Standards For Health and Safety Programs

Document: JIC-002-1.3
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Joint
Industry
Committee

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Introduction

1.1 Background to the Framework of Standards

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A. The Joint Industry Committee (JIC)

The opportunity to improve workplace health and safety is growing in Saskatchewan. Every year thousands of unnecessary and unacceptable workplace illnesses and injuries occur. Approximately one person out of every ten is injured at work and requires medical attention. The societal consequences of these illnesses and injuries are wide in scope and far-reaching. More importantly, they are all preventable. Although various efforts are being undertaken to address health and safety, an opportunity for positive, systemic change exists.

Positive and systemic change requires increased collaboration to uncover common ground, create synergy, and develop effective methods which address workplace health and safety. A coordinated and structured effort can provide a solid foundation from which to develop tools resulting in sustainable injury reduction and productive workplaces. When we work together towards a common purpose, we are more likely to achieve the success we need.

Working together invites many different stakeholders to be involved, including workers, occupational health committees, occupational health committee representatives, employers, industries, government and other entities with a vested interest in positive outcomes for workplace health and safety. With a common purpose and commitment to cooperation, stakeholders can focus on the issue of reducing illness and injury, while at the same time enabling industry in Saskatchewan to effectively address loss prevention issues.

History shows that worker participation is key to successful health and safety programs. Since such programs are designed to enhance the health and safety of workers, it is both logical and imperative that workers participate directly in program establishment and design, as workers are the ones exposed to hazards. In Saskatchewan not only are participation and consultation needed, legislation also requires that the occupational health committee/representative be directly involved in program design and implementation through regular meetings and inspections.

To create and sustain significant reductions in the provincial injury rate, logic tells us that more employers will need to implement effective safety programs. To begin the process of systematically reducing workplace illness and injury, the Saskatchewan Workers' Compensation Board (WCB) has established a voluntary Joint Industry Committee (JIC). This committee is a vehicle to increase support for positive change to the way health and safety is viewed and managed. With the increased support of a number of industries, preventative action to drive down occupational illness and injuries in Saskatchewan is likely to occur. Many industries and employers across Canada have benefited from similar collaborative approaches.

To benefit from a systems approach to loss control, several interested Saskatchewan stakeholders have come together as the JIC. Collectively this group is striving to develop and enhance management systems for loss control. Thus the committee is a mechanism for sharing best practices during the development and/or enhancement of a framework of industry standards for the evaluation of industry health and safety programs.

B. Framework of Standards: Rationale

With voluntary industry buy-in, a valuable provincial template/framework of standards can be developed. This framework will assist industries in voluntarily developing and maintaining certification standards for health and safety management programs to meet individual industry needs.

The framework of standards for health and safety programs is a way to create economy of effort; it molds consensus on shared issues among industries and enables different industries to take the information in the framework and apply it to their individual needs. This concept aligns with the strategic focus of the JIC - to create a business culture in Saskatchewan where workplace health and safety is integrated with other business components such as efficiency, quality, and profitability. Another strategic focus is to create a workplace culture where injury and illness is prevented through buy-in of all workplace parties (owners, managers, supervisors, workers, occupational health committees, safety representatives, etc.), companies, and industries. The common belief that loss (including injuries) is preventable and predictable should stimulate the appropriate action of all in the workplace.

Several efforts undertaken in the past have made an impact. Increased compensation costs and increased surcharge amounts have impacted on the employer's bottom line. As well, a dedicated crown prosecutor and regulatory enforcement for occupational health and safety violations have sent a strong message. The proposed framework of standards is not a tool to replace these initiatives. Rather, it is a method for seeking ways to inform industry and employers about how to meet and exceed legislation, while reducing injuries and cost

C. Document: Content and Purpose

The next section of this document explains the concept of health and safety programs, elements of those programs, the purposes of the elements, components of each element, reasons the elements are important, and their interrelationships. This information outlines how the health and safety program should be integrated with other business functions such as productivity, quality and efficiency. The final pages offer insight into the next steps and provide a list of resources for further assistance related to the framework of standards.

You, as active readers, are asked to ponder the concepts presented in this document and consider how each element of the health and safety program applies to you, your co-workers, your place of business, and your industry. If you actively engage with what follows, we trust you will find the information both interesting and beneficial.

1.2 Definition of Terms

Preface

The following definitions are intended to clarify common health and safety terms used in Saskatchewan workplaces. While not all definitions below are referenced throughout the document, they may be of particular use as a company develops, implements and maintains a health and safety management program.

It is important to note that definitions explain words. When words are presented in OH&S legislation, it is imperative to abide by the interpretation of those words as set out by legislation.

Accident – an unwanted, unplanned event that results in a loss; these losses could include production loss, property damage and/or injury including death

Administrative controls – a method of controlling employees' exposure to hazards by rules, procedures, practices, etc.

Assurance of Voluntary Compliance – a formal, written assurance by a person in charge of a workplace to correct a contravention of Part II of the Canada Labour Code in situations which do not call for a direction

Audit – a periodic methodical and in-depth evaluation of an organization's safety programs/systems. Usually the audit is done to a known audit standard

C45 – a bill to amend the criminal code in regards to OH&S offenses
- Section 217– The amended sections of the criminal code dealing with OH&S offenses

Certified – indicating that a person or organization conforms with a standard as judged by a qualified party

Communication – an exchange of information between or among people or groups of people; could include written, spoken, visual, or other forms of multi-media

Competent – possessing knowledge, experience and training to perform a specific duty

Compliance – meeting with the minimum requirements of health and safety legislation

Consultant – one who gives professional or expert advice

Contractor – NOTE: This definition has two distinct meanings:

  Commonly used dictionary meaning: an individual or organization that provides supplies, services or work for an employer, but not as an employee for wages or salary

  Legal meaning (*Saskatchewan Occupational Health and Safety Act, 1993*):
  a person who, or a partnership or group of persons that, pursuant to one or more contracts, directs the activities of one or more employers or self-employed persons involved in work at a place of employment

Contravention – a violation of a legislative duty and responsibility

Critical – essential to the health, safety and welfare of

Culture – the overall attitudes, outlook and behavior typical of a given organization

Dangerous occurrence – any occurrence that does not result in, but could have resulted in, a condition or circumstance set out in sections 8 and 9 of the *Saskatchewan Occupational Health and Safety Regulations, 1996*

Direction – instruction, order, command, or guidance for completing a task

Documentation – the act or instance of furnishing a record or authenticating an event, process or thing

Due diligence – an action by an individual or organization in regards to OH&S that the common person would see as a reasonable course of action to take; could also be used as a legal defense in OH&S related charges

Elimination – the process of removing a hazardous product, substance or process

Emergency – a situation that requires immediate attention, usually relating to a medical, fire or other such emergency

Emergency preparedness – the overall plan, resources and response required to effectively deal with an emergency situation

Employee – an individual who works for an employer for wages or a salary

Employer – a person, firm, association or body that has, in connection with the operation of a place of employment, one or more workers in the service of the person, firm, association or body

Engineering control – a method of controlling employees' exposure to hazards through the physical design of the workplace and/or process

Equipment – any combination of mechanical parts that transmits from one part to another or otherwise modifies force, motion or energy

First aid – initial emergency care of an injured person; this treatment is usually provided in house

Follow-up – the process of checking to see that corrective action has taken place after an inspection, investigation or loss

Frequency – how often a given type of incident occurs; for example, a lost time frequency would express how many lost time incidents are taking place per a given number of hours worked (e.g. TL/ 200,000 hours)

Hazard – a dangerous object, event, behavior or condition, which could cause hurt, injury or loss

Hazard analysis – a process of identifying the critical steps to a job, the hazards associated with those steps and the actions required to eliminate or reduce the hazards associated with the steps. Also referred to as a Job Task Analysis (JTA) or Job Safety Analysis (JSA)

Hazard assessment – a process for determining hazards associated with a project

Hazard control – a means of reducing the risk of exposure to a hazard and could include elimination of the hazard, substitution of a hazardous product, engineering controls, administrative controls and personal protective equipment

Hazard identification – the recognition through a formal or informal process of a dangerous object, event, behavior or condition, which could cause injury or loss

Health and safety – see definition of "safety", expands the definition to include health issues

HRSDC – Human Resources and Skills/Social Development Canada, a federal body that enforces OH&S legislation for federally regulated employers

Incident – an unplanned, unwanted event that results in or could have resulted in a loss; these losses could include production loss, property damage and/or injury including death. An accident and near miss are different categories of an incident

Independent safety association – associations formed for the purpose of promoting safety to workers and employers, typically representative of an industry

Inspection – a deliberate, systematic scrutiny or critical examination of an activity, object or process. The examination is often checked or tested against a standard

Instruction –giving information and direction to a worker with respect to particular subject matter

Investigation – a systematic process to uncover facts and factors involved in an incident, determining the root causes of the incident and future corrective actions to prevent re-occurrence

Loss – the state in which something of value is lost; these losses could include production loss, property damage and/or injury including death

Loss prevention – a program designed to identify and correct potential incident problems before they result in a loss

Management – the act or art of handling, controlling or having authority over a workplace, including workers who are at the workplace

Management Leadership – the provision of guidance, support, and commitment to processes that will enhance workplace health and safety

Materials – the articles needed to make or do something

Medical aid – an injury for which outside medical treatment was provided and the cost of that treatment was covered by the WCB

Near miss – an unwanted, unplanned event that does not result in a loss; these losses could include production loss, property damage and/or injury including death

Needs Assessment – the identification of organizational requirements that support improved workplace health and safety

No time loss – relating to a WCB claim where an injury results to a person who is able to report for duty on their next regularly scheduled shift

Notice of contravention – cites the contravened provision of the OH&S Act or the regulations, stating the reasons for the OH&S Officer's opinion and requiring a person to remedy the contravention within a specified period

Occupational health committee – an occupational health committee established pursuant to Section 15 of the *Saskatchewan Occupational Health and Safety Act, 1993* and Part IV of the *Saskatchewan Occupational Health and Safety Regulations, 1996*

Occupational health committee member – a person determined by the workforce to be included as part of the occupational health committee

Officer's report – cites provisions of the OH&S Act or regulations that require remediation

OH&S Division – the government department that enforces occupational health and safety legislation in the province

- **Act** – legislation that assigns OH&S duties and responsibilities to individuals in the province

- **Regulations** – minimum requirements for the purpose of compliance with the duties assigned by the OH&S Act

- **Code of practice** – practical guidance with respect to the requirements of any provision or the regulations

OHC Meetings – a legislative duty requiring the occupational health committee to meet to address occupational health and safety matters

Orientation – the process of familiarizing an individual to a work process, workplace, work site or environment

Owner – a trustee, receiver, mortgagee in possession, tenant, lessee or occupier of any lands or premises used or to be used as a place of employment; and a person who acts for or on behalf of a person as mentioned previous within this definition as that person's agent or delegate

Personal Protective Equipment (PPE) – a device or item of apparel worn to protect a worker from a hazard or facilitate rescue

- **Basic** – basic PPE might include the minimum equipment that a worker is expected to wear, for example protective footwear. It is important to note that what might be basic to one industry could be specialized in another

- **Specialized** – specialized PPE would be gear that is used above the basic PPE for certain situations, for example, SCBA

Plant – any premises, site, land, mine, water, structure, fixture, or equipment employed or used in the carrying on of an occupation

Policy – a written statement which expresses the philosophy, experience, wisdom and belief of an organization's senior management for future guidance towards the attainment of stated goals

Policy Statement –see definition of "policy"

Practice – a standardized method for doing a generic job or operation

Prime – of the highest rank, typically referring to "Prime Contractor" in other provinces' OH&S legislation

Principal – first or highest in rank, importance or value, typically referring to "Principal Contractor" in other provinces' OH&S legislation

Probability – the likelihood that a given event will occur; often is a combination of how frequently an individual is around a hazard in combination with how likely the event is to occur

Procedure – a step-by-step method for doing a specific job; the procedure usually results from a hazard analysis

Processes – a series of progressive and inter-dependent steps by which an end is attained

Qualified – possessing a recognized degree, a recognized certificate or a recognized professional standing and demonstrating, by knowledge, training and experience, the ability to deal with problems related to the subject matter, the work or the project

Quality assurance – assertion of worth

Records – the written documentation of information

Reports – a detailed account of an action, activity or event

Risk – the probability that during a given period of activity, a hazard could result in an accident with definable consequences

Safety – the condition of being free from undergoing or causing hurt, injury or loss; the art of performing any task in the most accident-free manner reasonably practicable; the control of avoidable loss

Safety association – associations formed for the purpose of promoting safety to workers and employers, usually funded by the WCB through a levy to a specific industry rate code

Safety meeting – a regularly held meeting to discuss safety issues relevant to a company's operations

Safety program – a program of administrative and procedural plans for hazard identification, hazard control and loss prevention; the process of putting them into place, and a method for maintaining their effectiveness; the combined and inter-related processes for the control of avoidable loss

Safety representatives – occupational health and safety representatives

Safety system – see definition of "safety program"

Self-employed – a person who is engaged in an occupation but is not in the service of an employer

Severity – a measure of how severe an accident is; usually expressed as the number of days lost per a given number of hours worked (e.g. days lost/ 200,000 hours)

Standards – those morals, ethics, or habits established by authority, or an individual, as acceptable

Stop work order – the cessation of work required by OH&S that involves a serious risk to workers arising from a contravention (see definition)

Sub-contractor – an individual or organization that provides supplies, services or work for a contractor. They usually help to fulfill a portion of a contract that the contractor has

Sub-standard acts – an action by an individual that is less than what is normally expected

Sub-standard conditions – a condition that is below what is normally expected

Substitution – the process of replacing a hazardous product, substance or process with one of a lower hazard

Supervisor – a person who is authorized by an employer to oversee or direct the work of workers

Supplier – a person who supplies, sells, offers or exposes for sale, leases, distributes or installs any biological substance or chemical substance or any plant to be used at a place of employment

Task – a definite piece of work assigned to, falling to, or expected of a person

Time loss – relating to a WCB claim where an injury results to a person who is unable to report for duty on their next regularly scheduled shift

Tool box meeting – also called a tailgate meeting, is a safety meeting that is held to discuss safety issues specific to a crew or specific work site

Training – giving information and explanation to a worker with respect to particular subject matter and requiring a practical demonstration that the worker has acquired knowledge or skill related to the subject matter

Visitor – an individual who has been authorized to be on or at a workplace

WCB – Workers' Compensation Board, an insurance plan funded by employers to provide benefits for workers injured on the job

Worker – a person who is engaged in an occupation in the service of an employer

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NOTE: The following publications were consulted in the development of Section 1.2, Definition of Terms:

- *Saskatchewan Occupational Health and Safety Act, 1993*
- *Saskatchewan Occupational Health and Safety Regulations, 1996*
- *Canadian Dictionary of Safety Terms, 1987*
- *Webster's Seventh New Collegiate Dictionary*
- *Webster's Encyclopedic Unabridged Dictionary of the English Language (ISBN 0-517-68781-X)*

1.3 The Safety Program

Rationale

Different factors such as personal experience, training and education, commonly held beliefs, cultures, and the understanding of management systems all mold our perception of what a health and safety program is, and what a health and safety program is designed to do.

The JIC views a health and safety program as a systematic, organized approach to prevent workplace loss associated with incidents. Workplace loss includes personal injury, equipment damage, property damage, environmental damage and other issues relating to an incident. The prevention of workplace loss is the goal of an effective health and safety management program. An organization needs to be proactive by developing and implementing tools which will mitigate workplace loss before it happens.

Different forms of preventative measures can be taken. The first form of prevention, commonly referred to as primary prevention, seeks ways to eliminate, substitute or otherwise separate the hazardous energy from the target. The target may be a person, a material, or piece of equipment. For example, if water is on a walkway, and a worker carrying a radio slips and falls, an incident has occurred. While this time the incident does not result in an injury (loss) to the worker, and the radio is not damaged, clearly a condition existed that should have been controlled. Primary prevention would actively seek ways to eliminate slippery surfaces so that the worker was not likely to slip and fall in the first place. Primary prevention identifies situations and effectively deals with them before they result in a loss.

In another form of prevention known as secondary prevention, a loss has already occurred. Typically, secondary prevention tries to minimize that loss. Using the example above, imagine the situation changing slightly. The worker slips and falls resulting in personal injury. The personal injury leads to hospitalization and the injured worker is off work because of the injury. Secondary prevention would seek ways to return the worker to meaningful employment as soon as medically possible, with accommodations made to the worker as necessary. Ultimately, these measures should result in the prevention of further injury to the worker and loss to the organization.

While safety goals may appear to be different for workers, supervisors, managers and company owners, common to everyone is the fact that loss benefits no one. The key to any form of prevention is an organized approach to control preventable loss.

The overall purpose of this document is to develop structures, tools, and understandings within the context of primary prevention. If primary prevention succeeds, the need to engage in secondary prevention is minimal or even non-existent. This goal of developing and implementing tools to address primary prevention in a methodical and structured way is synonymous with a successful health and safety program. It is important for the reader to note, that while current terminology often refers to a health and safety management system, legislation refers to a program. For the purpose of this document, both a program and a system are used in the same context.

What are reasons for an organization to develop and implement an effective health and safety program? Three of the main reasons are financial benefits, legal requirements and moral obligations.

An effective safety program provides financial benefits by reducing costs resulting from injuries, and property and equipment damage. An effective program also reduces the "hidden" costs of incidents such as job interruption, hiring and training costs of replacement workers, rental of equipment needed to replace damaged equipment, etc.

In addition, an effective program can lead to a reduction of WCB assessments and insurance premiums. Companies with a valuable health and safety program have a competitive advantage in the marketplace, as they do not experience the loss which their peers experience. An effective safety program does not cost — it pays!

To meet the demands of society, government has developed legal requirements related to worker safety. This legislation has often resulted from worker injury, disability or death, and is based on considerable practical experience. To be compliant, employers must make sure they address these requirements as part of their work practices and integrate them within their businesses. Meeting these legal requirements is not necessarily expensive or difficult, but compliance is mandatory. An effective health and safety program will assist companies as they work to meet and exceed these minimum requirements.

Companies also have moral obligations based on the belief that we are responsible for our own and others' quality of life. Society expects people in authority to protect their subordinates from harm. In the workplace, owners, managers, and supervisors are morally responsible for taking appropriate measures to protect themselves and their workers from illness or injury. Workers, in turn, are responsible for cooperating and taking measures to safeguard themselves and their fellow workers.

When we reach agreement about what an effective health and safety program is and when we understand its rationale, we will be better able to examine the content of the program and align our thoughts. To that end, the following information both outlines and details the content of the framework of standards for an effective health and safety program. As well, it clarifies understanding of the program elements and their sub-elements. And finally, it emphasizes the importance of various elements and explains how they are related within this framework of standards, which, if adopted, will greatly enhance health and safety in our workplaces.

2

Program Details

2.1 Safety Program Elements: Overview

The information in this section broadly describes the elements of an effective health and safety management program as identified and agreed to by the JIC. It clarifies the elements and shows how the elements are interrelated.

As previously discussed, the underlying purpose for any safety program is to eliminate or reduce any potential losses (including worker illness and injury) that may occur as a result of the day-to-day operation of a business. These losses could include, but are not limited to:

- Injury and illness
- Production losses/downtime
- Product damage
- Equipment damage
- Plant damage

An effective safety program will focus on a critical two-step system:

- Hazard identification
- Hazard control

Effective implementation of the two-step health and safety program requires the interaction of a number of equally important elements. These elements, which have been agreed to by the JIC and which provide the foundation for an effective health and safety program, are:

1. **Management Leadership**
2. **Hazard Identification and Analysis**
3. **Hazard Controls**
4. **Inspections**
5. **Communications**
6. **Emergency Preparedness**
7. **Investigations**

The first element is *Management Leadership*. An effective program involves the entire workplace, from owners to senior management, supervisors, occupational health committees, and workers. Critical to effective safety programs are the commitment and leadership shown by company management. Only through management support and contribution to the safety program can exposure to workplace loss be effectively minimized, for it is management that allocates the resources needed to address health and safety issues. *Management Leadership* can begin with a commitment to identify the hazards in the business and take steps to correct them.

Once management is committed to an effective safety program, the second step is to develop a process of *Hazard Identification and Analysis* for the business. To prevent loss exposure, hazards need to be identified before work can be done. Following the active identification of hazards in the workplace, necessary steps can be taken to evaluate and analyze the risk(s) associated with the hazard, and ways found to eliminate or minimize the loss potential. *Hazard Identification and Analysis* is a core process in the two-step system previously described.

Another core process in the two-step system is ***Hazard Controls***. As previously discussed, to prevent loss exposure, workplace hazards need to be identified before work can be done. The element of ***Hazard Controls*** seeks methods to effectively and systematically mitigate risk and control hazards present in the workplace. If we visualize a hazard as having a source, a path, and a target (person or material), we need to place multiple hazard controls between the source and the target. In doing so, we are more likely to prevent the occurrence of an incident.

Traditionally, hazards are controlled through Elimination/Substitution, Engineering, Administration and Personal Protective Equipment (PPE). The multiple controls put between the source of the hazard and the target will be a combination of these control methods.

Inspections are not only a means of hazard identification, but also a process to monitor the system and verify that hazards have been dealt with effectively. Once an organization deems that hazard controls have been put into place, it will need to determine whether the controls are adequate, effectively implemented and/or used by all in the workplace. The element of inspections is an invaluable mechanism to assess the workplace for substandard conditions and acts, and to confirm adequate hazard controls.

Communications combines both hazard identification and hazard controls. By communicating with the workforce about the hazards particular to a business and the methods used to control those hazards, the organization better prepares workers to deal effectively with loss prevention issues.

Emergency Preparedness recognizes that while the intent of the health and safety management program is to identify and control hazards, it is possible to miss a hazard or have one or more controls operate ineffectively. If the system fails, an organization needs to be prepared to deal with emergencies that may occur.

Investigations also combine both hazard identification and control. If an incident occurs, organizations will need to identify what aspect of the safety program failed. The failure might be part of the initial hazard identification or part of the control(s) that were selected. Or the problem might be in the training of the worker or in the communication of the hazard control to the worker. The purpose of investigations is to identify where the failure exists and correct it.

The JIC has identified these seven elements as fundamental to an effective health and safety management program. The overview above is preliminary to a more detailed explanation of the individual elements. Another critical understanding of effective safety programs is that all elements must work together.

The description of sub-elements related to each element provides further detail within the framework of standards for safety programs. And from this framework of standards for safety programs, the standards for evaluation and certification specific to individual industry needs will be developed.

Creating an effective safety management program is the critical first step towards sustained injury reduction. However, effective implementation is equally important. Program maintenance requires continual quality evaluation to confirm that the program is working as intended and that improvements are being made. Therefore, quality evaluation is paramount to the success of any safety program.

NOTE:

- Saskatchewan Occupational Health and Safety legislation was a valuable resource in creation of the framework of standards.

- Supporting background information can be referenced in document JIC-003 (*Safety Program Profile-Dacum*).

- Detailed explanations with supporting information can be referenced in document JIC-002-1.2 and JIC-002-1.3.

- Employers and employees should be aware of pertinent health and safety legislation. For example, a provincially regulated Saskatchewan employer should refer to the *Saskatchewan Occupational Health and Safety Act, 1993, Section 13* and the *Saskatchewan Occupational Health and Safety Regulations, 1996, Section 22.*

2.2 Individual Elements: Sub-Elements and Rationale

Preface

The following information broadly describes the elements and sub-elements of an effective health and safety management program as identified and agreed to by the JIC. The reader should note that the legislation surrounding occupational health and safety was a valuable resource in creation of this framework of standards. While health and safety programs are legislated in most industries in Saskatchewan, the intent of the following information is to outline a best practice approach to creating and implementing health and safety programming as agreed to by the members of the JIC.

The following information is intended to serve industries as they develop or refine certification programming specific to their industry needs, and to assist companies with development and implementation of their health and safety program. As well, it provides the framework of standards for future development of implementation measures.

Element #1: Management Leadership

Introduction:

In a framework of health and safety standards, the information must be organized in deliverable units or elements. The first of such elements for incorporation into the framework is *Management Leadership*.

Management Leadership is a critical first element in developing effective health and safety programs because it fosters and shapes a willingness to improve the workplace culture, leading to a reduction of occupational illness and injury. Effective health and safety programs across the globe have this element in common. Management support and demonstrated leadership in the safety program will effectively minimize exposure to workplace loss.

Sub-element content:

The following sub-element content expands on what is anticipated to be in place for the element of *Management Leadership*.

The element of *Management Leadership* includes:

1. Demonstrated leadership through support of safety program elements, leadership by example, and accountability and responsibility for measures taken in the interest of workplace health and safety;

2. Identification of organizational vision and philosophy through a documented health and safety policy that is current, reviewed, signed and dated;

3. Identification of organizational health and safety goals and objectives that are integrated throughout the organization and valued equitably with other business functions such as productivity, profitability, and quality.

The element of *Management Leadership* also includes developed processes to:

4. Review the safety program documentation, creating awareness of program issues and determining management personnel responsible for review of health and safety program documents;

5. Confirm that policy and procedures are effectively developed, maintained and implemented;

6. Determine responsibility and accountability at all levels within the organization and those who work with the organization, at the work site;

7. Confirm that policy and procedures are adhered to for everyone in the organization, including positive reinforcement, evaluation mechanisms, and disciplinary measures;

8. Confirm that management and communication processes exist for all affected workplace parties;

9. Confirm provision of adequate resources, ensuring the safety management system is effectively implemented;

10. Confirm that identified corrective action has been implemented effectively and in a timely manner; and

11. Confirm that health and safety program documentation is completed to an established standard and in a timely manner.

Rationale

Leadership and commitment to health and safety can be demonstrated in a number of ways. The starting point and, some argue, the single most important part of the entire safety program, is the policy. Policy can be defined as, but is not limited to, a statement of values that guides the actions needed for an effective health and safety program. Through policy, the element of *Management Leadership*, including commitment, is established.

Any company policy needs to reflect the current principles of that company, needs to be written and needs to be available to all. People are more likely to pay attention to an up-to-date policy which is relevant to the existing needs of both the company and its people. Management must state its commitment to health and safety within the policy and demonstrate that commitment in the implementation of policy.

One way management can strengthen credibility of policy is through the endorsement/ signature of the highest known level of management and/or ownership.

An important part of the policy is a safety philosophy, which targets the desired outcomes for the entire safety program. In addition, an effective policy clearly identifies at the outset, responsibilities for health and safety.

While policy is the logical and necessary starting point for ensuring an effective health and safety program, it is of little value if employees are unaware of its content or existence. Company leadership needs to make sure that policy is readily accessible, known, and valued. Employee awareness of policy is incumbent upon management developing a method of sharing information transparently.

Another way management can strengthen the credibility of policy is to ensure that the safety policy reflects current safety standards. Because the realm of occupational health and safety is ever changing, knowing existing standards and being informed about upcoming changes to those standards are paramount. Standards can take the form of legislation relating to health and safety as well as industry best practices that may affect health and safety legislation in the future. By demonstrating knowledge in these areas, management can readily confirm its commitment to being a leader in workplace safety.

Leadership and commitment to health and safety requires more than a statement of principles. The establishment of a system for accountability at all levels will support health and safety management initiatives and address their maintenance and renewal. If people within an organization can see that management is committed to the process, they are more likely to operate as a cohesive unit, thus making the health and safety program more credible and easily implemented.

A health and safety program will be as strong as its weakest link. A well-documented program manual does not guarantee that the health and safety program will be incorporated into the management system. No matter how current, meaningful, or believable a program is, for it to be effective, management needs to implement it appropriately. Those charged with making the safety program effective therefore, need to be aware of the expectations and their roles in making the health and safety program work. Management clearly defining individual roles within the safety program demonstrates a high degree of leadership and commitment to the process.

Senior management is involved in a host of activities that affect the health and safety of the workforce and the sustainability of the company. Management focuses a great deal of energy in the areas of quality, efficiency, and profitability. While it can be argued that an effective health and safety program will positively influence each of these three areas, health and safety is not the sole influence and therefore not the only area on which senior management will concentrate.

Because senior management oversees expenditures/investments in the areas of health and safety, their leadership is critical for the safety program to be effective. Through involvement in the health and safety program, senior management can again demonstrate leadership and the program will have a better chance of success.

In large organizations, several layers of management likely exist. While the owners/ senior management may demonstrate the needed leadership and commitment to the health and safety program, middle management needs to address the bulk of the communication needs and resulting division of tasks and human resources. It is important therefore, that middle management becomes engaged in helping to turn policy into action.

To turn policy into action, middle management must be significantly involved. Being involved in progressive health and safety initiatives not only demonstrates to the workforce that owner/senior management commitment exists; it also demonstrates that middle management understands the leadership and buy-in necessary for success.

In every company supervisors play a key role in the effectiveness of the company's health and safety program. Supervisors, in their critical liaison roles, communicate the desires of management and address the concerns of workers. Thus, their leadership is central to ensuring the program's success.

For any health and safety management system to be effective, all within the workforce need to believe in the process and value it. The best system in the world will fail if the people on the front line do not support it. To bolster support for such a system, management and supervisors can demonstrate further leadership and commitment by actively involving those directly affected on a day-to-day basis. Health and safety standards protect people in the workplace; thus worker involvement and pro-active participation are keys to success.

Best intentions by management alone are not enough to enact policy. As with the evolution of any process, system, or thinking, allocations of adequate resources are essential. Management can demonstrate commitment and leadership to the safety program by allocating appropriate resources whether they are people, equipment, materials, or time. The resource requirements will vary by issue, but the leadership shown by investing in resources can also create commitment at all levels of the organization.

Conclusion

What best demonstrates leadership and commitment to employee health and safety? Firstly, management understanding and defining workplace health and safety, and secondly, management developing, implementing, measuring, and refining an effective health and safety management program. ***Management Leadership*** and commitment are the determining factors in developing effective health and safety management programs. The building of a safety program, which incorporates all seven elements, rests upon the foundation of ***Management Leadership***.

Element #2: Hazard Identification and Analysis

Introduction:

To develop an effective safety program and to prevent loss exposure, hazards need to be identified before work can be done. Through the active identification of hazards in the workplace, necessary steps can be taken to evaluate and analyze the risk(s) associated with the hazard, and ways found to eliminate or minimize the loss potential.

Sub-element content:

The following sub-element content expands on what processes are anticipated to be in place for the element of *Hazard Identification and Analysis*.

The element of *Hazard Identification and Analysis* includes developed processes to:

1. Determine and inventory critical tasks an organization will undertake, and the person(s) who will conduct and document the inventory;

2. Analyze hazards according to risk to determine priority when implementing controls and determine the person(s) who will conduct the analysis;

3. Review the analysis of hazards when significant changes in people, equipment, materials and/or the work environment are made in the workplace;

4. Identify and assess hazards to personnel in the workplace, including issues such as experience, psychosocial factors, behavioural analysis and training;

5. Assess change regarding new and existing equipment, including issues such as placement, preventative maintenance, technology, and training of personnel working with, or in proximity, to the equipment;

6. Identify and assess hazards associated with materials in the workplace, including documented results and determination of competencies required to conduct the assessment;

7. Identify and assess hazards associated with the work environment, including the priority and relocation of hazards to eliminate or minimize exposure;

8. Record the work observations including person(s) responsible for conducting the observation;

9. Review appropriate documents relating to hazard analysis including items such as inspections, investigations, policy and manufacturer's specifications;

10. Assess risk level associated with workplace hazards such as frequency, severity and probability;

11. Track and manage the *Hazard Identification and Analysis* system, including items such as timeliness, change management, and new or modified methods of work; and

12. Conduct an assessment of all procedures to determine existing and potential risks, including determination of:

    a. priority,
    b. how and when risks will be addressed,
    c. how to correct identified risks, and
    d. a communication and corrective action process.

Rationale

Hazards in the workplace need to be identified before appropriate control measures can be implemented. Although the intention is to control every hazard, an organization needs to prioritize their efforts, effectively addressing hazards that pose the greatest probability, frequency and severity of injury. Analyzing hazards to prioritize action is a challenge which requires specialized knowledge and skill. Taking inventory of hazards and analyzing critical tasks is the first step towards developing effective controls.

When change occurs in the workplace, subtle changes can naturally go unnoticed. Every unrecognized, subtle change, however, creates increased exposure and potential for loss. Since the workplace is dynamic and ever changing, regular review of hazard analysis is paramount. Significant changes in people, equipment, materials and/or the work environment, introduce changed potential for loss; therefore, regular review to update the analysis of hazards is needed.

Because one of the main thrusts of a health and safety program is to prevent illnesses and injuries, a company needs to focus on both the hazards people encounter and the hazards people present. A lack of experience and/or knowledge, certain behaviours and risk-taking attitudes are some examples of the types of issues a company will need to identify and assess for effective implementation of hazard control measures.

Improvements in technology continue to change the way work is performed, as well as the equipment used in the workplace. More than ever, new equipment is increasing the rate at which work is accomplished. With such increased capacity to work faster, the risk potential for harm increases. Also, changes to equipment present an increased need to train/retrain the operators of that equipment.

Existing equipment also can initiate change. Over time as equipment is used, the potential for equipment failure increases. Because of this potential, regular preventative maintenance of equipment can help identify and assess risk before an injury occurs or before the equipment breaks down. By assessing and anticipating such changes, companies are better prepared to minimize loss exposure before an unwanted event occurs.

Materials used in the workplace are also changing. Whether a new, controlled product is introduced or the placement of a material is changed, such changes alter the degree of risk. It is important, therefore, that a company actively identifies and assesses those hazards associated with materials in the workplace. It is equally important that the company determines the competencies of the person required to conduct and document such action.

Another consideration in potential loss exposure is the work environment. If workplaces actively identify and assess hazards associated with the work environment, they will be better poised to reduce loss exposure. Workplace hazard controls may include, but are not limited to, increased lighting, better housekeeping practices, or more appropriate ventilation for the type of work conducted. The controls will vary by work environment; however, one constant variable is the need to identify and assess environmental hazards.

One important method of identifying and assessing workplace hazards is work observations. When people, equipment, materials and environment merge, the process of work needs to be observed in order to identify hazards. With a documented observation procedure, a company is better able to identify and assess hazards of the work process itself. If a hazard has previously gone unnoticed or continues to exist, work observations can identify the problematic interaction of people, equipment, materials and environment and provide valuable information as to the inherent safety in the process itself.

When changes are made in the workplace, several areas noted above require ongoing evaluation. Also, other elements of the safety program will reinforce or reveal new hazards. Inspection reports, investigation reports, policy and manufacturer's specifications are examples of the documentation a company will need to review for implementation of appropriate controls. A company that reviews hazard analysis documentation is adopting and applying a much-needed and structured approach to controlling hazards.

The scope of a company's work activities and its capacity to address health and safety issues will determine the depth of resources available to fulfill health and safety requirements. The capacity to address health and safety needs will affect how the company manages *Hazard Identification and Analysis*. Nevertheless, each company's *Hazard Identification and Analysis* system needs to be monitored for success in loss prevention. Examples of areas to be monitored within this element of the health and safety program include items such as timeliness, change management and new or modified methods of work.

The collection and analysis of data concerning hazards and risks indicates to the company where it can realize efficiencies in the health and safety program. Such assessments tell the company how and when to address the risks, to determine their priority, to make suitable corrections, and to establish communication measures. Reliable assessment data allows companies to efficiently address specific health and safety issues and motivates them to engage in primary prevention.

Conclusion

Hazard Identification and Analysis is another critical element of an effective health and safety program. Through coordinated efforts to identify the various areas of risk and loss exposure, meaningful, timely, and appropriate control measures will be taken. The element of *Hazard Identification and Analysis* provides the context for the next element in the framework of standards, that of *Hazard Controls*.

Element #3: Hazard Controls

Introduction:

As discussed in *Hazard Identification and Analysis*, to prevent loss exposure, workplace hazards need to be identified before work can be done. Measures can then be taken to eliminate or minimize loss potential. The element of *Hazard Controls* seeks methods to effectively and systematically mitigate risk and control hazards present in the workplace.

Sub-element content:

The following sub-element content expands on what is anticipated to be in place for the element of *Hazard Controls*.

The element of *Hazard Controls* includes processes to:

1. Develop written practices and procedures, including identification of legislative requirements to control identified hazards;

2. Communicate written practices and procedures to employees, including a mechanism that verifies employee understanding;

3. Assign responsibilities for implementation of *Hazard Controls*, including a follow-up to confirm controls have been effectively implemented;

4. Retain records of actions taken to control hazards in the workplace; and

5. Monitor implemented *Hazard Controls* and evaluate effectiveness of the control in eliminating or minimizing the hazard(s).

Rationale

Considering the purpose of health and safety, active control of hazards is obviously an important issue. Once a company has identified and analyzed hazards in the workplace, it can develop appropriate and effective controls. The development of written practices and procedures to control identified hazards enables a company to adopt consistent approaches that will minimize risk. Of great importance is that a company's practices and procedures refer to and abide by specific legislative requirements.

A practice or a procedure is effective only if the people it protects clearly understand it. Communicating written practices and procedures to employees is crucial. As communication is a two-way process, it is equally important that the company develop a mechanism through which they are able to verify employee understanding.

Once people in the workplace understand the intent and development of the various controls, those controls need to be implemented. By assigning responsibility and monitoring the controls, the company will be able to determine if, in fact, controls have been effectively implemented.

The process of controlling hazards is crucial for worker safety as is the retention of records for actions taken to control workplace hazards. The importance of proper documentation cannot be understated, especially when a control is not adequate and an incident occurs that gives rise to prosecution under occupational health and safety laws.

It is important to implement appropriate controls and to monitor them as changes occur in the workplace. To minimize the potential for loss, a company regularly needs to evaluate the effectiveness of controls in eliminating or minimizing the hazard(s).

Conclusion

The efficiency of **Hazard Controls** in the workplace is determined by appropriate choice of controls, clear communication about controls and their application, successful implementation of the hazard controls system, and regular monitoring of the hazard controls process and outcomes. Such a process allows a health and safety management system to reduce risk of illness and injury to people and damage to materials and equipment, and to make the workplace function efficiently as a result.

Element #4: Inspections

Introduction:

Once an organization deems that hazard controls are in place, it will require a system to determine whether the controls are adequate, effectively implemented and/or used by all in the workplace. The element of **Inspections** is an invaluable mechanism to assess the workplace for substandard conditions and acts and to confirm adequate hazard controls.

Sub-element content:

The following sub-element content expands on what is anticipated to be in place for the element of *Inspections*.

The element of *Inspections* includes developed processes to:

1. Document a policy or a procedure for *Inspections*; this policy includes a review of relevant information such as people, equipment, materials, and the work environment;

2. Determine the work areas, equipment, and work activities that require inspection for substandard acts and conditions;

3. Determine inspection requirements, including type of inspection, schedule, and assignment of personnel, and their congruence with legislative requirements and corporate policy;

4. Determine the completion of *Inspections*, including accompanying documentation;

5. Confirm the identification and implementation of corrective actions for elements of non-compliance with legislative requirements;

6. Forward inspection documentation to appropriate personnel including the workers;

7. Confirm corrective actions have been taken; and

8. Confirm inspections are completed according to a schedule.

Rationale

As previously discussed, because the workplace is dynamic and ever-changing, regular reviews of the analysis of hazards are very important. Scheduled *Inspections* are a way to conduct such reviews. When incorporated into an inspection policy and/or procedure, *Inspections* are more likely to be a routine that can monitor risk potential while work is being performed. Although the main goal in primary prevention is to identify and control hazards before exposing the worker to the hazards, it is possible to have missed hazards in the initial hazard identification. Also, when work is performed, unforeseen hazards can be introduced. As one of the processes and procedures which can effectively identify hazards while work is performed, regular *Inspections* are another key to the safety program.

Any inspection policy and/or procedures need to discuss work areas, equipment and activities. With clear direction on what areas, equipment and activities require inspection, the company is better able to focus efforts to manage hazard controls in meaningful ways.

Determination of inspection requirements is necessary. First, the type of inspection is one important consideration. For example, if a company performs *Inspections* every Friday afternoon, a corporate culture may develop whereby the work areas are cleaned Friday morning and workers ensure Personal Protective Equipment is worn Friday afternoons. Another type of inspection is the surprise or random inspection. This inspection type, used by itself, may create a corporate culture in which workers think *Inspections* are intended to catch people doing something wrong. *Inspections* need not be a source of negativity, but if no thought is given to the type, schedule or the assignment of personnel, then *Inspections* will not be as beneficial as intended. It is important, therefore, that all in the workplace understand the purpose of

Inspections. Of equal importance is that *Inspections* meet legislative requirements and corporate policy.

A second important consideration is the point at which a company determines an inspection is complete. If the company views the inspection to be complete once substandard acts and conditions have been identified, then the first major thrust of the safety program has been accomplished, hazard identification. However, if all the inspection does is identify hazards, then it becomes an exercise of little value. Identification of hazards must lead naturally to determining controls which address those hazards. Documenting *Inspections* is a way to monitor both the status of hazards identified by the inspection and the controls put into place to minimize loss exposure. Another critical purpose of a structured documentation approach is so that the health and safety program can confirm the identification and implementation of corrective actions for elements of non-compliance with legislative requirements.

As previously discussed, communication is key to having all within the workplace understand workplace hazards and the controls for those hazards. By forwarding inspection documentation to appropriate personnel, including the workers, everyone is better able to understand how to perform safe work. Where an occupational health committee/representative exists, the committee/representative must inspect the workplace at sufficient intervals to assist in ensuring the health and safety of workers. Whether it is an occupational health committee inspection, or a company/workforce inspection, the results need to be communicated. Such shared knowledge will help reduce loss potential and reinforce the value of health and safety programs.

When hazards have been identified and communicated, and controls have been recommended, those controls need to be implemented. A company then needs to develop a system to monitor and confirm that corrective actions have been taken. Last, but just as important, is the need to confirm that *Inspections* are completed according to a schedule, for *Inspections* will be of little value if their frequency is haphazard.

Conclusion

Inspections not only identify substandard acts and conditions in the workplace while work is underway. They also show the company's commitment to identifying, controlling and communicating hazard information in a transparent way. When integrated within the health and safety program, *Inspections* will serve two important purposes: to reduce loss exposure and to bolster buy-in to safety while work is performed.

Element #5: Communications

Introduction:

The element of *Communications* combines both hazard identification and hazard control. Through dialogue about hazards that may exist or that have the potential to cause unsafe conditions, and about the methods used to control the hazards, the workforce and the organization are better prepared to deal effectively with loss prevention issues.

Sub-element content:

The following sub-element content expands on what is anticipated to be in place for the element of *Communications*.

The element of *Communications* includes processes to:

1. Develop both written procedures for communicating among all workplace parties including the organization, contractors, and workers, and a schedule for evaluation of communication programs and training;

2. Determine whether the communication programs are effective;

3. Determine competency requirements for work to be performed, a procedure to confirm adequate training, as well as clarification of roles in creating and maintaining a safe and healthy workplace;

4. Confirm adherence to Occupational Health Committee legislative requirements, one of which is addressing health and safety issues at management meetings, and confirm that workers offer and receive information regarding health and safety issues;

5. Document the knowledge and skill requirements of the organization;

6. Confirm worker and supervisor knowledge and skills needed to complete safe work activity;

7. Document assigned responsibility; and

8. Communicate health and safety program evaluations, including provisions to ensure accuracy and completeness.

Rationale

The element of *Communications* is a critical link that joins the health and safety program with the people it is designed to serve. A company will need to incorporate into this element many processes that will foster attitudes, knowledge and understanding about how to engage in safe work.

A company needs to develop both written procedures for communicating among all workplace parties including the organization, contractors, and workers, and a schedule for evaluation of communication programs and training. Through such measures the company can ensure that the workforce understands the tools available for identifying and controlling hazards in the workplace. The workforce will also be in a better position to perform safe work activity as a result of quality communication systems.

Having developed a plan to communicate health and safety program issues with the workforce, a company then must monitor both the implementation and adequacy of that plan. In other words, a company establishes the communication plan and implements it. Then the company checks the plan and makes changes as necessary. Monitoring the communication plan is a continual process of change and growth.

Because hazards in the workplace can be very diverse, a worker's knowledge, experience, training, attitudes and behaviours affect his or her ability to perform safe work activity. It is essential to match the people, equipment, materials and environment to minimize loss exposure. Step one in this process is the company determining competency requirements for work to be performed. Another essential step is to develop a procedure to confirm adequate training. Steps which clarify roles help to create and maintain a safe and healthy workplace.

Foundational to any health and safety program is the enhancement of worksafe attitudes and abilities. When everyone in the workforce participates in all processes of the safety program, reduction of loss potential becomes the common goal. To support this common goal all workers need opportunities to offer and receive information regarding health and safety issues. Mechanisms to facilitate communication have been legislated to address this issue. The requirements for occupational health committees/representatives address this issue.

By identifying required knowledge and skills, an organization engages in primary prevention, matching the appropriate people with the work to be performed so injury and illness is less likely to occur. Once worker and tasks have been matched, the organization needs to confirm worker and supervisor knowledge and skills in completing safe work. For due diligence purposes, documenting the assigned responsibility is of prime importance.

If people understand the aims of the health and safety program, and the organization sets out structures and processes to monitor communication of the program, the element of *Communications* is firmly in place. However, this element involves more than successful program development and implementation. As well, it should communicate any health and safety program evaluations with provisions to ensure accuracy and completeness. Engaged and communicating about health and safety in such a transparent way, everyone in the workplace will be well informed and will see the safety program as credible, meaningful and valuable.

Conclusion

The element of *Communications* is diverse and seemingly complex. However, by planning ahead of time, an organization can make it a valuable and seamless activity. Within a health and safety context, communication processes that increase understanding of how to perform safe work enable a company to minimize loss exposure. Obviously, reducing loss exposure involves communicating effectively about hazards in the workplace and about implementing and managing hazard controls, rather than communicating and seeking resolution after an incident has taken place.

Element #6: Emergency Preparedness

Introduction:

The element of *Emergency Preparedness* recognizes that the intent of the health and safety management system is to identify and control hazards; however, it is possible to miss a hazard or have one or more controls operate ineffectively. In the event the system fails, an organization needs to be prepared to deal with emergencies that may occur.

Sub-element content:

The following sub-element content expands on what is anticipated to be in place for the element of *Emergency Preparedness*.

The element of *Emergency Preparedness* includes:

1. A developed process to confirm potential emergencies has been identified;

2. Identification and provision for emergency response resources and personnel that address legislative requirements;

3. A documented plan which guides the implementation of *Emergency Preparedness*, including issues such as evacuation, contacts, rescue, and protection of evidence;

4. Identification of various levels of responsibility and accountability for employees in the event of an emergency;

5. A documented and on-going plan that confirms required training is identified, including a system to assess competency;

6. A documented and periodic evaluation of the plan, including mock exercises, and a documented process of how to conduct and test the plan; and

7. An evaluation of the results of the test exercise/real incident for future improvement and implementation, complete with a defined process to evaluate and revise the plan within specified time intervals.

Rationale

As discussed above, it is possible to miss a hazard or have one or more controls operate ineffectively. In the event the system fails, an organization needs to be prepared to deal with emergencies that may occur. *Emergency Preparedness* means a company having the resources to deal with emergency workplace situations and having plans in place that, hopefully, will never be used. An organization's emergency preparedness plan must address certain minimum requirements.

If a company is unsure of potential emergencies, it will have difficulty developing meaningful emergency preparedness plans. A first step towards *Emergency Preparedness* is developing a process which, as accurately as possible, identifies potential emergencies. Hazards cannot be efficiently controlled or potential risks anticipated if attempts are not made to first identify hazards.

Identification of potential for emergencies is the key to this element. It includes both identification of and provision for emergency response resources and personnel that address legislative requirements. Effective communication of the plan requires documentation to guide the implementation of the plan, including issues such as evacuation, contacts, rescue, and protection of evidence.

In the event of an emergency, people in the workplace need to understand the roles they play. Identifying various levels of employee responsibility and accountability clarifies people's roles and enables an emergency preparedness plan to be effectively activated should the need arise.

To facilitate understanding of *Emergency Preparedness*, a company needs to maintain a documented plan that identifies required training and explains competency assessment procedures. If all in the workplace understand the plan prior to an emergency event, the risk for catastrophic consequences is reduced should such an incident occur.

Once an emergency preparedness plan is developed and the workforce understands that plan, a company will need to review, evaluate and improve the plan on an on-going basis. Because an emergency is not a daily event, both the workforce and the company need to review the plan periodically, modifying and adjusting it as the potential for emergencies changes over time. A periodic evaluation of the plan could

include mock exercises. Practising the plan would provide invaluable data about the effectiveness of the plan and any need for modification.

With a documented process of how to conduct and test its emergency preparedness plan, a company can better focus on improvement efforts. Evaluating the results of both mock exercises and actual occurrences will assist with future improvements. Part of the evaluation needs to focus on assessing and revising the emergency plan within specified time intervals. If the company follows a pre-determined schedule for testing the plan, it will reduce the potential for significant loss exposure.

Conclusion

Emergency Preparedness includes:

• Development of plans which hopefully, will never be used;
• Definition and communication of emergency-specific roles;
• Practising emergency procedures; and
• Improving emergency plans over time.

In spite of all measures taken to identify and control hazards and reduce loss potential, emergencies may occur. Thus, organizations need to be steadfast in their resolve to handle any emergency effectively. This element of the health and safety program requires great depth in identifying risk potential, asking the "what if" questions, and putting plans in place that can be acted upon to save lives.

Element #7: Investigations

Introduction:

The element of *Investigations* also combines both hazard identification and control. If an incident occurs, organizations will need to identify what aspect of the safety program failed. The failure might be part of the initial hazard identification or part of the control(s) that were selected. The problem might be in the training of the worker or in the communication of the hazard control to the worker. The purpose of *Investigations* is to identify where a failure exists and correct it.

Sub-element content:

The following sub-element content expands on what is anticipated to be in place for the element of *Investigations*.

The element of *Investigations* includes developed processes to:

1. Establish investigation requirements, including a documented policy and procedure for reporting that includes work refusals and accidents/incidents;

2. Determine responsibilities for investigations that include all pertinent parties in the workplace such as employees, management, and Occupational Health Committees;

3. Determine resource allocation, including issues such as people and equipment, lines of responsibility, appropriate training, and management responsible for the investigation;

4. Conduct investigations and designate persons responsible for the investigation, including follow-through with the investigation procedure, identifying all probable causes as well as corrective action;

5. Complete and distribute investigation documentation and findings to all affected parties in the workplace;

6. Monitor and confirm that the corrective actions taken are adequate, and that accountability exists for all workplace parties to confirm action taken has been timely; and

7. Monitor investigation procedures, including determination of who will monitor the investigation procedures, and confirm that procedures meet the legislative and organization policy requirements.

Rationale

Establishing the element of *Investigations* and incorporating it into the health and safety program is a way to learn from a negative experience and prevent that experience from repeating itself. The negative experience results from a failure in one or more areas of the health and safety program.

The investigation of incidents can lead to an understanding of what the failure was, and more importantly, why the safety program failed to identify and/or control that particular hazard. Meaningful investigations should reveal what safety program elements failed and, consequently, result in program improvements.

To initiate meaningful investigations, a company needs to establish investigation requirements, including a documented policy and procedure for reporting such things as work refusals and accidents/incidents. By establishing such requirements, a company is better able to focus its resources on issues requiring attention.

Determining the responsibilities for various workplace parties is another way for the company to be inclusive and focused within the investigation process. Effective investigations are fact finding. To prevent re-occurrence of a failure in the safety system, everyone within the workplace, including employees, management, and Occupational Health Committees, needs to be aware of the findings. Occupational health committees/representatives also need to be involved in the investigation of accidents and dangerous occurrences.

As *Investigations* requires special skill to uncover the facts and make meaningful recommendations for safety program improvement, resource allocation should be determined prior to incidents. Issues such as people and equipment, lines of responsibility, appropriate training, and management responsible for the investigation need to be considered.

If a company identifies who will conduct the investigation and follows through with an effective investigation procedure, identification of all probable causes and corrective action becomes easier and the investigation becomes meaningful. Since one incident may have many causes, effective investigations consider all possibilities and determine necessary improvements in the health and safety program.

Effective safety programs ensure that when investigations are completed, the documented findings and results are shared with all affected parties in the workplace. By doing so, from a negative or potentially negative experience, the company creates a positive learning opportunity to prevent re-occurrence.

The primary purpose of an investigation is to implement corrective action to prevent re-occurrence. As a follow-up to the investigation, a company needs to monitor and confirm that the recommended corrective actions have been taken and that those actions are adequate. A company can confirm the timeliness and the adequacy of recommended corrective actions by putting in place systems of accountability for all workplace parties.

The procedures developed for *Investigations* are like procedures in any other element of the health and safety program. They need to be monitored and maintained and need to conform to minimum requirements as set forth in legislation and company policy. The company also needs to determine who will monitor these procedures.

Conclusion

The element of *Investigations* is an opportunity for positive growth originating from a negative or potentially negative experience. Through effective investigations, a company can learn from health and safety program failure and improve their program. If such processes actually improve safety programs, investing resources in those processes is worthwhile. After all, effective health and safety programs minimize loss. A strong loss prevention program will maximize profit and create safer working environments – goals which are shared by all business and workplace stakeholders.

Individual Elements: Summary

The above information is the foundation for detailed development of an effective safety management program. From this framework of standards for safety programs, the standards for evaluation and certification specific to individual industry needs will be developed.

Creating a safety management program is the critical first step towards sustained injury reduction. However, effective implementation is equally important. Program maintenance requires continual quality evaluation to confirm that the program is working as intended and that improvements are being made. Therefore, quality evaluation is paramount to the success of any safety program.

2.3 Interaction of Elements: A Safety Management Program

The elements presented above *collectively* form the basis for developing a health and safety management program. Successful program planning and design require a balanced approach between identifying realistic, meaningful goals and making sure the elements fit within the program. Although keeping individual elements in perspective and aligning them with the goals of the entire program can be challenging, such balance is invaluable for achieving future success and realizing economy of effort.

If elements are developed as stand-alone units, both the elements and the program will be of questionable value. Developing elements without considering their impact on the program may negatively impact program implementation. One such consequence is the view that the element is completely different from or foreign to the company. If the element is viewed as foreign, the company might think that the program element needs to occur separately from the work being done on a daily basis.

If this thinking continues over time, the element and resulting program will exist as a practice separated from the company. If a company feels that one element needs to be separated from other program elements, in all likelihood it will see the safety program as operating separately from other business functions such as quality, productivity or efficiency.

The aim of an effective health and safety management program is, however, the opposite. The aim is to integrate the safety system with the work being completed, integrated to the point of becoming invisible, a behind-the-scenes driving force that helps the company and its people do the best work possible. Therefore, as the elements are developed, careful consideration needs to be given to how the elements are interrelated and how they relate to the program as a whole.

Since the elements operate as critical pieces in a puzzle, industries and companies will need to internalize element intent and actively seek a deeper understanding of how the elements interrelate. For example, if the safety program fails and an incident results in an injury, the element of *Investigations* should engage. The investigation, however, should not be viewed as the end activity, but rather the beginning for eliminating future loss and increasing organizational capital.

The element of *Investigations* should reveal not only what occurred, but also the other elements of the program that did not function as intended. The investigation may reveal that the initial hazard identification failed to identify the issue that led to the incident. Or it may reveal that safe work practices and appropriate communications for the work being done were not in place. It may reveal that no follow-up on identified controls occurred to ensure implementation. Rarely does an incident result from a single contributing factor; rather, the elements interact and work in combination.

Many factors contribute to the development of individual elements and their incorporation into the safety program. For example, one company carefully crafts and endorses a health and safety policy statement to demonstrate *Management Leadership*. However, senior management enters the work area not wearing personal protective equipment that workers are required to wear by policy. What message does this action communicate to company workers? The message might be that senior management does not have to "practise what they preach" and that their management status excludes them from following established policies and practices. Such mixed messages can create varying levels of support for the health and safety program, and, consequently, impact success during implementation of the program.

In the planning stages of safety program development, consideration of the following is critical:

- Understanding program elements and relationships;
- Defining roles, responsibilities and accountability;
- Involving affected workplace parties;
- Developing and implementing program elements;
- Measuring the effect of implementation; and
- Refining the elements.

The health and safety program needs to be dynamic rather than static; it is to be a live, ever- changing process that improves the operation of a company and the safe working ability of its people. This program paradigm becomes achievable when the intent of the program elements, their relationship and interaction and the best practices for meaningful program implementation are understood.

When a company understands that the elements of the safety program are tied together and that they interact with one another, it will see how safety impacts quality, productivity and other issues affecting the daily operation of the business.

2.4 Equitable Management: Integrating Safety with Productivity, Quality and Efficiency/ Profitability

Safety first! What does this commonly used expression really mean? Does it mean that the first thing companies attend to is safety, or does it mean that safety is the most important issue of the day? A literal interpretation of the phrase would be that businesses are formed to protect people from harm. Is that a true or realistic statement? Or do most businesses want protection from loss, which includes protecting people from harm?

Rather than sending a mixed message open to various interpretations, the following view of safety in the workplace summarizes its dual yet unified nature: effective companies operate their business in a way that efficiently protects the business from loss and protects people from harm.

The above view maintains that safety is synonymous with good business practice. Companies want to pursue business practices which increase their net profit, and they can accomplish such growth in several ways. To take on more work while realizing efficiencies might be one option. Another practice is to minimize the loss or the potential for loss and this option is where an effective health and safety management program comes in. Safety is the control of avoidable loss, so if a company engages in controlling avoidable loss, it minimizes loss. If the company minimizes loss, it maximizes profit.

Safety is not something separate from work activity; safety is part of the activity itself. Everyone in the workplace needs to understand this basic premise. Safety is an integral part of the business function. Leading and progressive companies often manage health and safety in the same way that they manage other business considerations. As a result, health and safety is valued because it is part of the consistent message within the workplace. An approach of equitable management means that productivity, quality, cost-effectiveness, health safety and environment are in balance and one is not compromised for another. Leading companies strive to ensure each one of these areas is progressive and follows best practice. To be progressive, such companies support health and safety management programs as a necessary tool to improving their businesses.

Preface

As previously discussed, safety goals may initially appear to be different for workers, supervisors, managers and company owners. Common to everyone, however, is the fact that loss benefits no one. The key to any form of prevention is an organized approach to control avoidable loss.

The overall purpose of this document is to develop structures, tools, and understandings relevant to primary prevention. If primary prevention is successful, the need to engage in secondary prevention is minimized or even non-existent. This goal of developing and implementing tools to address primary prevention in a methodical and structured way is synonymous with an effective health and safety program.

Subsequent to reviewing the framework of standards for health and safety management programs is a discussion of how the framework can be used to benefit all workplace parties. The use of this document will be examined within two contexts; application within companies and application within industries.

Application within Companies

This document can serve a variety of purposes for companies. The framework of standards, if considered in detail, can offer insight into some basic principles of loss control. Regardless of how developed a company's health and safety program may be, this framework can generate questions that motivate safety program development and/ or refinement.

Provincially regulated employers, if prescribed places of employment, are required to comply with Section 13 of the *Saskatchewan Occupational Health and Safety Act, 1993* and Section 22 of the *Saskatchewan Occupational Health and Safety Regulations, 1996*. For these employers the requirement to develop a safety program that meets the criteria is mandatory. The framework of standards can assist such companies in deepening their understanding about issues that need to be addressed in an effective health and safety program and indicate a shared best practice approach, aligning with the spirit of the regulations.

Those companies that are not prescribed places of employment can access and use information from this document in the following ways. Given the scope of duties placed on all workplace parties by occupational health and safety legislation, regardless of whether a prescribed place of employment, the framework of standards can assist with compliance efforts for the remaining sections of occupational health and safety legislation. If a health and safety program is truly synonymous with loss prevention, it is difficult to argue that engaging in loss prevention will not assist with regulatory compliance. In fact, the desire of the JIC is to deepen the understanding of minimum requirements and enable companies to exceed them. If goals are targeted towards best practice, best practice will more likely be achieved.

A best practice can be perceived in many different ways. The scope of operations, the nature of business and the capacity to address health and safety will undoubtedly alter the depth and detail of a health and safety management program. The intent is that a

company takes the information from the framework of standards, and molds or tailors that information into workable solutions which address health and safety based on that company's individual needs. As described previously, everyone in the workplace needs to buy into the program for it to be useful.

While some companies might already have chosen the "best practice approach" as their goal in health and safety management, other companies may feel overwhelmed and may require assistance to develop effective health and safety management programs. For companies in the beginning phase of program development, this resource document provides information in a user-friendly format to assist them in the development process.

The framework of standards for health and safety programs is a resource intended to assist individual companies. We ask that you consider and discuss the framework's concepts within your workplace. Two positive outcomes of such discussions may be people having a greater chance of being free from harm and companies creating safer working environments and more productive workplaces.

If your company requires further assistance in understanding the framework of standards, or in beginning the process of developing a health and safety program, please contact any one of the resources listed in the Acknowledgements of this document. Companies with an existing safety association already have an available resource to provide further assistance. If your company does not have a safety association, consider contacting your industry association, the WCB, Saskatchewan Labour Occupational Health and Safety Division, or a resource listed in the Acknowledgements.

Application within Industries

The intent of this document relating to various industries is also to provide quality guidance on a common and best practice approach to the development of health and safety programs. The JIC, in developing this framework collaboratively, benefited from the synergistic process. Committee members not only shared a unique learning experience where views on best practices were debated and shared, but also discovered common ground to enable significant and sustained injury reduction.

Every industry faces unique challenges. Therefore, the priority and focus on specific audit sub-elements will vary according to individual industry needs. Different industries will consider more specifically how the framework of standards applies to the unique needs of their industry. Possible industry-specific outcomes of the framework may include a stronger support network of resources, development of industry training tools for companies, and the provision of resources to support increased numbers of employers developing effective health and safety management systems.

The reader is encouraged to consider the framework of standards as reassurance for existing efforts, as well as a growth opportunity for untapped development of programs, elements and sub-elements. If you are part of an industry represented on the JIC, please contact your representative for further information related to the framework of standards. If you are part of an industry that has not yet engaged in the framework of standards, consult with your peers, or contact any one of the resources listed in the Acknowledgements for assistance.

3.2 Next Steps

This document and the framework of standards for health and safety programs support the first step towards safe work and reducing loss exposure: the development of health and safety programming at both company and industry levels.

The next and equally important consideration is how well a program is implemented and integrated into the business operation. The health and safety program will be of little value if it is unknown, misunderstood, practised haphazardly, or rarely improved upon. Monitoring how well the program is implemented requires deep and careful reflection.

Effective health and safety programs are intended to be living or ever-growing and changing, constantly adapting to improve the work being done. As explained previously, the subtle changes the organization experiences can impact the potential loss exposure. Ongoing refinement of the health and safety program requires two actions: first, identifying the need for change; second, specifying the areas in which refinement is necessary. Gap analysis is one option. However, to assess an existing health and safety program using the framework of standards as the reference point, requires specific kinds of assessment tools or strategies. Thus, an important next step is developing appropriate evaluation mechanisms.

The next task of the JIC will be the process of developing suitable evaluation mechanisms. These tools will address a variety of issues and will incorporate a balanced approach to evaluating health and safety programs based upon and developed from the framework of standards. Initial discussions about designing a flexible and voluntary evaluation of health and safety programs will focus on issues such as evaluation timing, methodology, techniques, element point values, documentation review, observation, and interviewing. If a company acknowledges that effective business management systems use reliable data to guide decision-making and validate action, it will see the importance of developing evaluation mechanisms which accurately assess implementation of health and safety programs.

4

Conclusion

The framework of standards for health and safety programs is a key resource in the process of developing, implementing, maintaining, and evaluating voluntarily developed safety management programs. The information contained within this framework of standards is the foundation for the critical first step towards decreased loss potential and sustained injury reduction in the workplace, the goal of safety program development. Of equal importance in the process are the effective implementation and maintenance of each company-specific or industry-specific safety program. Finally, because program maintenance requires continual monitoring to confirm that the program is alive, is working as intended and is being improved over time, quality evaluation is paramount. From this framework of standards, the standards for evaluation and certification specific to individual industry needs will be developed, as well as evaluation mechanisms which will provide data to guide ongoing renewal of safety management programs.

Appendix A

Framework of Standards for Health and Safety Programs

Preface

The Joint Industry Committee (JIC) is comprised of the Saskatchewan Workers' Compensation Board, Saskatchewan Labour Occupational Health and Safety Division and voluntary safety leaders representing a variety of industry rate codes. Through this committee various industries voluntarily promote effective health and safety programs as well as certification standards, with the outcome of increased industry and employer participation in these fields. It is believed such increased industry and employer participation will lead to significant and sustained injury reduction for Saskatchewan employers and employees.

This document broadly describes the agreed-upon elements and sub-elements of an effective health and safety program. The reader should note that the legislation surrounding occupational health and safety was a valuable resource in creation of this framework of standards. While health and safety programs are legislated in most industries in Saskatchewan, the intent of the following information is to outline a best practice approach to creating and implementing health and safety programming as agreed to by the members of the JIC.

The purpose of this document is to serve industries as they develop or refine certification programming specific to their industry needs. It provides the framework of standards for future development of implementation measures.

NOTE:

- Supporting background information can be referenced in document JIC-003 (*Safety Program Profile-Dacum*).
- Detailed explanations with supporting information can be referenced in document JIC-002-1.2 and JIC-002-1.3.
- Employers and employees should be aware of pertinent health and safety legislation. For example, a provincially regulated Saskatchewan employer should refer to the *Saskatchewan Occupational Health and Safety Act, 1993, Section 13* and the *Saskatchewan Occupational Health and Safety Regulations, 1996, Section 22*.

Element #1: Management Leadership

1. Management Leadership
2. Hazard Identification and Analysis
3. Hazard Controls
4. Inspections
5. Communications
6. Emergency Preparedness
7. Investigations

Introduction:

Critical to effective safety programs are the commitment and leadership shown by company management. Through management support and demonstrated leadership in the safety program, exposure to workplace loss can be effectively minimized.

Sub-element content:

The following sub-element content expands on what is anticipated to be in place for the element of *Management Leadership*.

The element of *Management Leadership* includes:

1. Demonstrated leadership through support of safety program elements, leadership by example, and accountability and responsibility for measures taken in the interest of workplace health and safety;

2. Identification of organizational vision and philosophy through a documented health and safety policy that is current, reviewed, signed and dated;

3. Identification of organizational health and safety goals and objectives that are integrated throughout the organization and valued equitably with other business functions such as productivity, profitability, and quality.

The element of *Management Leadership* also includes developed processes to:

4. Review the safety program documentation, creating awareness of program issues and determining management personnel responsible for review of health and safety program documents;

5. Confirm that policy and procedures are effectively developed, maintained and implemented;

6. Determine responsibility and accountability at all levels within the organization and those who work with the organization, at the work site;

7. Confirm that policy and procedures are adhered to for everyone in the organization, including positive reinforcement, evaluation mechanisms, and disciplinary measures;

8. Confirm that management and communication processes exist for all affected workplace parties;

9. Confirm provision of adequate resources, ensuring the safety management system is effectively implemented;

10. Confirm that identified corrective action has been implemented effectively and in a timely manner; and

11. Confirm that health and safety program documentation is completed to an established standard and in a timely manner.

Element #2: Hazard Identification and Analysis

Introduction:

To prevent loss exposure in an effective safety program, hazards need to be identified before work can be done. Through the active identification of hazards in the workplace, necessary steps can be taken to evaluate and analyze the risk(s) associated with the hazard, and ways found to eliminate or minimize the loss potential.

Sub-element content:

The following sub-element content expands on what processes are anticipated to be in place for the element of *Hazard Identification and Analysis*.

Hazard Identification and Analysis includes developed processes to:

1. Determine and inventory critical tasks an organization will undertake, and the person(s) who will conduct and document the inventory;

2. Analyze hazards according to risk to determine priority when implementing controls and determine the person(s) who will conduct the analysis;

3. Review the analysis of hazards when significant changes in people, equipment, materials and/or the work environment are made in the workplace;

4. Identify and assess hazards to personnel in the workplace, including issues such as experience, psychosocial factors, behavioural analysis and training;

5. Assess change regarding new and existing equipment, including issues such as placement, preventative maintenance, technology, and training of personnel working with, or in proximity, to the equipment;

6. Identify and assess hazards associated with materials in the workplace, including documented results and determination of competencies required to conduct the assessment;

7. Identify and assess hazards associated with the work environment, including the priority and relocation of hazards to eliminate or minimize exposure;

8. Record the work observations including person(s) responsible for conducting the observation;

9. Review appropriate documents relating to hazard analysis including items such as inspections, investigations, policy and manufacturer's specifications;

10. Assess risk level associated with workplace hazards such as frequency, severity and probability;

11. Track and manage the *Hazard Identification and Analysis* system, including items such as timeliness, change management, and new or modified methods of work; and

12. Conduct an assessment of all procedures to determine existing and potential risks, including determination of:

    a. priority,
    b. how and when risks will be addressed,
    c. how to correct identified risks, and
    d. a communication and corrective action process.

Element #3: Hazard Controls

Introduction:

As discussed in *Hazard Identification and Analysis*, to prevent loss exposure, workplace hazards need to be identified before work can be done. Measures can then be taken to eliminate or minimize loss potential. The element of *Hazard Controls* seeks methods to effectively and systematically mitigate risk and control hazards present in the workplace.

Sub-element content:

The following sub-element content expands on what is anticipated to be in place for the element of *Hazard Controls*.

The element of *Hazard Controls* includes processes to:

1. Develop written practices and procedures, including identification of legislative requirements to control identified hazards;

2. Communicate written practices and procedures to employees, including a mechanism that verifies employee understanding;

3. Assign responsibilities for implementation of hazard controls, including a follow-up to confirm controls have been effectively implemented;

4. Retain records of actions taken to control hazards in the workplace; and

5. Monitor implemented hazard controls and evaluate effectiveness of the control in eliminating or minimizing the hazard(s).

Element #4: Inspections

Introduction:

Once an organization deems that hazard controls have been put into place, it will require a system to determine whether the controls are adequate, effectively implemented and/or used by all in the workplace. The element of *Inspections* is an invaluable mechanism to assess the workplace for substandard conditions and acts and to confirm hazard controls are adequate.

Sub-element content:

The following sub-element content expands on what is anticipated to be in place for the element of *Inspections*.

The element of *Inspections* includes developed processes to:

1. Document a policy or a procedure for inspections; this policy includes a review of relevant information such as people, equipment, materials, and the work environment;

2. Determine the work areas, equipment, and work activities that require inspection for substandard acts and conditions;

3. Determine inspection requirements, including type of inspection, schedule, and assignment of personnel, and their congruence with legislative requirements and corporate policy;

4. Determine the completion of inspections, including accompanying documentation;

5. Confirm the identification and implementation of corrective actions for elements of non-compliance with legislative requirements;

6. Forward inspection documentation to appropriate personnel including the workers;

7. Confirm corrective actions have been taken; and

8. Confirm inspections are completed according to a schedule.

Element #5: Communications

Introduction:

The element of *Communications* combines both hazard identification and hazard control. Through communication about hazards that may exist or that have the potential to cause unsafe conditions, and about the methods used to control the hazards, the workforce and the organization are better prepared to deal effectively with loss prevention issues.

Sub-element content:

The following sub-element content expands on what is anticipated to be in place for the element of *Communications*.

The element of *Communications* includes processes to:

1. Develop both written procedures for communicating among all workplace parties including the organization, contractors, and workers, and a schedule for evaluation of communication programs and training;

2. Determine whether the communication programs are effective;

3. Determine competency requirements for work to be performed, a procedure to confirm adequate training, as well as clarification of roles in creating and maintaining a safe and healthy workplace;

4. Confirm adherence to Occupational Health Committee legislative requirements, one of which is addressing health and safety issues at management meetings, and confirm that workers offer and receive information regarding health and safety issues;

5. Document the knowledge and skill requirements of the organization;

6. Confirm worker and supervisor knowledge and skills needed to complete safe work activity;

7. Document assigned responsibility; and

8. Communicate health and safety program evaluations, including provisions to ensure accuracy and completeness.

Element #6: Emergency Preparedness

Introduction:

The element of *Emergency Preparedness* recognizes that while the intent of the health and safety management system is to identify and control hazards, it is possible to miss a hazard or have one or more controls operate ineffectively. In the event the system fails, an organization needs to be prepared to deal with emergencies that may occur.

Sub-element content:

The following sub-element content expands on what is anticipated to be in place for the element of *Emergency Preparedness* .

The element of *Emergency Preparedness* includes:

1. A developed process to confirm potential emergencies has been identified;

2. Identification and provision for emergency response resources and personnel that address legislative requirements;

3. A documented plan which guides the implementation of emergency preparedness, including issues such as evacuation, contacts, rescue, and protection of evidence;

4. Identification of various levels of responsibility and accountability for employees in the event of an emergency;

5. A documented and on-going plan that confirms required training is identified, including a system to assess competency;

6. A documented and periodic evaluation of the plan, including mock exercises, and a documented process of how to conduct and test the plan; and

7. An evaluation of the results of the test exercise/real incident for future improvement and implementation, complete with a defined process to evaluate and revise the plan within specified time intervals.

Element #7: Investigations

Introduction:

The element of *Investigations* also combines both hazard identification and control. If an incident occurs, organizations will need to identify what aspect of the safety program failed. The failure might be part of the initial hazard identification or part of the control(s) that were selected. The problem might be in the training of the worker or in the communication of the hazard control to the worker. The purpose of *Investigations* is to identify where the failure exists and correct it.

Sub-element content:

The following sub-element content expands on what is anticipated to be in place for the element of *Investigations*.

The element of *Investigations* includes developed processes to:

1. Establish investigation requirements, including a documented policy and procedure for reporting that includes work refusals and accidents/incidents;

2. Determine responsibilities for investigations that include all pertinent parties in the workplace such as employees, management, and Occupational Health Committees;

3. Determine resource allocation, including issues such as people and equipment, lines of responsibility, appropriate training, and management responsible for the investigation;

4. Conduct investigations and designate persons responsible for the investigation, including follow-through with the investigation procedure, identifying all probable causes as well as corrective action;

5. Complete and distribute investigation documentation and findings to all affected parties in the workplace;

6. Monitor and confirm that the corrective actions taken are adequate, and that accountability exists for all workplace parties to confirm action taken has been timely; and

7. Monitor investigation procedures, including determination of who will monitor the investigation procedures, and confirm that procedures meet the legislative and organization policy requirements.

Conclusion

The above information is the foundation for detailed development of an effective safety management program. From this framework of standards for safety programs, the standards for evaluation and certification specific to individual industry needs will be derived.

Developing an effective safety management program is a critical first step towards sustained injury reduction. However, effective implementation of the safety management program is equally important. It requires continual quality evaluation to confirm that the program is working as intended and that improvements are being made. Therefore, quality evaluation is paramount to the success of any safety program.

Appendix B

Suggested Readings

Preface

The following are resources for additional information regarding the general principles of effective health and safety management programs.

Accident Investigation and Reporting	ISBN 0-662-54332-7
Accident Prevention Manual for Industrial Operations	ISBN 0-87912-135-1
A Basic Occupational Health and Safety Program	ISBN 0-660-12144-1
A Beginner's Guide to Workplace Inspections	ISBN 0-662-54905-8
Canadian Dictionary of Safety Terms (1987)	ISBN 0-921653-00-X
Fundamentals of Industrial Hygiene	Library of Congress Catalog # 71-131964
Job Hazard Analysis	ISBN 0-660-12449-1
Loss Control Management	ISBN 0-88061-000-X
Practical Loss Control Leadership	ISBN 0-88061-054-9
Supervisor's Safety Manual	ISBN 0-87912-067-3