

# Health and Safety Excellence Program

Health and safety topics guide

# Table of contents

<b>Introduction</b> .....	3
<b>Level: Foundation</b> .....	4
Leadership and commitment .....	5
Health and safety responsibilities .....	7
Health and safety communication .....	8
Health and safety participation .....	9
Recognition of hazards .....	10
Risk assessment.....	12
Control of hazards.....	13
Injury, illness and incident reporting .....	15
Incident investigation and analysis .....	16
First aid .....	17
<b>Level: Intermediate</b> .....	18
Competency .....	19
Health and safety training .....	20
Legal and other requirements.....	21
Health and safety accountabilities .....	22
Emergency prevention and preparedness .....	23
Emergency response .....	24
Return-to-work program requirements, forms and tools .....	25
Return-to-work roles and responsibilities .....	27
Accommodation and return-to-work plans .....	29
Pre-use inspections .....	30
Preventive maintenance .....	31
Control of documents.....	32
Control of records .....	34
Contractor management program .....	35
Workplace health promotion .....	37
Health and safety objectives.....	38
Corrective action .....	40
<b>Level: Advanced</b> .....	41
Change management and procurement.....	42
Monitoring, measurement and analysis.....	43
Review health and safety trends .....	45
Internal audit .....	46
Management review.....	47
Health and safety continual improvement planning .....	49
External audit .....	50
Networking and peer learning.....	52
Corporate social responsibility.....	53

# Introduction

Welcome to the Health and Safety Excellence program topics guide.

A well-developed workplace health and safety program is a written plan that can help you identify and control hazards, define safety responsibilities, and respond to issues and emergencies. Safety shouldn't be an after-thought; your program should build health and safety into all of your workplace practices and activities.

A health and safety topic is a chapter in that plan, focused on a single specific hazard, or on a process, such as training or health and safety participation. Each topic is focused on eliminating or controlling a hazard or developing a process. It identifies in detail the particular standards, equipment, and procedures required.

This guide contains descriptions of the 36 health and safety topics within the program, suggested prerequisites and topics that should be worked on at the same time, as well as specific topic requirements. Your provider can help you choose the most relevant topics for your workplace, complete your action plan, and support you to successfully complete each health and safety topic.

# Level: Foundation

# Leadership and commitment

**Prerequisite(s):** None

## Summary:

The success of your health and safety program depends on effective leadership from senior management and their commitment to the health and well-being of everyone in the workplace. Senior management has ultimate responsibility for health and safety.

This topic includes development and implementation of:

1. Senior management occupational health and safety responsibilities, and
2. An occupational health and safety policy

## Requirements:

### Responsibilities of senior management

Your business will establish health and safety responsibilities for senior management. Senior management must show leadership and commitment to the health and safety of everyone in your business. At least one senior manager must be assigned overall responsibility for health and safety, including the creation, implementation and maintenance of the health and safety program. All employees need to be made aware of this person and how to contact them.

Senior management will:

- Take overall responsibility and accountability for the protection of everyone's health and safety in the workplace
- Plan for creation and implementation of the health and safety program
- Ensure there is a budget to support health and safety activities
- Ensure that everyone who works in their workplace has the time, training and support to participate in the health and safety program

### Health and safety policy

Senior management will establish, implement, monitor and maintain a health and safety policy that's right for the size, industry and location of your business. The health and safety policy will include their commitment to:

- Preventing illness and injury in the workplace
- Meeting all legal requirements
- Involving workers in the development of the policy
- Working together to create a workplace that is physically and psychologically safe
- Continually improving the health and safety program and health and safety performance

The Health and Safety policy must:

- Provide a framework for setting and reviewing occupational health and safety objectives

- Be documented, implemented and maintained
- Be communicated and made readily available to affected parties
- Be reviewed as often as is necessary, but at least annually
- Be signed by the employer and the highest member of management at the workplace

# Health and safety responsibilities

**Prerequisite(s):** None

## Summary:

Everyone in the workplace, from the employer to the newest employee, has their part to play in keeping the workplace safe. Health and safety responsibilities are outlined in applicable legislation (the Occupational Health and Safety Act, Canada Labour Code, other health and safety legislation) and in your workplace health and safety program.

For example, the Occupational Health and Safety Act sets out responsibilities for:

1. The employer (who is in charge of everyone)
2. The supervisor (who is in charge of a workplace or has authority over someone who works there)
3. The worker (this is the term used in legislation to describe employees or any person who performs work or supplies services)

## Requirements:

Your business will establish, implement, monitor and maintain a procedure to define health and safety responsibilities for all parties in your workplace. The procedure will include:

- The employer\*, supervisor, worker, joint health and safety committee (JHSC), health and safety representative, visitors and others
- Responsibilities under applicable law
- Responsibilities resulting from company rules and the health and safety program

\*Employer responsibilities are included in the **leadership and commitment** topic. You are not required to repeat this work.

# Health and safety communication

**Prerequisite(s):** None

## **Summary:**

Communication is the key to creating a healthy, safe and productive workplace. Effective communication ensures health and safety messages are understood. It is a two-way process with information being sent and received back.

## **Requirements:**

Your business will establish, implement, monitor and maintain a procedure for communicating occupational health and safety information. The procedure will include:

- Requirement to provide information on the health and safety program and its progress
- Receiving, documenting and responding appropriately to internal and external health and safety communications (i.e. internal is within your business; examples of external communications are emergency services and regulatory bodies)
- Methods of ensuring communication is appropriate for the intended audience (i.e. accommodating an individual with hearing or vision impairment, language skills and literacy)
- Roles and responsibilities for individuals responsible for the communication of information
- Identifying methods of communication that meet the needs of the business, such as: newsletters, bulletin boards, safety talks, department meetings, intranet
- Identifying methods of getting suggestions, ideas and feedback from all employees (i.e. suggestion box, feedback, ideas)
- Identifying when to communicate (i.e. how often is information communicated and how is it documented?)



# Health and safety participation

**Prerequisite(s):** None

## **Summary:**

All workers (or their representatives) must be informed, consulted, and given the opportunity to participate in health and safety at the workplace.

## **Requirements:**

Your business will establish, implement, monitor and maintain a procedure(s) to ensure people at all levels of the business are consulted and participate in the planning, implementation and evaluation of the health and safety program.

Encourage and support people to participate in health and safety at your workplace. This could include:

- Becoming a health and safety representative, or participation on the joint health and safety committee(s), or trades committee(s)
- Hazard identification, risk assessments and determination of controls
- Incident investigations
- Development and review of health and safety policies, procedures, processes and health and safety objectives
- Access to relevant reports (air sampling results, noise surveys, etc.)
- Working on any other health and safety matters, as appropriate

Everyone who works at your business, including their representatives must be provided with appropriate information, training, time and resources necessary to effectively participate in health and safety. Encourage and support participation by identifying and removing any barriers (e.g., literacy and language barriers, failure to respond to input or suggestions).

# Recognition of hazards

**Prerequisite(s):** None

## Summary:

Understanding the hazards present in a workplace and how those hazards could result in injury or illness is known as risk assessment. The first step in the risk assessment process is to recognize the hazards that have the potential to cause harm to you and others in the workplace. Hazards can come in many different forms such as chemical, physical, and even psychological.

## Requirements:

The recognition of hazards includes three procedures:

1. Hazard recognition
2. Hazard reporting
3. Inspection

### HAZARD RECOGNITION

Your business must develop a list of all identified hazards that people are exposed to including:

- A written statement on what this list is, how it is used and maintained
- Hazard categories to be considered in identifying health and safety hazards posed by the activities and the work environment (physical, biological, chemical, musculoskeletal, psychosocial and safety hazards)
- A process for how the list is to be used
- Timeframe and responsibility for review of the list

### HAZARD REPORTING PROCEDURE

Hazard reporting procedures will be used for routine and non-routine operations and/or activities. Your written hazard reporting procedure will include/define:

- The specific hazard report to use
- A written standard on when to report, who to report to, how to report, what happens to the report and required follow-up

Everyone in your workplace needs to understand this procedure.

### WORKPLACE INSPECTION PROCEDURE

Your business must also develop a workplace inspection procedure that will:

- Include all legislative requirements and describe in detail the who, what, where, when, why and how of inspections
- Include documentation in a standardized format (i.e. checklist)

Workers (or worker representatives) will be informed, consulted, and given the opportunity to participate in the hazard recognition process.

Your written hazard reporting, hazard identification and workplace inspection procedures must include/define:

- Assigned roles and responsibilities for hazard reporting, hazard identification and workplace inspection
- Hazard categories to be considered in identifying health and safety hazards posed by the activities and the work environment (physical, biological, chemical, musculoskeletal, psychosocial and safety hazards)
- Hazards posed by people, equipment, materials, environment, process, organizational culture, and critical events/incidents
- Hazards originating outside the workplace
- Hazards that affect any person in the workplace and employees who may work at locations not under the control of the employer
- Legal requirements and regulatory controls
- The design and layout of the work area, installations, machinery, equipment, processes, related procedures or controls
- Hazards that may result from human interaction within the workplace
- Hazards associated with the start-up; use/operation; maintenance; and set-up and shut down conditions of machinery, equipment or processes
- Requirement for annual review, when new work activities or equipment are introduced in the workplace and following root cause analysis investigations
- A standardized format to record findings

# Risk assessment

**Prerequisite(s):** Recognition of hazards

## Summary:

Understanding the hazards in a workplace and how those hazards could result in injury or illness is known as risk assessment. Once you have recognized the hazards in your workplace, the next step is to determine the likelihood of harm (injury or illness occurring), and its severity.

Using this approach can help you prioritize where to spend your health and safety time and money. Businesses that focus on risk assessment will see the benefits of effectively eliminating or controlling health and safety hazards in their workplace.

## Requirements:

Your business will develop and implement a risk assessment process. This process will prioritize risks based on the nature of the hazards and level of risk for each of the routine and non-routine operations and/or activities within your business.

All risk assessments will be documented, updated and relevant documents will be made readily available to affected workplace parties. Everyone at your workplace (or their representatives) will be informed, consulted, and given the opportunity to participate in the risk assessments.

The risk assessment procedure will:

- Assign roles and responsibilities for the individual(s) directly responsible for conducting the risk assessment
- Identify the core competencies and training required by the individual(s) directly responsible for conducting the risk assessment
- Be completed proactively before performing any task(s) related to the operations and/or activity; and before the introduction, start-up or use of new equipment, material, substance or process
- Be completed when there is a change to existing equipment, material, chemical or process; and when there is a change to the occupational health and safety management system that may affect workplace operations and/or activities
- Include or take into consideration contributing factors that may, cause a low-priority risk to become a high-priority risk (i.e. working outside cutting grass may normally be a low priority risk, but when thunder storms are present the risk may rise to high priority)
- Include a review of related job factors as well as personal factors which may contribute to risks (e.g., someone has a fear of heights)
- Include a way to identify which hazards present the highest risk and prioritize what to work on first (i.e. starting with high risk hazards, and working down to low risk hazards)

# Control of hazards

**Prerequisite(s):** Risk assessment

## Summary:

Control of hazards is driven by the recognition of hazards and risk assessment process. For all identified hazards, your business will identify control measures to eliminate the hazard or reduce the risk associated with the hazard to an acceptable level. Once the controls are implemented, you need to ensure they are working effectively.

The hierarchy of controls principle will be used when determining control measures. They are:

1. Elimination
2. Substitution
3. Engineering controls
4. Administrative controls
5. Personal protective equipment

It is important that one hazard control recommendation not create a new hazard. For example, using floor mats to reduce fatigue may introduce a slip and trip hazard. When a hazard is identified and rated as a high risk, your business must develop a safe operating procedure (step-by-step instructions) that includes appropriate health and safety controls. Anyone exposed to these high risk activities must be informed and instructed on the safe operating procedures/safe work instructions.

Workers (or their representatives) must be informed, consulted, and given the opportunity to participate in the determination of hazard controls.

The **control of hazards** topic can be repeated (and qualify for a rebate) for each hazard at your workplace and there is no limit on the number of times this topic can be repeated, if it is supported by the hazard identification and risk assessment process.

It's important to implement all required control measures, for all workplace hazards. However, as long as you have completed at least one control program, it will count towards the completion of level one.

## Requirements:

For all identified hazards, your business will develop and implement control measures to eliminate hazards or reduce risk to an acceptable level.

Your business must ensure that health and safety risks and associated control measures are taken into account when establishing, implementing, monitoring and maintaining your occupational health and safety management system.

All control measures will be documented, current and reflect actual work activities. Relevant documents will be made readily available to affected workplace parties (i.e. safe operating procedures).

Control measures will take into account:

- The hazard and the identified risk
- Who is affected by the hazard and will need to participate in the control measure
- The most serious risks, so the controls can be applied to these first
- Controls related to purchased goods, equipment and services
- Applicable legal and other requirements
- Recognized standards, requirements, guidelines, codes of practice, manufacturer/supplier instructions or other relevant considerations related to the operations of the organization
- Your business' ability and capacity to control hazards and eliminate or reduce the risk to an acceptable level

# Injury, illness and incident reporting

**Prerequisite(s):** None

## Summary:

Consistent reporting of injuries, illnesses and incidents allows businesses to comply with the WSIB, Ministry of Labour and other legislated reporting requirements, to complete timely investigations and implement corrective action to eliminate the potential for other injuries/illnesses.

## Requirements:

Your business will establish, implement monitor and maintain a procedure for reporting of injuries, illnesses and incidents. The procedure will include:

- Definitions of injury, illness and incidents, including incidents with known health and safety or psychological impacts
- Reporting requirements for incidents (i.e. fatalities, critical injuries, lost-time injuries, medical aid, occupational illness, property damage, fire, environmental release and incidents with potential for psychological injury)
- Description of the roles and responsibilities for employers, supervisors, workers and joint health and safety committee or health and safety representatives
- When to report an injury, illness or incident
- Notification requirements (i.e. who should be notified internally and externally, including timeframes)
- What treatment should be provided (i.e. first aid, medical aid)
- Recording requirements (documentation and record keeping)

# Incident investigation and analysis

**Prerequisite(s):** Injury, illness and incident reporting

## Summary:

Incident investigations highlight the reasons why accidents occur and how to prevent them. The primary purpose of incident investigations is to improve health and safety performance by exploring the reasons for the event and identifying both the immediate and underlying root causes to prevent it from happening again.

## Requirements:

Your business will establish, implement, monitor and maintain a procedure to investigate, analyze, document and maintain records for all incidents.

The procedure must include:

- Roles and responsibilities for management, joint health and safety committee, health and safety representatives and others who may be assigned to or are required to participate in the investigation process
- Requirement for the person or people investigating incidents to be trained and competent
- Identification of root causes, including all contributing factors
- Requirement to take actions to mitigate any additional consequences of an incident
- Identification and implementation of recommended corrective and preventive actions
- Identification of opportunities for continual improvement
- Requirement for the investigation process to be conducted in a professional manner
- Investigation timelines
- Reporting/notification requirements for both internal and external parties
- Communication of investigation results and follow up with appropriate workplace parties

Investigations will be conducted for:

- Fatalities
- Critical injuries
- Lost-time injuries
- No lost-time injuries (i.e. medical aid)
- First aid and near misses
- Occupational illnesses
- Property damage
- Fires
- Environmental releases
- Workplace violence and harassment
- Incidents with potential for psychological injury



# First aid

**Prerequisite(s):** None

## Summary:

First aid is help given to someone who has become ill or been injured until they can access professional medical care. The purpose of first aid is to minimize injury and future disability. The Workplace Safety and Insurance Act Regulation 1101 sets out the requirements for all employers covered by the WSIB to have first aid equipment, facilities and trained personnel in all workplaces in relation to physical injuries.

## Requirements:

Your business will establish, implement, monitor and maintain a first aid program. The first aid program must meet the requirements of Regulation 1101 and include the following:

- First aid station(s)
- First aid kit inspections
- Record of the first aid treatment/advice given to anyone treated (i.e. incident report)
- Names of those trained in first aid (WSIB-approved training)
- Display of required postings
- Procedure for transportation of the injured or ill person to a hospital, doctor's office or home, if necessary

# Level: Intermediate

# Competency

**Prerequisite(s):** All level 1 topics, and should be selected at the same time as **health and safety training**

## Summary:

All businesses need to be confident that the people performing tasks for, or on behalf of, the business are competent to do so.

## Requirements:

Competent means that a person has:

1. Knowledge of, and ability to recognize, the hazards and risks associated with the tasks for the operations and activities
2. Demonstrated understanding and working knowledge of the control measures associated with the hazards and risks
3. Training related to the hazards, risks and associated control measures
4. The skillset, ability and willingness to deal with the hazards, risks and control measures

Your business must establish, implement monitor and maintain a competency program that includes:

1. Identification of task competency expectations
2. Identify and list the required health and safety certification(s) and licenses for all positions to ensure that any person who performs a task has current certification(s) and licenses
3. Training needs analysis or assessment for each position
4. A review at regularly planned intervals

Your business must take into account:

- Different levels of responsibility of those being trained (e.g., training may be different for supervisors and managers)
- Literacy, language skills and overall ability of those being trained
- Likelihood of exposure to the hazards and risk

# Health and safety training

**Prerequisite(s):** All level 1 topics and should be selected at the same time as **competency**

## Summary:

Health and safety training is an administrative control that can help ensure the people assigned to tasks are able to do so and are less likely to be injured in the process of performing the task. Health and safety training must be effective and appropriate for the workplace and include refresher training as required. Health and safety training must be based on a competency assessment that identifies required health and safety training, a timetable for completion and frequency of refresher training.

## Requirements:

The business will establish, implement, monitor and maintain a process for health and safety training, which includes:

1. How the training will be administered and managed
2. The assessment evaluation, monitoring and reassessment evaluation criteria, as necessary
3. A provision that ensures each of the above are conducted or administered by a competent person

Health and safety training must include, as a minimum:

1. Training as prescribed by applicable legislation
2. Roles, responsibilities and rights
3. The purpose of the occupational health and safety management system, and its respective elements
4. Conforming to the health and safety policy, procedures and the occupational health and safety management system overall
5. Legal and other requirements, including potential consequences for deviations or noncompliance
6. Importance of worker participation within the occupational health and safety management system
7. Any other requirements to ensure a person is competent

The business will:

1. Ensure required training or instruction is provided for each individual prior to the individual performing the required task
2. Take into account the different levels of responsibility, literacy, language skills, overall ability and likelihood of exposure to the hazards and risk of the learner
3. Retain a record of training for each individual for, as a minimum, the duration the training record is valid

# Legal and other requirements

**Prerequisite(s):** All level 1 topics

## **Summary:**

All workplaces, regardless of size or sector, are required to identify legal and other applicable requirements. These exist as municipal, provincial, federal, and other requirements.

## **Requirements:**

Your business must establish, implement, monitor and maintain a procedure to identify and document legal and other requirements that are applicable to your business. The procedure will include a method for scanning for new laws and regulations and updating the procedure as needed.

- All legal and other requirements will be taken into account, and incorporated as appropriate, into the establishment, implementation and maintenance of the health and safety program
- The business will ensure that the documentation of legal and other requirements are kept current, and that relevant information related to the legal and/or other requirements are communicated to the workplace parties as appropriate

# Health and safety accountabilities

**Prerequisite(s):** All level 1 topics

## **Summary:**

Establishing accountabilities recognizes and commends accomplishments/contributions, while reinforcing the business' expectation that all workplace parties do their part to maintain a healthy and safe workplace.

## **Requirements:**

The business will establish, implement, monitor and maintain a procedure to hold workplace parties accountable for carrying out their health and safety responsibilities. This applies to all workplace parties.

The procedure will:

- Include a method of performance evaluation that determines whether health and safety responsibilities are met in the business
- Include a progressive discipline process to ensure health and safety responsibilities are implemented
- Include incorporating occupational health and safety responsibilities into job descriptions and checking to make sure the responsibilities are carried out
- Be reviewed on a regularly planned schedule

# Emergency prevention and preparedness

**Prerequisite(s):** All level 1 topics and should be selected at the same time as **emergency response**

## Summary:

Emergencies are hazardous situations that you must try to prevent and be prepared for. Some examples of potential emergencies include, but are not limited to, bomb threats, chemical spill, fire, gas leak, threat of violence, confined space entrapment, medical emergencies, motor vehicle incidents, power failure, adverse weather conditions, working at heights emergencies/rescue, external threats and pandemic (broad public emergency).

## Requirements:

Your business will identify the types of emergency situations you may face and then develop and implement procedures to prevent the emergencies from happening (where possible) and be prepared for them if they do happen.

The business will establish, implement, monitor and maintain procedure(s) to:

- Identify potential emergency situations
- Prevent, as far as reasonably practicable, an emergency situation from occurring
- Identify the necessary resources to implement the prevention procedures, while taking into account the needs of other interested parties, such as emergency services, authorities, or the general public
- Communicate emergency prevention procedures with all workplace parties and known external interested parties, including specific training for any person with defined duties or responsibilities in relation to the procedures or plans
- Review the procedure at minimum annually and revise as needed

# Emergency response

**Prerequisite(s):** All level 1 topics and should be selected at the same time as **emergency prevention and preparedness**

## Summary:

Well-developed and implemented emergency response plans can:

- Prevent fatalities and injuries
- Reduce damage to buildings, inventory and equipment
- Protect the environment and the community
- Help business resume normal operations as quickly as possible

## Requirements:

The business will establish, implement monitor and maintain procedure(s) to:

1. Establish documented response plans for how to respond to emergency situations
2. Prevent or minimize injury or occupational illness, for the identified emergency situations
3. Test or drill the identified emergency situations
4. Identify the necessary resources to activate the response plans, including taking into account the needs of other interested parties, such as emergency services, authorities, or the general public
5. Ensure that response equipment is maintained in good working condition and are operationally ready at all times
6. Ensure that drills or testing of the response plans for the identified emergency situations are conducted at regularly planned intervals and in a way that does not introduce new hazards – records of drills and tests will be retained
7. Periodically review emergency response plans, and revise as appropriate, but at minimum annually
8. Communicate emergency response plans with all workplace parties and known external interested parties, including specific training for any person with defined duties or responsibilities in relation to the procedures or plans



# Return-to-work program requirements, forms and tools

**Prerequisite(s):** All level 1 topics and should be selected at the same time as **return-to-work roles and responsibilities** and **accommodation and return-to-work plans**

## Summary:

A return-to-work program will outline the business's approach to disability management. Specifically, it will outline policies, legal obligations, define clear roles and responsibilities, and clarify program expectations. Formalized return-to-work processes promote consistent administration of the return-to-work program, helps to prevent further injury and promotes recovery of the injured/ill person.

## Requirements:

The business will establish, implement, monitor and maintain a return-to-work program that incorporates case management processes. This include standards and procedures for accessing and participating in the return-to-work program and planning. This includes:

- Roles and responsibilities for initiating and maintaining contact with the injured/ill person
- Frequency and methods of contact (i.e. telephone, meetings, email, letters)
- Opportunities for collaboration and input from injured/ill person, supervisor, return-to-work coordinator and union where applicable to develop return-to-work plans
- Documentation required (i.e. WSIB's Form 8, functional abilities forms, letters of offer)
- Provisions for requesting independent medical assessments or functional abilities evaluations where appropriate
- Analysis of job tasks and/or physical demands analysis to determine suitability
- Privacy policies and processes that protect personal information
- Standards for record keeping and document retention policies

The return-to-work program includes the use of at minimum, the following standardized forms, tools and templates to manage the return-to-work process:

- Functional abilities form
- Return-to-work plan
- Contact log
- Progress report
- Physical and cognitive demands analysis (regular and transitional work assignments)
- Letter to health care practitioner
- Modified work offer letter to injured/ill person
- Medical consent for release of information
- Return-to-work plan closure and evaluation feedback forms

The return-to-work program includes written procedures for reporting and resolving return-to-work disputes:

- Internally (i.e. who to report, how to report, process for resolution)
- Externally (i.e. WSIB Return-to-Work Specialist, WSIB appeal, 3<sup>rd</sup> party mediation, Ontario Human Rights Commission complaint)

The return-to-work program has procedures for program evaluation that include clearly defined performance measures including, but not limited to:

- Return-to-work plan outcomes (i.e. how many went back to work)
- Duration of plans
- Return-to-work program costs (i.e. lost-time benefits, costs of accommodation, etc.)
- Return-to-work program satisfaction surveys

The return-to-work program includes the assignment of responsibility to establish a budget, track, analyze and prepare a report on the results of the program evaluation:

- Communication of performance measures and results is shared with senior management and employees annually
- Improvement opportunities are added to the company's continuous improvement plans(s)

## Return-to-work roles and responsibilities

**Prerequisite(s):** All level 1 topics and should be selected at the same time as **return-to-work program requirements, forms and tools**, and **accommodation and return-to-work plans**

### Summary:

Defining detailed roles and responsibilities is the most important step in defining a return-to-work program and ensuring its success.

### Requirements:

The business will establish, implement, monitor and maintain the roles, responsibilities and training requirements of a multidisciplinary team within the return-to-work program to facilitate a safe and timely return to work.

The employer maintains a documented return-to-work program that includes defined roles and responsibilities for (where applicable):

- Return-to-work coordinator
- Senior management/owner
- Supervisors
- Workers
- Co-workers
- Health care provider(s)
- WSIB
- Where applicable:
  - Insurers
  - Return-to-work/disability management committee
  - Union
  - Medical department
  - The employer has assigned an individual(s) to coordinate return-to-work activities that is knowledgeable, experienced and/or trained in return-to-work coordination and/or disability management

Return-to-work training includes:

- The goals and objectives of the program
- The roles and responsibilities of everyone during the return-to-work process
- Procedures for initiating and responding to accommodation requests
- Procedures for dispute resolution

The employer:

- Reviews program requirements and responsibilities with workers annually and with an injured/ill person when injury or illness is reported
- Ensures return-to-work program information is accessible to all workers (i.e. on intranet or bulletin boards)
- Keeps records of return-to-work training and evaluates annually

## Accommodation and return-to-work plans

**Prerequisite(s):** All level 1 topics and should be selected at the same time as **return-to-work program requirements, forms and tools**, and **return-to-work roles and responsibilities**

### Summary:

The accommodation process includes an analysis and comparison of job tasks and physical demands with the injured/ill person's abilities. Accommodation solutions are considered when there are gaps in abilities to perform regular job duties.

### Requirements:

The business will establish, implement, monitor and maintain an accommodation procedure that includes provisions for returning an injured/ill person back to work. Return-to-work planning to identify suitable return-to-work options begins when the functional/cognitive abilities of the injured/ill person are confirmed.

The program looks to establish optimum return-to-work options including:

- Return-to-work pre-injury
- Return-to-work pre-injury with accommodation(s)
- Return-to-work suitable (another position)
- Return-to-work other available work

The program includes provisions for:

- Transitional or temporary alternate work
- Graduated return-to-work
- The purchase of assistive devices/accommodation supports where appropriate

Return-to-work plans are jointly developed and documented to include:

- The return-to-work goal with key milestones and timelines
- Roles and responsibilities
- Functional abilities/limitations
- Required job/task functions/details
- Accommodation details (temporary/permanent)
- Injured/ill person, supervisor and return-to-work coordinator input/signatures

# Pre-use inspections

**Prerequisite(s):** All level 1 topics

## Summary:

Pre-use inspections are conducted before using any equipment or process. If a deficiency is identified, it must be addressed before use.

## Requirements:

Your business will establish, implement, monitor and maintain a pre-use inspection procedure.

The procedure will include:

- A list of all items (inventory) to be inspected
- A pre-use inspection schedule that includes:
  - Identification of who is required to do pre-use inspections; and
  - Frequency of inspections
- A standard recording form/log/checklist to be used for each pre-use inspection that documents the following:
  - Equipment inspected
  - Inspectors signature or initials or identification
  - Date of inspection
  - List of components to be inspected
  - Description of any hazard discovered
  - Recommendations for corrective action
- Record that shows corrective action (who, what, when) was taken before equipment is used
- Review of records by supervisor/manager to ensure identified corrective actions have been taken

# Preventive maintenance

**Prerequisite(s):** All level 1 topics

## Summary:

A key component of risk assessment is the identification of effective control measures. Preventative maintenance is a control that can help you to identify problems, deficiencies and non-conformities related to specific equipment and lead to the correction of the issue before it leads to an incident, injury or breakdown of equipment.

## Requirements:

The business will establish, implement, monitor and maintain a preventive maintenance procedure that includes:

1. A list of all items (inventory) included in the program
2. Documented inspection schedules for each piece of equipment that requires scheduled servicing, adjusting or replacing of their components including but not limited to:
  - mobile equipment
  - production equipment
  - facility equipment such as heating and ventilation
  - other workplace-specific equipment
3. Standards and schedules to be met, including:
  - manufacturer's instructions
  - industry standards
  - legislation requirements
4. A standard recording form
5. Roles and responsibilities of applicable workplace parties as it relates to preventive maintenance
6. Ensure anyone using the equipment is qualified
7. Responsibility for review of program is assigned
8. Review is scheduled

# Control of documents

**Prerequisite(s):** All level 1 topics

## Summary:

Documents are written materials that describe a policy, procedure, method or practice. Documents related to health and safety help formalize the health and safety management system, develop consistency and reduce reliance on the knowledge of individual people. Documents identify what needs to be done, who does, it, when they do it, what forms they use and who checks to make sure it is done. The level of documentation will vary depending on the size, activities and complexity of the business.

## Requirements:

The business will establish, implement, monitor and maintain a procedure for the control of documents.

The occupational health and safety management system documentation must include, as a minimum:

- A description of the scope for which the occupational health and safety management system is applicable;
- The occupational health and safety policy, objectives and leading and lagging performance measures;
- A description of the main elements, their interaction, and reference to related documents
- All documents determined by the business to be necessary for planning, implementation, control, evaluation and overall management of the occupational health and safety management system.

The creation, collection, retention and distribution of documents should comply with all applicable legal requirements, collective agreements and organizational policies, as appropriate.

Your business will establish, implement, monitor and maintain a method for managing the creation, approval, distribution and archiving of health and safety documents. This includes:

- Approval of documents before use
- Regular review and updating of documents where applicable, including removal of out-of-date documents
- Tracking changes made to documents (what was changed, who changed it)
- Documents that are readily available when and where needed
- Documents that are legible and readily identifiable
- Identification of documents from a source outside the business
- Prevention of unintended use of out-of-date documents and identification of such documents if they are retained for any purpose.



Documents will be created in a format that is accessible to all workplace parties. Special needs will be accommodated such as language, literacy or disabilities. Additionally, the privacy of personal or sensitive information must be considered when developing procedures for control of documents

# Control of records

**Prerequisite(s):** All level 1 topics

## Summary:

Records related to health and safety demonstrate that training, communication and implementation have taken place. Unlike documents, which describe the “who, what and when” of a process and are changed as needed; records are created when things are done and are never modified once they have been created. Examples of records include, training records, meeting minutes, inspection reports, evaluation reports, sampling reports, documented interviews and test results.

## Requirements:

The occupational health and safety management system documentation will include, as a minimum, records determined by the business to be necessary for planning, implementation, control, evaluation and overall management of the occupational health and safety management system.

The creation, collection, retention and distribution of records must comply with all applicable legal requirements, collective agreements and organizational policies, as appropriate. Your business will create and maintain records to provide evidence of conformity to health and safety system requirements.

Your business will establish, implement, monitor and maintain a procedure to:

- Maintain records as necessary to demonstrate conformity to the requirements of its occupational health and safety management system
- Identify, store, protect, retrieve, retain and dispose of records
- Ensure protection of privacy and confidentiality, as appropriate
- Ensure records are, and remain, legible, identifiable and tracked, so that they can be retrieved if needed

Employees have the right to access records relevant to their health and safety, while respecting the need for confidentiality.

# Contractor management program

**Prerequisite(s):** All level 1 topics and health and safety accountabilities

## Summary:

A contractor is a person who, or business that, provides goods or services to your business under terms specified in a written agreement. Contractors include those performing maintenance, renovations or construction, operations security, cleaning and on-site service providers. Examples of contractors include:

- construction/renovations
- snow removal
- utility service and repair
- equipment maintenance, servicing or repair
- janitorial
- pest control
- food services
- information technology
- security services

Having a contractor management program in place enforces the same health and safety standards for everyone performing work in your workplace. It ensures that no one is put at risk by the contractor's activities and that the contractor's employees are not put at risk from your business's activities.

## Requirements:

Your business will establish, implement, monitor and maintain a contractor management program. The procedure will include:

- Criteria for selecting contractors that have the capability and capacity to meet the health and safety requirements of your business;
- A plan to monitor and evaluate contractors' health and safety performance;
  - Requirement to communicate your health and safety rules, emergency response procedures and notice of any changes affecting the specific work to contractors. Contractors must also communicate relevant health and safety information to the employer.
  - Requirement to hold contractors accountable for their health and safety responsibilities (e.g., performance rating system and contract incentives)
  - Consequences for unsafe behaviour (i.e., not working in compliance with the Occupational Health and Safety Act and regulations, policy or procedure violation)
  - The identification of hazards and control of risks, and the competency and ability of the contractor to control the risk(s) to the business's workers arising from the contractor's activities and materials

- The identification of hazards, control of risks, and the competency and ability of the contractor to control the risk(s) to the contractor and the contractor's workers arising from the business's activities and materials
- Communication with contractors when there are changes affecting the specific work or circumstances surrounding the work
- Acceptance/sign-off documentation by contractor that they will abide by the employer's (e.g. general contractor) health and safety program and/or rules and regulations at the worksite

There may be circumstances where there is more than one employer or contractor present at a job site. In these situations, your business must establish, implement, monitor and maintain a documented procedure for, and lead the coordination and integration of, relevant portions of the business's occupational health and safety management system with the affected contractors.

# Workplace health promotion

**Prerequisite(s):** All level 1 topics

## Summary:

Workplace health promotion (also known as health and wellness) is the combined efforts of your business, employees and community to improve the health and well-being of people, both at work and at home. It may include things like improving the way work is organized, encouraging personal and professional development, promoting a strong health and safety culture and the promotion of general wellbeing.

Your workplace health promotion program could include initiatives such as:

- Employee assistance program
- Wellness initiatives
- Mental health promotion
- Psychological first aid
- Vehicle safety
- Personal health and safety
- Health and safety at home
- Off-the-job health and safety

## Requirements:

Your business will establish, implement, monitor and maintain a workplace health promotion program that promotes healthy and safe lifestyles both on and off the job.

# Health and safety objectives

**Prerequisite(s):** All level 1 topics

## Summary:

Health and safety objectives are established by your business to improve health and safety performance. They should be specific, measurable, achievable, realistic and have timelines. Objectives can be set:

- At your organizational level (i.e. reduce slips, trips and falls across your business);
- At the facility, project or process level (i.e. reduce slips, trips and falls on ice during winter in the storage yard); and
- At the activity level (i.e. reduce slips, trips and falls by ensuring all truck drivers wear proper footwear).

## Requirements:

Your business will establish, implement, monitor and maintain a procedure for health and safety objectives. The objectives should consider all locations, all employees and all work activities within your business.

The procedure will include:

- Documented health and safety objectives with an action plan for implementation including target activities, dates and who is responsible
- Schedule for review (objectives are evaluated at least once a year and revised as needed)
- Requirement to communicate status of objectives to all employees
- Review and approval by senior management

The objectives will:

1. Be measurable;
2. Be consistent with the occupational health and safety policy;
3. Take into account:
  - a. Review of previous objectives
  - b. Year-to-year statistics and comparisons;
4. Consider leading and lagging measures:
  - a. Occupational health and safety hazards and risks
  - b. Occupational health and safety management system deficiencies or non-conformance
  - c. Opportunities for continual improvement; and
5. Take into consideration:
  - a. Physical, mechanical and technological options
  - b. Operational business and financial requirements of the business
  - c. Other requirements or opportunities

d. Views of workplace parties

## Corrective action

**Prerequisite(s):** All level 1 topics and all other level 2 topics

### Summary:

Corrective action is about making changes and/or improvements to a business's processes to eliminate causes of unacceptable or undesirable situations. These unacceptable or undesirable situations are also known as non-conformities. Once the non-conformity is identified, the corrective action process is used to evaluate and prioritize issues. Responsibilities are assigned to correct the non-conformity and to follow up to ensure that the issue has been corrected. Ultimately, the goal is to prevent the situation from re-occurring.

### Requirements:

Your business will establish, implement, monitor maintain a procedure to address occupational health and safety management system non-conformities including:

- A process for identifying, investigating and correcting non-conformities and potential non-conformities (i.e. they can be identified through audits, inspections, investigations, hazard reporting, process review, employee feedback and other sources)
- A process to address ineffective healthy and safety hazard controls, corrective actions and preventive actions
- Taking action to eliminate hazards and effectively control risks
- Assignment of responsibility and timeframe for corrective action
- Conducting a risk assessment of the recommended corrective actions to ensure that new hazards are not being created
- Ensuring actions implemented are recorded, communicated and tracked to ensure they prevent and correct the occurrence of the non-conformity
- Monitoring, assessing and evaluating the effectiveness of the implemented corrective and preventive actions and update the occupational health and safety management system



# Level: Advanced

# Change management and procurement

**Prerequisite(s):** All level 1 and 2 topics

## Summary:

The purpose of a change management and procurement procedure is to ensure that health and safety risks are assessed and controls are put in place when adding or changing equipment and/or processes. This also helps to ensure that new hazards are not introduced and any current hazards are controlled.

## Requirements:

The business will establish, implement, monitor and maintain a change management and procurement procedure that will include:

- Requirement to conduct hazard recognition, risk assessment and control procedures when:
  - There is a significant change to its work processes, control measures (i.e. pre-start reviews), procedures, equipment, organizational structure, staffing, products, workplace parties, physical locations or services;
  - New developments in health and safety knowledge or technology is available and introduced; or there are changes to legal requirements, other requirements and, where applicable, agreements; and
  - When functions or processes are outsourced
- The inclusion of health and safety requirements in purchasing specifications when products, equipment, materials and other goods and services are procured
- Requirements for a pre-start review before first use of new equipment, processes or materials and providing the pre-start review report to the joint health and safety committee or health and safety representative
- Identification of the roles and responsibilities for employees involved in procurement
- Communication and training requirements to affected workplace parties

The procedure or process for identifying hazards, assessing risks and determining controls of procured goods and services must follow the same methodology established, implemented, monitored and maintained for recognition of hazards, risk assessment and control of hazards.

# Monitoring, measurement and analysis

**Prerequisite(s):** All level 1 and 2 topics, and should be selected at the same time as **review health and safety trends**

## Summary:

In order to achieve the intended outcomes of the occupational health and safety management system all procedures should be monitored, measured and analyzed. This health and safety topic will help to identify opportunities for continual improvement.

Monitoring – checking, supervising, observing, and maintaining records of those activities.

Measurement – determine a value.

Analysis – process of examining data to look for patterns and trends, and then draw conclusions from the data.

## Requirements:

Your business will establish, implement, monitor and maintain a procedure to regularly monitor, measure and analyze that the intended outcomes of the system have been achieved.

The process must:

- Be reflective of the operations and/or activities of the organization;
- Provide for the monitoring of the extent to which the organization's health and safety policy and objectives are being met, as well as conform to the occupational health and safety management system;
- Provide for the monitoring of the effectiveness of the control measures; and
- Include leading and lagging performance measures.

Examples of what could be monitored and measured could include, but are not limited to:

- Qualitative measures such as use of interviews, reviews of documented information, and observation of work performed.
- Quantitative measures (e.g., noise levels and air quality levels)
- The extent to which your business's health and safety policy and objectives are being met
- Effectiveness of the control measures (e.g., hearing protection)
- Requirement to calibrate and maintain any equipment needed for monitoring and measuring health and safety in the workplace

Once your business has identified the above, you will compare or benchmark these measurements against:

- legislative requirements
- your industry (access this information from the WSIB's online services portal) to compare your injuries against your industry average)
- standards and codes
- your own objectives
- health and safety statistics

Results of the monitoring, measuring and analysis should be used to take actions to continually improve your occupational health and safety management system.

The results of these measurements must be recorded and communicated with interested workplace parties.

# Review health and safety trends

**Prerequisite(s):** All level 1 and 2 topics and should be selected at the same time as **monitoring, measurement and analysis**

## Summary:

Reviewing health and safety trends helps to identify opportunities for improving your occupational health and safety management system and establish objectives for your health and safety program. It also helps management to allocate resources and meet due diligence requirements. Businesses need to establish a system to record and review trends and statistics.

Businesses should review trends for both leading and lagging indicators. A regular review of leading indicators can inform your business of its progress toward annual targets and objectives (e.g., having 100 per cent of employees receive workplace hazardous materials information system (WHMIS) training). Lagging indicators (e.g., injury reports) can potentially reveal where previously implemented controls may need to be reviewed and improved.

## Requirements:

Your business will establish, implement, monitor and maintain a procedure to identify health and safety trends. Your procedure will include:

- roles and responsibilities for those reviewing health and safety trends
- requirement for senior management to review the trends
- a list of all indicators to be reviewed; examples include:
  - workplace inspections
  - incident investigations
  - incident reports
  - hazard reports
  - permits (hot work, confined space entry)
  - joint health and safety committee/health and safety representative recommendations and meeting minutes
  - injury/illness data, including information from the WSIB's employer online services
  - medical aid and first aid records
  - critical injuries
  - lost-time/no-lost-time injuries
  - near misses
- a schedule for reviewing all indicators (e.g., quarterly review of incident reports against the pre-determined targets)
- requirement for the results of the trends review to be considered when revising objectives and the continual improvement plan

## Internal audit

**Prerequisite(s):** All level 1 and 2 topics

### Summary:

An audit of your occupational health and safety management system identifies what is being done well, system deficiencies and opportunities for improving health and safety performance. The purpose of the audit is to measure and verify the extent to which the occupational health and safety management system has been implemented and maintained.

### Requirements:

Your business will establish, implement, monitor and maintain a procedure for annual internal auditing of your occupational health and safety management system. The written procedure will include:

- purpose of audit
- roles and responsibilities of the auditor, management, workers and anyone else affected by the audit
- auditor competency requirements
- scope of the audit: locations, departments, activities that will be audited
- frequency of audit
- audit methodology: interviews, observations, sampling, document review etc.
- reporting of audit activity and results
- prioritization of identified non-conformities

Audit findings and conclusions must be documented and include:

- conformities
- non-conformities
- opportunities for improvement
- acknowledgement of successes
- communication to relevant interested parties

Non-conformities must be prioritized and addressed using the corrective action process and incorporated into the continual improvement plan. Senior management must monitor and evaluate actions taken to address the non-conformities until they are resolved.

# Management review

**Prerequisite(s):** All level 1 and 2 topics, review health and safety trends, monitoring, measurement and analysis, and internal audit

## Summary:

The purpose of a management review is to determine what is working and what needs improvement in your business's occupational health and safety management system. Senior management conducts a review of the business's occupational health and safety management system at least once a year to make sure it is meeting its objectives, is up-to-date, implemented and working.

## Requirements:

Your business will establish, implement monitor and maintain a procedure for senior management to review your business's occupational health and safety management system at planned intervals (annually as a minimum) to verify and ensure its continuing suitability, adequacy and effectiveness. The reviews will include:

- an assessment of the opportunities for improvement of the occupational health and safety management system (e.g., changes to the health and safety policy, procedures, programs and/or objectives, review of current control strategies/programs)
- identification of emerging issues or trends (e.g., legislative changes, new industry standards)
- communication of outputs to applicable workplace parties
- implementation strategy for continual improvement
- a requirement for the review to be documented

Input to management reviews must include, as a minimum, the following information:

- results of audits, monitoring measuring and analysis, and health and safety trends review
- status of action items from previous management reviews
- evaluations of compliance with legal requirements
- results of participation and consultation with workers/health and safety representative/ joint health and safety committee
- communication received from external interested parties, including complaints
- health and safety performance of your business (i.e., injury and illness rates)
- evaluation of the extent to which health and safety objectives have been met
- evaluation of the effectiveness of procedures and processes to identify hazards and assess, prioritize, and control risks
- status of incident investigations, trends identified, corrective actions
- changing circumstances related to health and safety such as developments in legal requirements

- Recommendations for improvement

Outputs from the management review must support your business's commitment to continual improvement, and include decisions and actions related to:

- health and safety performance, the health and safety policy and objectives, and the need for change, if any
- allocation of resources to achieve the improvements
- Any other elements that are appropriate for the occupational health and safety management system



# Health and safety continual improvement planning

**Prerequisite(s):** All level 1 and 2 topics, and management review

## Summary:

Continual improvement planning is a coordinated system of procedures, processes and other measures designed to promote continual improvement in workplace health and safety. When planning continual improvements, your business needs to determine the following:

- what will be done
- the resources needed
- who will be responsible
- when it will be completed
- how the results will be evaluated, including indicators for monitoring
- how the actions to achieve the improvement will be integrated into your business's processes
- how the results of management review will be incorporated into your continual improvement plan

## Requirements:

Your business will establish, implement, monitor and maintain a continual improvement planning process that identifies:

- specific goals/priorities to be achieved (e.g., all employees need to receive slips and falls training)
- target dates for completion of each goal
- assignment of responsibility for each goal
- resources required (i.e., people, time, money)
- provisions for the program or plan(s) to be reviewed at regular intervals (annually as a minimum) and revised as appropriate, to ensure the objectives are achieved

Senior management must approve the continual improvement plan. The continual improvement plan must:

- be relevant to your business's current needs
- include scheduled progress reviews
- include progress reports that must be communicated to the appropriate workplace parties
- include successes celebrated with employees as goals are achieved

## External audit

**Prerequisite(s):** All level 1 and 2 topics, and **health and safety continual improvement planning**

### Summary:

You arrange for an external third party to perform an audit when your business decides to validate its occupational health and safety management system against a standard set of requirements. A qualified and competent independent auditor will compare and verify that all areas and activities within your occupational health and safety management system meet the relevant criteria.

Audits by a third party will be completed along with internal audits as part of an audit strategy to show that your business is maintaining an occupational health and safety management system and addressing any non-conformities that have been identified.

### Requirements:

Your business will establish, implement, monitor and maintain a procedure to coordinate an external third party audit of your occupational health and safety management system. The written procedure will include:

- purpose of audit(s)
- roles and responsibilities as they relate to the audit(s)
- auditor qualifications and selection
- audit plan
- scope of the audit(s)
- frequency of audit(s)
- audit methodology
- reporting of audit activity and results to internal and external parties, as appropriate

Audit findings and conclusions must be documented and include:

- conformities
- non-conformities
- opportunities for improvement
- acknowledgement of successes
- communication to relevant interested parties

Non-conformities must be prioritized and addressed using the corrective action process and incorporated into the continual improvement plan. Senior management will monitor and evaluate actions taken to address the issues until they are resolved.

Recommendations for program improvement as a result of the audit must be considered when completing the management review, setting health and safety objectives, and developing the continual improvement plan.

# Networking and peer learning

**Prerequisite(s):** None

## **Summary:**

Networking and peer learning provides businesses with the opportunity to interact with and learn from the experiences of other companies and individuals.

## **Requirements:**

Your business will establish, implement, monitor and maintain a process for networking and peer learning with other individuals or companies in order to share and gain health and safety information and best practices.

The process will identify:

- Who will participate in networking and peer learning activities
- How the information will be shared, who the information will be shared with and how often they will do this
- Rules specifying what type of information can be exchanged with other businesses (e.g., policies, documents, guidelines)
- Methods for networking and peer learning may include:
  - email, newsgroups, shared documents, conference attendance
  - personal contacts such as visits or phone calls
  - consultation with professional associations
  - health and safety association events and training

# Corporate social responsibility

**Prerequisite(s):** None

## **Summary:**

Corporate social responsibility is when a business takes responsibility for its impact on the environment, the communities where they operate, their employees, stakeholders and the public.

## **Requirements:**

Your business will establish, implement, monitor and maintain a social responsibility program that:

- Actively engages with local communities and community groups (e.g. encourage open discussions with neighbours about your operations, safety programs, environmental conditions and other aspects of your operations that may impact the communities in which your business operates)
- Works with governments, community representatives and other businesses to support and undertake initiatives to help improve corporate social responsibility
- Identifies how you will conduct business in a manner designed not only to protect the environment, but also the health and safety of employees, customers and the public