

Health and Safety Excellence program

Member guidelines

Contents

Contents	2
Introduction.....	5
WSIB's Health and Safety Excellence program	5
About the member guidelines	5
Program journey.....	6
Join the Health and Safety Excellence program	7
WSIB-approved program providers	7
Access your program portal.....	7
Complete the health and safety assessment	8
Assessment results	8
Complete the safety culture survey	8
Select your topics and create an action plan	9
Health and safety topics	9
Requirements for selecting action plan topics.....	10
Introduction to scoping	14
Create an action plan	15
Develop health and safety topics.....	16
Select the model to implement your topics	16
Implement health and safety topics at your workplace.....	16
Maintain topics and continual improvement.....	17
Demonstrate implementation of the topic.....	18
Desk validation.....	19
Evidence story and evidence files.....	19
Types of evidence files	20
Desk validation results.....	21
Defer a topic.....	22
Onsite validation.....	22
Additional evidence required to support topic implementation	22
Action plan expiry.....	24
Accounts with multiple sites.....	24
Reconsideration of validation results	24
Achieve rebates and recognition	25
Rebates.....	25
Predictability	25
Rebate calculation	26
Minimum and maximum rebate.....	27
Rebate eligibility	27
Recognition	29
Recognition for topics completed outside of the program	29
Recognition eligibility	30
Receive your achievement report in the digital portal	30
Select your next set of action plan topics.....	31

Administration.....	32
Changes in account number.....	32
Withdrawal or removal of a business from the program.....	32
Appendix	33
Health and safety program topics chart	33
Health and safety program topics descriptions.....	36
Level 1 – Foundation.....	36
Leadership and commitment	37
Health and safety responsibilities	38
Health and safety communication.....	39
Health and safety participation	40
Recognition of hazards.....	41
Risk assessment	43
Control of hazards	44
Injury, illness and incident reporting	46
Incident investigation and analysis	47
First aid	48
Level 2 – Intermediate.....	49
Competency	50
Health and safety training.....	51
Legal and other requirements.....	52
Health and safety accountabilities	53
Emergency prevention and preparedness	54
Emergency response	55
Return-to-work program requirements, forms and tools.....	56
Return-to-work roles and responsibilities.....	58
Accommodation and return-to-work plans	59
Pre-use inspections.....	60
Preventive maintenance	61
Control of documents	62
Control of records.....	63
Contractor management program.....	64
Workplace health promotion	66
Health and safety objectives.....	67
Corrective action	68
Level 3 – Advanced.....	69
Change management and procurement	70
Monitoring, measurement and analysis	71
Review health and safety trends.....	73
Internal audit	74
Management review	75
Health and safety continual improvement planning	77
External audit	78
Networking and peer learning.....	79

Corporate social responsibility.....	80
Scoping.....	81
Multiple accounts under the same organization ID (legal entity)	86
Supporting Ontario's Safe Employers (SOSE) program	87
Accredited occupational health and safety management systems	88
WSIB's 'five steps to managing health and safety'	89
"Five steps": dress code policy example.....	91
Tips for completing the five steps	95
Tips to help implement a topic.....	96
Create an evidence story.....	97
Sample evidence story and evidence files	98
Questionnaire - Are you ready for validation?	100
Desk validation process flow chart	101
Onsite validation process flow chart.....	102

Introduction

WSIB's Health and Safety Excellence program

The Health and Safety Excellence program was built in 2019 with an advisory committee of WSIB representatives, service delivery providers and the Ontario Ministry of Labour, Training and Skills Development Prevention Office.

The program helps businesses improve their workplace health and safety – the program starts from awareness or knowledge of basic health and safety requirements and builds to excellence, such as meeting a recognized national or international health and safety standard.

Businesses that implement program topics can improve their health and safety performance by creating a safer workplace, which can result in lower workplace injury and illness rates and reduced WSIB premiums. You can also earn rebates and recognition for your investments in health and safety.

Now that you've registered with a provider, you are ready to begin the Health and Safety Excellence program journey.

About the member guidelines

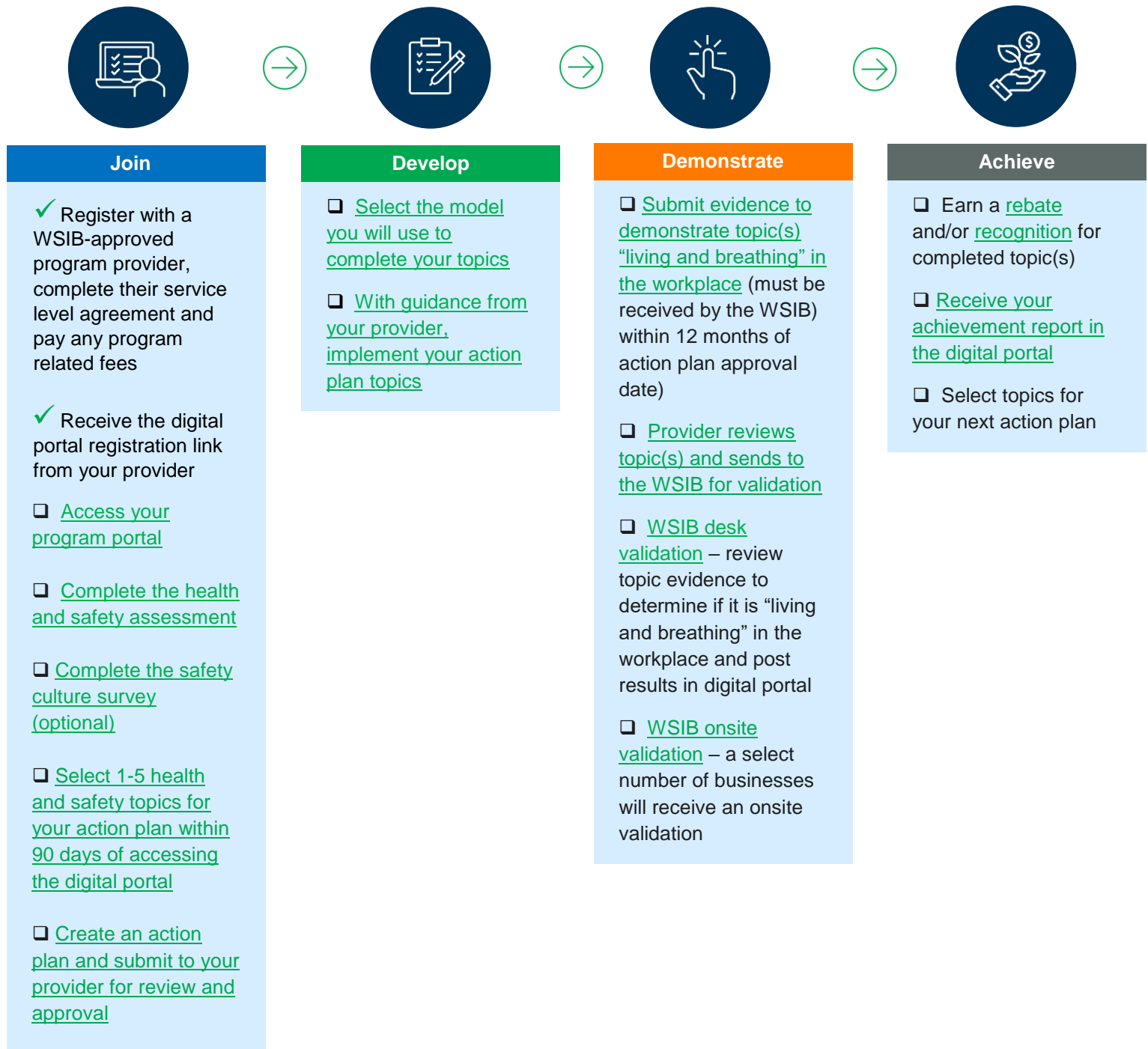
The guidelines are designed to assist businesses registered in the Health and Safety Excellence program understand program requirements. It also highlights key activities and milestones in a member's journey through the program.

The document contains links to sections within the guidelines where you will find more detailed information. All links are [in green font and underlined](#).

Program journey

Below is a high-level look at the key activities in a business's journey throughout the Health and Safety Excellence program.

You can find more details about each of the following steps by opening the links.



Join the Health and Safety Excellence program



Registering with a WSIB-approved provider is the first step in your Health and Safety Excellence program journey.

WSIB-approved program providers

The WSIB approves organizations to deliver the Health and Safety Excellence program.

Your provider will:

- Help you select health and safety topics appropriate for your business.
- Provide resources to assist with topic implementation.
- Review your topic evidence and submit to the WSIB for validation.

Access your program portal

After you register with a WSIB-approved provider, you will be provided with a registration link to login to the online digital portal for the program.

The digital portal is a convenient online resource that supports businesses in their health and safety journey.

Once logged onto the portal, you can:

- Complete an initial health and safety assessment.
- Describe and submit evidence files of the work done to complete topics.
- Receive program results and feedback.
- Track program progress year over year including topics completed and total rebates.
- Download achievement reports and badges.
- Subscribe to email notifications to help manage key program activities.

One login is required per WSIB account number registered in the program. If you want other users within your business to have access to the portal, they simply follow the same steps using the registration link from your provider.

To setup your profile, the following information is required:

- WSIB account number (7 numerical digits)
- Legal name of business
- Your first and last name
- Your email address

Although there is an online component to the program, some businesses may not have access to the internet, reliable internet service/network or computer equipment. Please speak with your provider about how they can provide support for completing the online program activities.

If you are a business's representative registering more than one WSIB account number in the program, please contact your provider to find out how you can register multiple accounts and easily track the progress of each.

The digital portal is easy to use with [user guides and instructional videos](#) to support you.

Complete the health and safety assessment

Complete the health and safety assessment after you receive the digital portal registration link from your provider and have created your account.

The assessment is an online questionnaire to help identify gaps in your current health and safety program and the topics your business still needs to develop. It is quick and easy to complete!

- One assessment is required per WSIB account number. For organizations that have multiple accounts registered in the program, it may make sense to complete one assessment provided all registered accounts have the same organization ID. Refer to the section titled ['Multiple accounts under the same organization \(legal entity\)'](#) for more information.
- The owner, senior manager or person responsible for health and safety in your company should complete the assessment.

Assessment results

Based on your responses to the assessment questions:

- The system assigns your business to one of the three program levels; foundation, intermediate or advanced and generates a list of **recommended** health and safety topics for your business to select for your [action plan](#).
- It is not mandatory for your business to select the recommended topic(s), as the assessment is only one way to determine gaps in your health and safety program. Refer to the chart titled ['Identify gaps in your current health and safety program'](#) for additional information to help you select action plan topics.

Complete the safety culture survey

Although the survey is optional, we recommend asking all of your employees to complete the survey annually to measure your progress.

The safety culture survey assesses your employees' feelings about the organization's attitudes towards workplace health and safety.

- Your employees do not need access to the digital portal to complete the survey.
- Email the link to all or a cross-section of employees including the owner/senior management, supervisors, joint health and safety committee members and health and safety representative, etc.
- It only takes a few minutes to complete and responses are anonymous.

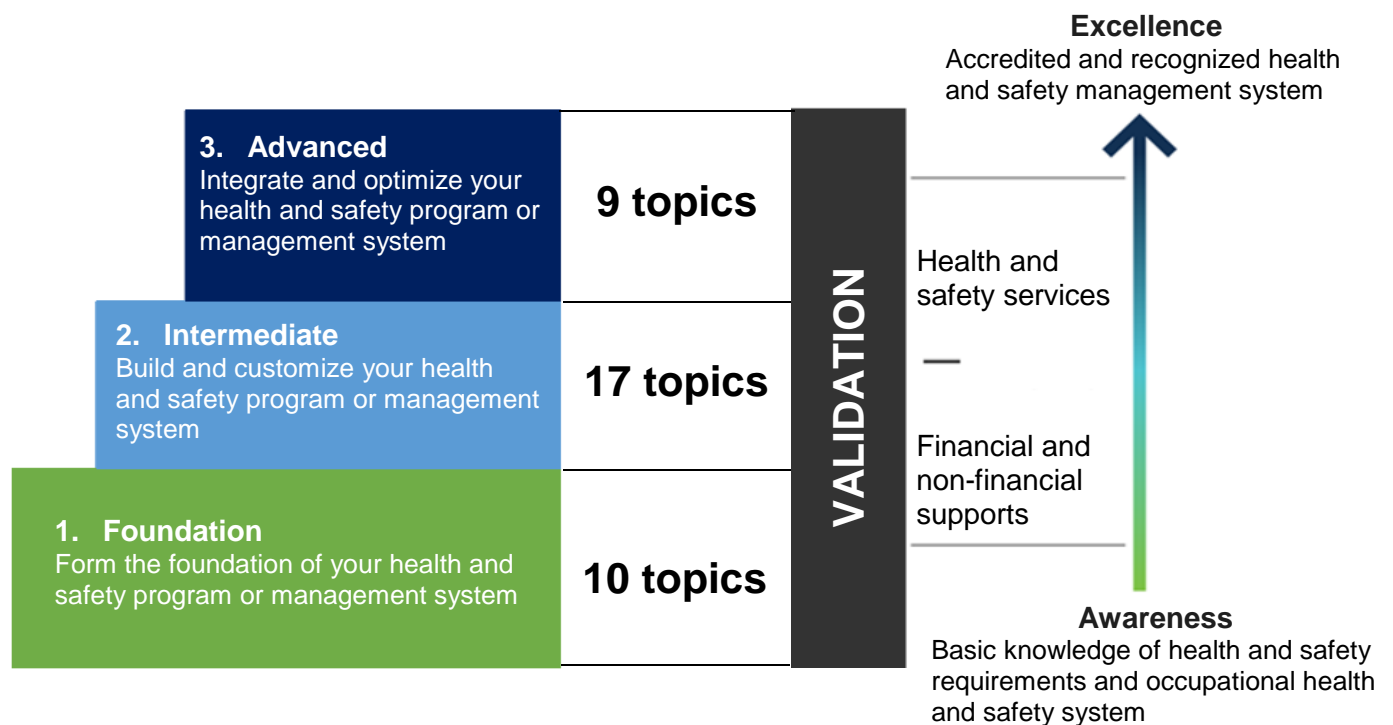
- After an employee completes the survey, they will see a scoring legend and their score.
- You can use the average score for each question to help identify possible areas of improvement that contribute to culture like communication and employee participation.

Select your topics and create an action plan

Health and safety topics

Safety should not be an after-thought; your program should build health and safety into all of your operations:

- A health and safety topic is a component of a health and safety program that relates to a specific hazard, or a process, such as training or first aid.
- The focus of each health and safety topic is to develop a process to eliminate or control a hazard and meet or exceed legislative compliance.



There are 36 health and safety topics in the Health and Safety Excellence program. Although there is logic to completing the topics in the order they appear in the [‘Health and safety program topics chart’](#), it is not mandatory to complete them in a sequential manner. There are also topic(s) that we suggest a business completes first before selecting another, as well as topics that make sense to work on at the same time.

[Refer to the full list of topics, descriptions and requirements for more information.](#)

Requirements for selecting action plan topics

The Health and Safety Excellence program offers 36 health and safety topics, over three levels, as building blocks from awareness to excellence in health and safety. Members select topics based on their maturity in health and safety and continue to advance through the program.

Topic selection

Topic selection involves objective and thoughtful consideration of which topics will most significantly improve workplace health and safety. WSIB's Compass tool, and other sources of information like inspection reports can help point to health and safety initiatives that will:

- reduce injuries and illnesses
- establish return to work processes
- improve workplace health and safety culture
- reduce risks associated with hazards

Additional guidance is available below in the checklist of questions to consider when thinking about selecting high impact topics.

Note: For topic selection guidance for employers with an accredited occupational health and safety management system (e.g. ISO 450001, COR 2020™), please see the section '[accredited occupational health and safety management systems](#)'.

Categories for topic selection

There are five categories for topic selection when developing your action plan. Members are to review [topic descriptions](#) to determine whether the topic selection meets one of the categories listed below.

Category 1: Selecting a topic that represents a health and safety initiative that is new to the business

Members select topics that represent **new** health and safety initiatives, such as a new return to work program, or a new hazard recognition procedure. Although not mandatory, it is strongly recommended that the rationale for choosing a new topic is noted. Members can use the following questions as a guideline:

1. Why are you selecting this topic?
2. How will the topic address hazards and/or make the workplace healthier and safer?
3. What meaningful outcomes do you expect to achieve by working on this topic?

Documenting the rationale for selecting the topic will help with both planning and implementation of topics. It will also provide a starting point which will help formulate the evidence story required at the demonstration step.

Example – new initiative	A business is new to health and safety and chooses the Leadership and Commitment topic because its requirements involve a new initiative for
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	the business. There is no health and safety policy in place, and health and safety responsibilities have not been established for senior management. By addressing this topic, the business expects to establish roles and responsibilities, accountability of leadership, and lay the foundation for building an effective health and safety management system.
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Category 2: Significant gap in effectiveness of a health and safety initiative:

Members can select a topic that is not new to their workplace if there is a significant gap in effectiveness of the existing health and safety initiative. An example of a significant gap would be a hazard is not being controlled or a risk has not been minimized.

Members must provide a rationale for choosing a topic that fits in category 2 by answering these questions:

1. What is the category for this topic selection (e.g. significant gap in effectiveness)
2. Why are you selecting this topic?
 - Members must be able to explain (using qualitative or quantitative data) and demonstrate why the existing initiative is not working by including evidence of the gap in effectiveness and its significance.
3. How will the topic address hazards and/or make the workplace healthier and safer?
4. What meaningful outcomes do you expect to achieve by working on this topic?
 - Members should include what the impact would be if they were not approved to work on the topic.

Example – gap in effectiveness	<p>Issue/gap: A long term care home currently has a workplace violence and harassment prevention program in place that meets legislative requirements. However, upon review of injury trends in WSIB's Compass tool, assaults, violent acts and harassment are identified as primary causes of injury.</p> <p>Evidence of issue/gap: Compass data shows >50 % of all lost time injuries and the main cause is patient assaults on nurses. Given the high rate of injuries around violent acts, the employer identifies that the current program is not effectively mitigating the risk of injury to nurses from patients.</p> <p>Topic selected to address issue/gap: For this reason, the member selects the Control of Hazards – Workplace Violence topic to address the gap in current program effectiveness by identifying the causes of the hazard and working through the hierarchy of controls to implement strategies to mitigate the risk of injury.</p> <p>Expected improvements: By working on this topic, the business has the opportunity to develop and implement controls that could reduce the rate of injury. If this topic is not chosen, nurses will continue to be at high risk for assaults.</p>
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Category 3: Significant change in the workplace

Members can select a topic that is not new to their workplace if **a significant change has occurred in their workplace**, and as a result of the significant change, hazards/risks are no longer being controlled and the workplace is at risk for not being healthy and safe.

Members must provide the rationale for choosing a topic that fits in category 3 by answering these questions:

1. What is the category for this topic selection (e.g. significant change in the workplace)
2. Why are you selecting this topic?
 - a. The significant change to the workplace must be clearly explained.
3. How will the topic address hazards and/or make the workplace healthier and safer?
4. What meaningful outcomes do you expect to achieve by working on this topic?

There are two scenarios under this category:

Scenario 1: Selecting a topic based on a health and safety initiative previously implemented (for example through Safety Groups) that is no longer relevant due to a significant change in the workplace.

Scenario 2: Repeating a topic previously implemented in the Health and Safety Excellence program that is no longer relevant due to a significant change in the workplace.

Example – significant change in the workplace	A drywall contractor has decided to take on work as a general contractor, which changes their business model and significantly increases their level of accountability on a construction project. They have not established or implemented a procedure to define health and safety responsibilities for all parties with respect to this new business function. They choose to work on the Health and Safety Responsibilities topic because a number of changes must be made to the existing health and safety management system because the risks associated with general contractor responsibilities are not being controlled. Constructor responsibilities must be incorporated into their management system along with additional responsibilities for other workplace parties to ensure legislative compliance and the mitigation of risks associated with taking on the role of a general contractor.
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Category 4: Repeating the ‘Control of Hazards’ topic

The Health and Safety Excellence program topic **Control of Hazards** – can be repeated to address **new** hazards not previously addressed through previous topic completion.

Example – repeating Control of Hazards topic	A business has decided to work on the Control of Hazards topic to address controlling the spread of COVID-19, a new hazard, by implementing engineering controls, administrative controls, safe work practices such as
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	hygiene and sanitation, and personal protective equipment needed to address the hazard in their workplace.
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Although not mandatory, it is strongly recommended that the rationale for repeating the Control of Hazards topic to address a new hazard in the workplace is noted. Members can use the following questions as a guideline:

- Why are you selecting this topic?
- How will the topic address hazards and/or make the workplace healthier and safer?
- What meaningful outcomes do you expect to achieve by working on this topic?

Documenting the rationale for selecting the topic will help with both planning and implementation of topics. It will also provide a starting point which will help formulate the evidence story required at the demonstration step

Category 5: Selecting a program topic identified as incomplete or deferred by the business:

Members have the option to re-select a health and safety topic with a final topic status of 'incomplete' or 'deferred' from a previous action plan. Please note that the topic must still meet one of the other eligibility categories including any rationale requirements.

Ineligibility for topic selection – continuous improvement

Continuous improvement is an ongoing effort to review and improve a policy, procedure, or process that has been fully implemented to ensure health and safety hazards continue to be controlled, such as making improvements to a workplace inspection procedure.

Although important to assess existing health and safety initiatives, **continuous improvement activities do not meet program requirements and are not eligible for topic selection or a rebate.**

Example – continuous improvement	A large manufacturer of circuit boards conducts an annual review of their corporate health and safety policy by engaging employees such as the Joint Occupational Health and Safety Committee, union representatives, supervisors and front line staff to obtain feedback. Opportunities are identified to update the policy to make it clearer, but there is no significant change. The policy is updated, signed and dated by senior management.
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Note: Once selected, members will implement topics according to the requirements in the [health and safety topic descriptions](#). Once implemented, evidence for validation should be submitted according to the evidence requirements (see the section titled '[demonstrate implementation of the topic](#)').

Additional guidance: A checklist of questions to help members choose meaningful topics

Consider these questions to help guide topic selection:

- ✓ What are your risks? Have you completed a risk assessment? Do you have a process to complete a risk assessment?
- ✓ Have you looked at which hazards have uncontrolled risks?
- ✓ Do you know what key hazards are leading to injuries and illnesses?
- ✓ Have you completed the culture survey and are there any differences in perception between employee groups that would suggest a gap? (e.g. between leadership and front-line)
- ✓ Looking through the list and description of topics, are any topics non-existent in your business e.g. foundational elements you did not realize you need to have in place?
- ✓ What parts of your health and safety program or management system are truly broken?
- ✓ Have you received any compliance assistance and/or compliance orders from the Ministry of Labour, Training and Skills Development that link to a topic?
- ✓ Have you asked your employees, joint health and safety committee or health and safety representative, “what hazards and processes do you think we need to address immediately?”
- ✓ Is there new legislation, regulation or codes that will significantly impact your business and for which you are not prepared or have no processes in place to support?
- ✓ Are there any changes to your workplace, equipment, or work processes that introduced a new hazard?
- ✓ Have you reviewed:
 - Inspection reports, repeat issues
 - Incident investigations
 - Return-to-work forms
 - WSIB employer reports of injury
 - Your business’s health and safety information on Compass
 - Joint health and safety committee minutes and its recommendations
 - Reoccurring health and safety issues
 - Hazard reporting forms
 - Maintenance records
 - MLTSD orders
 - Work refusals

Introduction to scoping

It is better for the overall health and safety of your business to implement your action plan topics throughout your entire business. However, based on the size of your business, action plan complexity, available resources and business uncertainty, this may take time.

Scoping is full implementation of your action plan into less than 100% of your business. Your business must decide if you are ‘scoping’ prior to submitting your action plan to your provider for approval.

[Refer to the section titled ‘Scoping’ for more information including eligibility criteria and the impact on your rebate.](#)

Create an action plan

Within 90-calendar days of accessing the digital portal, select the health and safety topics your business will implement in your workplace and send your action plan to your provider to review and approve.

When you select your health and safety topics, you create your 'action plan' in the digital portal. The action plan cycle is 12 months long and begins when your provider approves your action plan.

- Select one to five topics to implement in your workplace.
- It is not a requirement to:
 - Select the recommended topics from your assessment results.
 - Complete the topics in the sequential order listed in the ['Health and safety program topics chart'](#).
 - Complete all topics in a level before selecting a higher-level topic.
- In the digital portal, your provider may ask you to upload a 'topic selection document' that includes your justification for selecting topic(s).
- Once your provider approves your action plan, your business will receive a 'digital member badge'.

One action plan is required per WSIB account number registered in the program. For organizations that have multiple accounts registered in the program, it may make sense to complete one action plan provided all registered accounts have the same organization ID. Refer to the section titled ['Multiple accounts under the same organization ID \(legal entity\)'](#) for more information.

Develop health and safety topics



Now that your action plan has been approved by your provider, you are required to implement the topic with all applicable employees in your business covered by the WSIB account number registered in the program. Applicable employees refer to those who have responsibility and accountability for knowing and using the topic information. For example, forklift safety applies to forklift operators and non-operators who work or walk in areas where a forklift is used.

Select the model to implement your topics

Once your provider has approved your action plan topics, you will work with them to select a model that will help with implementing your topics in your workplace.

Models to guide you through the implementation of topics include:

- WSIB's 'five steps to managing health and safety'
- Plan-do-check-act model
- Another model approved by your provider

Once you make your selection, you must wait until your next action plan cycle if you wish to use a different model. Check with your provider on the implementation model that is best for your workplace.

Implement health and safety topics at your workplace

Our program uses the five steps to managing health and safety (created by the WSIB), the plan-do-check-act model or another model approved by your provider to integrate health and safety management into everyday workplace activities rather than treating it as a standalone system. This framework is a continual improvement cycle.

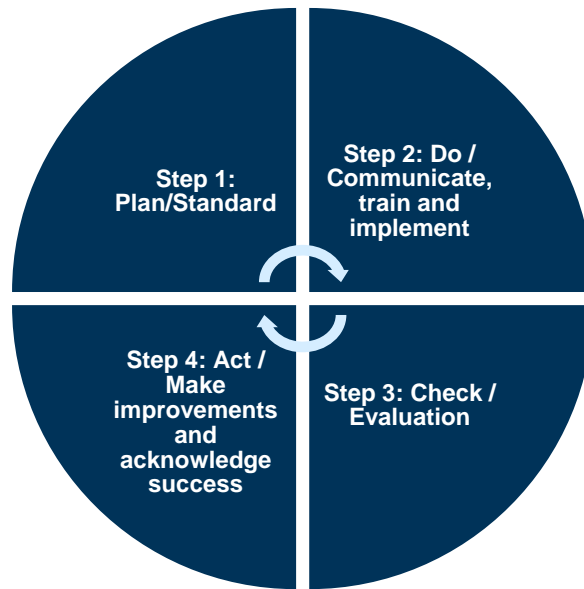
In order for a health and safety topic to be validated as 'complete', an employer must allow sufficient implementation time to demonstrate that the topic is living and breathing at the workplace. Do not rush through the check/evaluation phase; this step is not meant to simply evaluate knowledge retention from training. For example, for the topic first aid, it would not be reasonable to submit evidence of implementation after only a few months as your business would only have had the time to complete one first aid kit inspection (legal requirement for quarterly inspections) and doing something once does not demonstrate a pattern of behavior. Allow enough time to pass before conducting a formal evaluation to determine if what you have developed and implemented for the previous steps is working as intended and making the workplace safer.

What and why

Documented information (e.g. procedure, policy, standard, work instruction, process flow, etc.) stating what you want to achieve, who will be responsible for what, how you will achieve it, and how you will measure your success. Include any specific legislative requirements applicable to your workplace.

Continual improvements and acknowledge success

Learn from measurements and performance review. Act on lessons learned and findings, and develop a continual improvement plan. Recognize all employees who participated with implementing the topic and acknowledge them for their hard work.



How, who, when and where

Execution of documented information (e.g. procedure, policy, standard, work instruction, process flow, etc.). Activities include communication, training and instruction.

Measure and review performance

Assess and evaluate if the health and safety topic is implemented as planned. Has the topic provided the results you wanted to achieve and is it working effectively?

You can learn more about the [‘WSIB’s five steps to managing health and safety’](#) including an [example of a dress code policy implemented at a school using the model](#) in the appendix.

There is also a chart titled [‘Tips to help implement a topic’](#) that contains helpful information to assist with topic implementation.

Maintain topics and continual improvement

To ensure your health and safety program or management system remains current, effective and continues to grow, it is important to maintain the topics you have already completed.

- Proper maintenance of topics involves ongoing review and improvement.
- Reassess prior year topics using the implementation model you selected.

Are you ready to submit a topic for validation? Review the [‘Validation questionnaire’](#) to ensure the topic has been implemented and you are ready to move on to the next step of our journey; validation of the topic by a WSIB validator.

Demonstrate implementation of the topic



Once a business has implemented a health and safety topic from their action plan, it's time for validation by the WSIB.

- You are required to submit evidence in the digital portal for **every** topic completed on your action plan. Businesses will receive a desk validation by a WSIB validator on the evidence submitted for each topic.
- Some businesses will also receive an onsite validation.

Validation should be a **positive experience** for businesses. An evaluation is an opportunity to receive feedback, learn best practices in implementing health and safety topics and receive recommendations for improvement.

The purpose of validation is to:

- Assess the evidence to ensure you have met the topic requirements.
- Verify that workplace activities are taking place as outlined in your documented information.
- Confirm the topic is 'living and breathing' at your workplace. To understand the concept of 'living and breathing', you should be able to answer 'yes' to the following questions after you implement a topic:
 - Do the topic activities help to prevent workplace injuries and illnesses?
 - Were employees actively involved in the development and implementation of the topic?
 - Did you integrate the topic in all your operations?
 - Does the topic promote behaviors and activities to improve workplace health and safety?
- Ensure implementation of the topic using WSIB's 'five steps to managing health and safety', the plan-do-check cycle or another model approved by your provider.

It is the responsibility of the business and workplace parties to ensure compliance with the *Occupational Health and Safety Act*, regulations or other applicable legislation. The WSIB validation is to ensure the topic meets program requirements and is 'living and breathing' at the workplace

Desk validation

The WSIB must receive evidence to support topic implementation within 12 months of the date your provider approved your action plan. Your provider is responsible for reviewing and submitting the evidence to the WSIB on your behalf. You will need to check with your provider on the date you are required to submit your evidence to them for review.

You do not need to submit all your action plan topics for validation at the same time. Once a topic is fully implemented in your workplace, submit the topic for desk validation. You will receive your WSIB validation results as you progress through the program and can apply what you learn to help you implement your other action plan topics.

In the appendix, [there is a flow chart outlining the desk validation process.](#)

Evidence story and evidence files

For each topic, in the digital portal submit your evidence package; that includes your evidence story AND evidence files:

1. Evidence story

- Based on the implementation model you selected, describe the topic activities you completed for each step of your implementation model. Focus on the outcomes of working on that topic. **Where possible, include the ‘voice’ of your employees.** [Refer to the section titled ‘Create an evidence story’ for more information.](#)

2. Evidence files

- Upload evidence files (types of evidence described below) that best demonstrate how the topic is ‘living and breathing’ at your workplace and that best represents how the work you have done is making the business safer. Although you can upload up to five files per topic, think about the quality of your evidence over the quantity. You are NOT required to submit an evidence file for each step of your implementation model.

Each time you submit topic(s) for validation, include the phone number and email of the employer representative the WSIB validator should contact if they have questions regarding your submission. You can include this on the comment section of the action plan page or within the evidence file(s).

Types of evidence files

Businesses can submit a variety of evidence to demonstrate topic completion and the types of evidence will likely be different for each topic. You are encouraged to work with your provider to determine the most appropriate evidence for your topic and your workplace.

Regardless of the format of the files, the evidence story and the evidence files you provide in the digital portal should clearly indicate:

- The name and title of the person who created the evidence.
- The date the evidence was created.
- The 'who, what, where, when, how and why' of the topic and demonstrate how the topic is 'living and breathing' in your workplace.

The validator should not need to make assumptions about what the evidence is trying to demonstrate.

Documented information and records

Documented information can be a procedure, policy, standard, work instructions, process flow etc., that outlines who must do what, when, where and how. Records provide evidence of activities performed. Documented information and records can demonstrate communication, training and implementation. Some examples of documentation that demonstrate implementation of your topics include:

- Standard, policy, procedure and safe work instructions.
- Employee handbook, training program, training record and acknowledgement form.
- Completed form, checklist, schedule and report.
- Email, memo, meeting minutes, sign, poster and newsletter.

Videos

A video can be an effective method to demonstrate a process or procedure or to capture an interview that describes or conveys complex information best understood through observation.

Photographs

Photos can be a great way of demonstrating where things are located or displayed in the workplace. For example, a photo of a document posted on your health and safety board, the location of your first aid kit(s) and a redesigned work area.

Audio recordings/interviews

Audio recordings may be an appropriate way of documenting an interview.

[Review the sample of an evidence story and evidence files for the topic 'Recognition of hazards'.](#)

Desk validation results

Topics are desk validated as they are submitted to the WSIB for validation. The validator reviews your evidence story and evidence files for each topic and updates the topic status (visible to both you and your provider) in the digital portal as outlined below.

Desk validation topic status in digital portal	Description
Complete	<ul style="list-style-type: none">▪ Evidence is sufficient or strong to support the topic requirements and demonstrates the topic is 'living and breathing' at your workplace.▪ Rebate and/or recognition are pending onsite validation results (if selected).
Additional evidence required	<ul style="list-style-type: none">▪ Evidence is insufficient or limited to support the topic requirements and does not demonstrate the topic is 'living and breathing' at your workplace.▪ The WSIB must receive additional evidence to support topic completion within 60-calendar days of the original validation date to determine if the topic is complete or incomplete. This includes the review of evidence by your provider prior to submission to the WSIB. Check with your provider on the date you must upload your evidence to meet this deadline.▪ The validator will review the additional evidence submitted to determine if the topic is 'complete' or 'incomplete'.
Incomplete	<ul style="list-style-type: none">▪ Additional evidence to support topic completion is not submitted to the WSIB within 60-calendar days of the original validation date or the additional evidence is insufficient or limited to support the topic requirements and does not demonstrate the topic is 'living and breathing' at your workplace.▪ The topic will not be reviewed at onsite validation (if selected).▪ The topic does not qualify for rebate and/or recognition.▪ On a future action plan, you can select the topic again and be eligible for a rebate and/or recognition at that time.

Once your desk validation is complete on **all** action plan topics, if you do not receive notification for an onsite validation within 60-calendar days, your desk validation results are final. You will receive a rebate and/or recognition (must meet eligibility requirements) for all topics validated as 'complete'.

[Refer to the section titled 'Achieve rebates and recognition' for more information.](#)

Defer a topic

- If you are unable to complete a topic within your 12-month action plan cycle, you can 'defer' the topic.
- Within the 'evidence upload' tab of the digital portal, mark the box beside the verbiage 'defer topic' for the topic(s) you wish to defer.
- If you defer a topic, you are not eligible for a rebate and/or recognition for the topic during the 12-month action plan cycle.
- On a future action plan, you can select the topic again and be eligible for a rebate and/or recognition at that time.

Onsite validation

As part of WSIB's annual validation strategy, a selection of businesses will also receive an onsite validation. Those selected, are notified within 60-calendar days of receiving their desk validation results for **all** action plan topics.

- Onsite validation builds on the results of desk validation and verifies that the topic is 'living and breathing' at the workplace.
- If selected, your business must participate to remain eligible for a rebate and/or recognition.
- The validation is on all or a portion of your Health and Safety Excellence program topics validated as 'complete' at desk validation; it is not an audit of your entire health and safety program.
- The WSIB validator will contact you to discuss the validation plan.
- Topics validated as 'incomplete' at desk validation will not be reviewed at onsite validation.

The validator may gather and record evidence in many ways including a tour of the workplace, a review of documents and records, an interview with employees and job task observation. Their findings are on the evidence collected for the topic.

In the appendix, [there is a flow chart outlining the onsite validation process.](#)

Additional evidence required to support topic implementation

When the validator is onsite, if it is determined that a topic validated as 'complete' at desk validation, is not fully implemented at the workplace, one of two things can happen:

1. If your business was **given 60 days to address gap(s) for the topic at desk validation**, the topic is now considered 'incomplete'. The topic status in the digital portal will change from 'complete' to 'incomplete'. The topic does not qualify for rebate and/or recognition. You can select the topic on a future action plan and be eligible for a rebate and/or recognition at that time.

2. If there were **no gaps identified for the topic at desk validation**, the topic status in the digital portal will change from 'complete' to 'additional evidence required'. The WSIB must receive additional evidence to support topic implementation within 60-calendar days of the onsite validation. This includes the review of evidence by your provider prior to submission to the WSIB. Check with your provider on the date you must upload your evidence to meet this deadline.

Onsite validation results

After an onsite validation, the validator will confirm the topic status of the topics validated as 'complete' at desk validation or update the topic status in the digital portal as outlined below.

Onsite validation topic status in digital portal	Description
Complete	<ul style="list-style-type: none"> Onsite evidence is sufficient or strong to support the topic requirements and demonstrates the topic is 'living and breathing' at your workplace. Topic status remains 'complete' in the digital portal and you will receive a rebate and/or recognition for that topic (must meet eligibility requirements). Refer to the section titled 'Achieve rebates and recognition' for more information.
Additional evidence required (only issued once per topic at desk or at onsite validation)	<ul style="list-style-type: none"> Onsite evidence is insufficient or limited to support the topic requirements and does not demonstrate the topic is 'living and breathing' at your workplace. Topic status changes from 'complete' to 'additional evidence required' in the digital portal. The WSIB must receive additional evidence to support topic completion within 60-calendar days of the onsite validation to determine if the topic is 'complete' or 'incomplete'. This includes the review of evidence by your provider prior to submission to the WSIB. Check with your provider on the date you must upload your additional evidence to meet this deadline.
Incomplete	<ul style="list-style-type: none"> Additional evidence to support topic completion is not submitted within 60-calendar days of the onsite validation or additional evidence is insufficient or limited to support the topic requirements and does not demonstrate the topic is 'living and breathing' at your workplace. Topic does not qualify for rebate and/or recognition. On a future action plan, you can select the topic again and be eligible for rebate and/or recognition at that time.

Action plan expiry

Your action plan expires 12 months from the date your provider approved your action plan.

After 12 months, a new action plan must be created. Any topics not submitted for validation within the 12 months are 'incomplete'. On a future action plan, you can select the topic(s) again and be eligible for a rebate and/or recognition at that time.

Accounts with multiple sites

If the WSIB account number's action plan covers multiple sites, implement your topic(s) with all applicable employees at all sites:

- Validation evidence must represent your overall operations. It is up to the business to work with their provider to determine the amount and type of evidence to demonstrate implementation across all sites.
- In your evidence story, explain how you implemented the topic with all applicable employees.
- A business selected for onsite validation, must agree to provide access to all locations and the WSIB may visit more than one location. The WSIB validator will coordinate a validation plan with you in advance of the onsite validation.
- Rebates are calculated and paid to the WSIB account number on the action plan and not each individual location.

Reconsideration of validation results

You may not always agree with our validation findings and we respect your right to have our decisions reviewed.

- An employer can choose to have the validation results for a topic reconsidered.
- The employer has 30-calendar days from the date their achievement report is posted to complete and submit the 'reconsideration request' in the digital portal.

Achieve rebates and recognition



Your business deserves recognition for the efforts made to improve workplace health and safety. The Health and Safety Excellence program offers financial rebates on WSIB premiums and non-financial recognition for your investment of resources in health and safety.

Rebates

Although you can submit topics for validation as your business progresses through the program, your total rebate is calculated and eligibility determined when the action plan is closed and you have received final validation results on all action plan topics. The maximum number of topics you can receive a rebate for per action plan cycle (12 months) is five. The WSIB calculates and distributes rebates on a quarterly basis.

Predictability

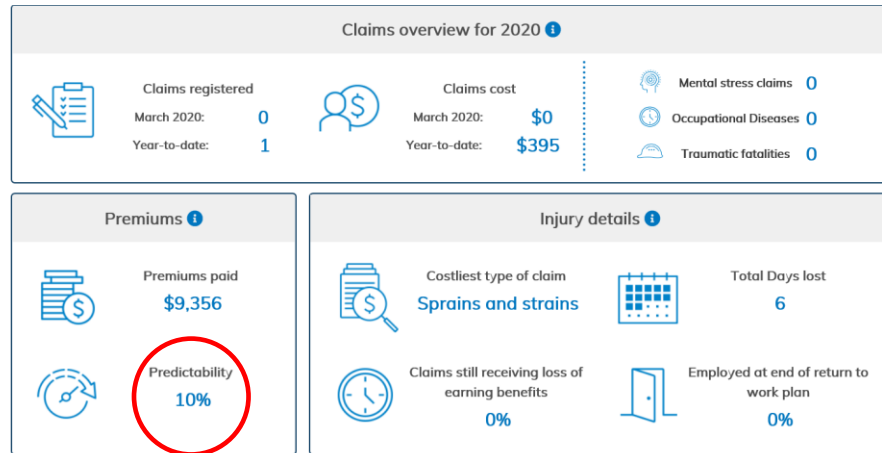
Predictability is the degree to which a business's claims experience and insurable earnings can impact their premium rate.

Depending on your predictability percentage, you will receive either 1.4% or 2% per topic of your reported annual WSIB premiums as of December 31 of the year prior to the date your rebate is calculated.

- If your predictability is greater than 20%, you will receive 1.4% per completed topic
- If your predictability is equal to or less than 20%, you will receive 2.0% per completed topic

You can find your predictability percentage on your annual WSIB statement or visit www.wsib.ca

- Click on the arrow beside 'Get workplace health and safety information', under Businesses.
- Scroll to the menu at the bottom of the page and click on 'Looking for data'.
- Login to Compass. Compass provides summarized injury claims and benefits data on businesses registered with the WSIB. If you don't have an online services account, [visit the WSIB website for registration instructions](#).
- Your predictability percentage is displayed in the premium box on your Compass dashboard – see **red circle** below.



New business without a predictability rating and/or a full year of annual WSIB premiums

- If you are a new business who recently registered with the WSIB, your annualized estimated insurable earnings will be used to calculate your estimated premium amount for the calendar year. Your rebate will be 1.4% per topic successfully completed of this annualized estimated premium amount.
- Once WSIB has enough information (through your claims history, insurable earnings, etc.,) we will calculate your predictability percentage and use it to calculate all future rebates.

Business with a multi-predictability rate

- If you are a business with more than one premium rate (multi-rated), the WSIB will calculate a single weighted predictability percentage to use in your rebate calculation.

Rebate calculation

To calculate your rebate, multiply these 3 factors:

1 Annual reported WSIB premiums as of Dec. 31 of the year prior to the date rebate is calculated	X	2 Predictability factor of either 1.4% or 2% based on your predictability percentage	X	3 Total number of action plan topics successfully completed
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Use our [rebate calculator](#) on the WSIB website to estimate your potential rebate.

Minimum and maximum rebate

Minimum rebate

There is a minimum rebate of \$1,000 per completed topic. However, the total rebate a business can receive for all completed topics is a maximum of 75% of their total reported annual WSIB premiums (as of December 31, of the year prior to the date your rebate is calculated).

In the example below, the business's predictability is 10% so the predictability factor is **2%** ([refer to the section titled 'Predictability' for more information](#)). Using the rebate formula (annual reported WSIB premiums x the predictability factor) they would earn $\$5,151 \times .02 = \103.02 per health and safety topic successfully completed. Therefore, they would qualify for a rebate of \$1,000 per completed topic up to a maximum total rebate of 75% of their reported annual WSIB premiums or \$3,863 (75% of \$5,151).

Premiums ⓘ			
	Premiums paid \$5,151	Number of topics completed	Total rebate
	Predictability 10%	1	\$1,000
		2	\$2,000
		3	\$3,000
		4	\$3,863
		5	\$3,863

Minimum of \$1,000 per completed topic up to a maximum of 75% of their total reported annual WSIB premiums.

Maximum of **75%** of total reported annual WSIB premiums.

Maximum rebate

There is a rebate cap (maximum) of \$50,000 per action plan topic validated as 'complete'.

Rebate eligibility

The rebate eligibility check occurs after your action plan is closed and you have received your final validation results on all action plan topics.

In order to be eligible for a rebate, your business must meet the following criteria:

- Schedule 1 employer. For the definition of a Schedule 1 employer, [visit the WSIB website](#).
- One or more action plan topics validated as 'complete'.
- *Compliance with the *Workplace Safety and Insurance Act (WSIA)* – an employer 'charged' under *WSIA* must wait two years (Limitations Act of Ontario) from the date of the charge to the date of the compliance check, before they are eligible for a rebate. During this period, the employer can still join or remain in the Excellence program but would not receive a rebate.¹

¹ The WSIB reserves the right to consider other compliance factors such as the severity and frequency of non-compliance issues to determine rebate eligibility

- A business experiencing an allowed traumatic fatality from the date their action plan was approved to the date the rebate is issued will be disqualified from earning a rebate. A business waiting on a decision regarding a workplace fatality is ineligible for any rebate compensation until a decision regarding the fatality is determined.

If a business's WSIB account is in arrears when the rebate eligibility check occurs, the rebate is applied to their account.

Recognition

In addition to a financial rebate, your business can also earn non-financial recognition for successfully completing health and safety topics.

- Recognition includes online digital badges that serve as recognition of an achievement within the Health and Safety Excellence program. Similar to a physical badge signifying the completion of a task or acquired skill level; online digital badges visually display a skill, accomplishment or competency.
- The badges will be available for you to download from the digital portal. Refer to the section titled [‘Receive your achievement report in the digital portal’](#) for more information.

The table below lists the types of badges you can earn in the program.

Recognition types	Member badge	Level attainment badges	WSIB Website/Open Data
Recognition			Online promotion as an employer committed to health and safety
Criteria	Approved action plan	Employer completes all topics in a level	Employers with a current member or level badge

Recognition for topics completed outside of the program

- Some businesses will begin the program with topics already completed because they have a health and safety program or system partially implemented.
- These businesses may request non-financial recognition, in the form of a digital badge, for the lower level(s) topics completed outside of the program.
- Your business submits their evidence story and evidence files to support topic completion in accordance with the desk validation process. [Refer to the section titled ‘Desk validation’ for more information.](#)
- The WSIB will validate the completion of core topics (listed below) within the level. In addition, the validator may request evidence of completion of a different selection of topics based upon the scope, size or industry specific issues related to the business.

For a level one badge, you are required to submit evidence of implementation for the following topics:

- Health and safety participation
- Recognition of hazards
- Risk assessment
- Control of hazards (for your most significant hazard)
- Incident investigation and analysis

For a level two badge, you are required to submit evidence of implementation for the following topics:

- Return-to-work program (all 3 Return-to-work topics)
- Legal and other requirements
- Health and safety training
- Corrective action

For a level three badge, you are required to submit the following documents:

- Audit certificate
- Executive summary of external audit report

Recognition eligibility

The recognition eligibility check occurs after your action plan is closed and you have received your final validation results on all action plan topics.

In order to be eligible for recognition, your business must meet the following criteria:

- Schedule 1 or Schedule 2 business. For the definition of a Schedule 1 and Schedule 2 employer, [visit the WSIB website](#).
- One or more action plan topics validated as 'complete'.
- *Compliance with the *Workplace Safety and Insurance Act (WSIA)* - an employer 'charged' under *WSIA* must wait two years (Limitations Act of Ontario) from the date of the charge to the date of the compliance check, before they are eligible for non-financial recognition. During this period, the business can still join or remain in the program but would not receive any recognition.²
- A business experiencing an allowed traumatic fatality from the date their action plan was approved to the date the rebate is issued, will be disqualified from earning any non-financial recognition. A business waiting on a decision regarding a workplace fatality is ineligible for any non-financial recognition until a decision regarding the fatality is determined.

Receive your achievement report in the digital portal

An achievement report specific to your business will be available within the digital portal after your action plan is closed and you have received your final validation results on all action plan topics.

- The report reflects your progress in the program. It is easy to understand and a great way to share the benefits of investing in health and safety with others at your workplace as it connects health and safety efforts to results!
- The report tracks your current and previous accomplishments including your action plan validation results, progress on topic and level completion, current rebate entitlement as well as total rebates earned in the program.

² The WSIB reserves the right to consider other compliance factors such as the severity and frequency of non-compliance issues to determine recognition eligibility.

- From the report, you can download your digital badges and use them to promote your participation and achievements within the program.
- The system also tracks all the topics your business has completed while participating in the program, making it easy to select your next set of action plan topics.

Select your next set of action plan topics

Once your action plan is closed, it's time to create another action plan with the next set of topics your business will implement in your workplace! If your action plan closes before the 12-month expiration date, you can proceed to plan and select your next action plan topics. However, your provider will not be able to approve them in the digital tool until after the 12-month expiration date of your last action plan. You cannot have more than one action plan per 12-month cycle.

You are well on your way in your health and safety journey, so keep up the great work!

To help you choose the most appropriate topics for your workplace:

- Refer to the recommended topics from the health and safety assessment you completed when you started the program.
- Review the section titled ['How to select action plan topics' for more information.](#)

Administration

Changes in account number

When there is a sale, transfer, amalgamation, merger or change in business ownership, a new WSIB account number is usually issued and the old account number becomes inactive.

The WSIB account number on the action plan must be an active account up to the date the rebate and/or non-financial recognition is issued. In some circumstances, we may replace a closed account with a new account, however, the rebate will be based on the WSIB premiums reported for the new account only. If your account number changes during your action plan cycle, let your provider know right away.

Withdrawal or removal of a business from the program

Withdrawal

Your business can withdraw from the program at any time:

- If your business withdraws prior to submitting any topics for validation, you will not receive any rebate or topic recognition.
- If your business withdraws and registers with another provider during your 12-month action plan cycle, you can continue with your current action plan or submit a new action plan and start the 12-month action plan cycle again. Your business would be eligible for a rebate and/or non-financial recognition for any topics successfully completed.

Removal

The WSIB reserves the right to remove an employer from the program at any time or disqualify the employer from receiving a rebate and/or any type of non-financial recognition for any reason considered critical to maintaining program integrity.

Appendix

Health and safety program topics chart

There are 36 health and safety topics in the Health and Safety Excellence program. Although there is logic to the order of topics listed in the chart below, you do not need to complete them in a sequential manner. There are also topic(s) that we suggest a business completes first before selecting another, as well as topics that make sense to work on at the same time.

Level 1- Foundation		
Topic	Suggested topic(s) to complete before selecting the topic in the first column	Suggested topic(s) to select at the same time as the topic in the first column
Leadership and commitment		
Health and safety responsibilities		
Health and safety communication		
Health and safety participation		
Recognition of hazards		
Risk assessment	Recognition of hazards	
Control of hazards	Risk assessment	
Injury, illness and incident reporting		
Incident investigation and analysis	Injury, illness and incident reporting	
First aid		
Level 2 – Intermediate		
Competency	All level 1 topics	Health and safety training
Health and safety training	All level 1 topics	Competency
Legal and other requirements	All level 1 topics	
Health and safety accountabilities	All level 1 topics	
Emergency prevention and preparedness	All level 1 topics	Emergency response
Emergency response	All level 1 topics	Emergency prevention and preparedness

Return-to-work program requirements, forms and tools	All level 1 topics	<ul style="list-style-type: none"> ▪ Return-to-work roles and responsibilities ▪ Accommodation and return-to-work plans
Return-to-work roles and responsibilities	All level 1 topics	<ul style="list-style-type: none"> ▪ Return-to-work program requirements, forms and tools ▪ Accommodation and return-to-work plans
Accommodation and return-to-work plans	All level 1 topics	<ul style="list-style-type: none"> ▪ Return-to-work program requirements, forms and tools ▪ Return-to-work roles and responsibilities
Pre-use inspections	All level 1 topics	
Preventive maintenance	All level 1 topics	
Control of documents	All level 1 topics	
Control of records	All level 1 topics	
Contractor management program	All level 1 topics	Health and safety accountabilities
Workplace health promotion	All level 1 topics	
Health and safety objectives	All level 1 topics	
Corrective action	All level 1 topics and all other level 2 topics	
Level 3 – Advanced		
Change management and procurement	All level 1 and level 2 topics	
Monitoring, measurement and analysis	All level 1 and level 2 topics	Review health and safety trends
Review health and safety trends	All level 1 and level 2 topics	Monitoring, measurement and analysis
Internal audit	All level 1 and level 2 topics	
Management review	All level 1 and level 2 topics	<ul style="list-style-type: none"> ▪ Review health and safety trends ▪ Monitoring, measurement and analysis ▪ Internal audit

Health and safety continual improvement planning	All level 1 and level 2 topics	Management review
External audit	All level 1 and level 2 topics	Health and safety continual improvement
Networking and peer learning		
Corporate social responsibility		

The rest of this section contains the descriptions and specific requirements for the 36 health and safety topics in the program.

Health and safety program topics descriptions

Level 1 – Foundation

Welcome to the first level of the program designed to help you get started on your health and safety program.

Commitment to health and safety begins with the owner and senior management, and works its way through your workplace by ensuring everyone participates and takes responsibility for their own health and safety. With the right commitment and participation, you will be on your way to setting a solid foundation for your health and safety program.

In order to establish a strong foundation, you'll identify workplace hazards and find ways to eliminate or control them to protect your employees.

Leadership and commitment

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 and other requirements for which the organization subscribes
- 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

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)

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

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

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

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 include three procedures:

1. Hazard recognition
2. Hazard reporting
3. Workplace 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
- Other human factors that may impact the health and safety of a worker or another person or any other human factor 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

It is suggested that an employer complete **recognition of hazards before working on the **topic risk assessment**.*

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

It is suggested that an employer complete **risk assessment before working on the topic **control of hazards**.*

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

Summary:

Consistent reporting of injuries, illnesses and incidents allows businesses to comply with the WSIB, Ministry of Labour, Training and Skills Development 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

It is suggested that an employer **complete injury, illness and incident reporting before working on the topic **incident investigation and analysis**.*

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

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 2 – Intermediate

After you complete level one, you've set the foundation for health and safety in your business. The risk assessment you completed will help guide you through this level to build the rest of your health and safety program. You'll notice that as you work on certain topics, the work you do will help with some of the other topics because they are all part of a system. The more you build your program, the easier it gets as everyone will become more aware of their health and safety responsibilities.

You're well on your way in your health and safety journey, so keep up the great work!

Competency

It is suggested that an employer complete **all level 1 topics before working on the topic **competency**. It is also a good idea to select the topic **health and safety training** at the same time.*

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:

- Knowledge of, and ability to recognize, the hazards and risks associated with the tasks for the operations and activities
- Demonstrated understanding and working knowledge of the control measures associated with the hazards and risks
- Training related to the hazards, risks and associated control measures
- 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:

- Identification of task competency expectations
- 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
- Training needs analysis or assessment for each position
- 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

It is suggested that an employer complete **all level 1 topics before working on the topic **health and safety training**. It is also a good idea to select the topic **competency** at the same time.*

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:

- How the training will be administered and managed
- The assessment evaluation, monitoring and reassessment evaluation criteria, as necessary
- 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:

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

The business will:

- Ensure required training or instruction is provided for each individual prior to the individual performing the required task
- 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
- Retain a record of training for each individual for, as a minimum, the duration the training record is valid

Legal and other requirements

It is suggested that an employer complete **all level 1 topics before working on the topic **legal and other requirements**.*

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

It is suggested that an employer complete **all level 1 topics before working on the topic **health and safety accountabilities**.*

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

It is suggested that an employer complete **all level 1 topics before working on the topic **emergency prevention and preparedness**. It is also a good idea to select the topic **emergency response** at the same time.*

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

It is suggested that an employer complete **all level 1 topics before working on the topic **emergency response**. It is also a good idea to select the topic **emergency prevention and preparedness** at the same time.*

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:

- Establish documented response plans for how to respond to emergency situations
- Prevent or minimize injury or occupational illness, for the identified emergency situations
- Test or drill the identified emergency situations
- 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
- Ensure that response equipment is maintained in good working condition and are operationally ready at all times
- 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
- Periodically review emergency response plans, and revise as appropriate, but at minimum annually
- 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

It is suggested that an employer complete **all level 1 topics before working on the topic **return-to-work program requirements, forms and tools**. It is also a good idea to select these two topics at the same time: **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, 3rd 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

It is suggested that an employer complete **all level 1 topics before working on the **topic return-to-work roles and responsibilities**. It is also a good idea to select these two topics at the same time: **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

Accommodation and return-to-work plans

It is suggested that an employer complete **all level 1 topics before working on the topic **accommodation and return-to-work plans**. It is also a good idea to select these two topics at the same time: **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

It is suggested that an employer complete **all level 1 topics before working on the topic **pre-use inspections**.*

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

It is suggested that an employer complete **all level 1 topics before working on the topic **preventive maintenance**.*

Summary:

A key component of risk assessment is the identification of effective control measures. Preventive 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:

- A list of all items (inventory) included in the program
- 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
- Standards and schedules to be met, including:
 - manufacturer's instructions
 - industry standards
 - legislation requirements
- A standard recording form
- Roles and responsibilities of applicable workplace parties as it relates to preventive maintenance
- Ensure anyone using the equipment is qualified
- Responsibility for review of program is assigned
- Review is scheduled

Control of documents

It is suggested that an employer complete **all level 1 topics before working on the topic **control of documents**.*

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 and retention of records. 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 and 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 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

It is suggested that an employer complete **all level 1 topics before working on the topic **control of records**.*

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

It is suggested that an employer complete **all level 1 topics before working on the topic **contractor management program**. It is also a good idea to select the topic **health and safety accountabilities** at the same time.*

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

It is suggested that an employer complete **all level 1 topics before working on the topic **workplace health promotion**.*

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

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

It is suggested that an employer complete **all level 1 topics before working on the topic **health and safety objectives**.*

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:

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

Corrective action

It is suggested that an employer complete **all level 1 and level 2 topics before working on the topic **corrective action**.*

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 3 – Advanced

You've made it here because your business is working to be a leader in health and safety. You've put in a lot of resources to build your health and safety program, and it's starting to look like a management system. Occupational health and safety management systems (described below) follow the plan-do-check-act cycle. This level is designed to support you with that cycle, by helping you execute the check and act steps through audits, management review of your system, and continual improvement planning. Leaders in health and safety realize that while excellence can be achieved, you have to continue to work at it.

Your occupational health and safety management system will get to a point where your activities and reviews will run on a regular schedule, and everyone will see the positive results of this!

Change management and procurement

It is suggested that an employer complete **all level 1 and level 2 topics before working on the topic **change management and procurement**.*

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

It is suggested that an employer complete all **level 1 and level 2 topics before working on the topic **monitoring, measurement and analysis**. It is also a good idea to select the topic review **health and safety trends** at the same time.*

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

It is suggested that an employer complete all **level 1 and level 2 topics before working on the topic **review health and safety trends**. It is also a good idea to select the topic **monitoring, measurement and analysis** at the same time.*

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

It is suggested that an employer complete **all level 1 and level 2 topics before working on the topic **internal audit**.*

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, results of risk assessments and results of previous audits
- 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

It is suggested that an employer complete all **level 1 and level 2 topics before working on the topic **management review**. It is also a good idea to select the following three topics at the same time: **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

It is suggested that an employer complete **all level 1 and level 2 topics before working on the topic **health and safety continual improvement planning**. It is also a good idea to select the topic **management review** at the same time.*

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

It is suggested that an employer complete **all level 1 and level 2 topics before working on the topic **external audit**. It is also a good idea to select the topic **health and safety continual improvement planning** at the same time.*

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

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

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

Scoping

Implementing your selected health and safety topics into 100% of your business with all applicable employees is an important part of your company-wide commitment to keep your employees safe. Applicable employees refer to those who have responsibility and accountability for knowing and using the topic information. For example, forklift safety applies to forklift operators and non-operators who work or walk in areas where a forklift is used.

While some businesses may have the resources to implement their action plan throughout their entire business during the 12-month action plan cycle, others will not. Based on the size of their business, action plan complexity, available resources and business uncertainty, it may take longer to implement with all applicable employees into 100% of their company locations/sites or within all lines of business. The Health and Safety Excellence program supports businesses scoping their action plan with partial rebates along the way.

- Scoping is full implementation of your action plan into less than 100% of your locations/sites or lines of business. Full implementation is completing all steps in the '5 steps to managing health and safety', plan-do-check-act or another provider-approved model within the 12-month action plan period.
- In a future program year, your business is encouraged to 'scope' the topics to your other locations/sites or lines of business.

Businesses eligible for scoping

- Businesses with a single WSIB account number and multiple locations/sites or lines of business, are eligible to scope their action plan.
- Within the digital portal, an employer must identify that they are scoping their action plan and explain why resource limitations, action plan complexity or business uncertainty, prevent implementation at all locations/sites or all lines of business within the 12-month action plan period.

Example 1– Single WSIB account number with multiple lines of business

- A rapidly growing construction company, with an established health and safety program, acquires a new line of business to warehouse construction equipment. This new line of business does not have a health and safety program. Therefore, the implementation of the action plan will be 'scoped' to the warehouse line of business only.

Example 2 – Single WSIB account number with multiple locations

- An Ontario regional hospital with one WSIB account number, has five operational sites. Due to resource constraints, the hospital can only implement the action plan in three locations within their 12-month action plan cycle.

Identify scoping in the digital portal

If your business chooses to scope the action plan, you must identify that you are scoping before you submit your action plan to your provider for approval. **Scoping is for the entire action plan, not for each individual topic.**

- On the 'topic selection' page, mark the box beside the scoping flag.
- Indicate the percentage of your payroll where the action plan will be implemented – see the examples below.
- In the comment section on the action plan page, explain why resource limitations, action plan complexity, or business uncertainty prevent implementation at all locations/sites or lines of business within the 12-month action plan cycle.
- Your provider is responsible for approving your action plan and determining whether you are eligible for scoping.

Validation evidence for employers scoping to multiple sites

If you are scoping your action plan to multiple sites:

- Implement your action plan with all applicable employees in the locations/sites or lines of business where you are scoping.
- Validation evidence must represent all locations/sites or lines of business where you are scoping. It is up to the employer to work with their provider to determine the amount and type of evidence to demonstrate implementation.
- In your evidence story, explain how you implemented with all applicable employees.
- A business selected for onsite validation, must agree to provide access to all locations/sites or lines of business where the action plan was scoped. The WSIB may visit more than one location. The WSIB validator will coordinate a validation plan with you in advance.

Scoping and partial rebates

A business that scopes their action plan, will earn a partial rebate as per the formula below.

$$\text{Total rebate} = \frac{\text{Payroll impacted by scope}}{\text{Total account payroll}} \times \text{WSIB account premiums} \times \% \text{ of premiums} \times \text{Number of topics}$$

Term	Description
Payroll impacted by scope	The total payroll of locations, sites or lines of business where action plan topics are implemented
Total account payroll	Total payroll of the WSIB account registered in the program
WSIB account premiums	The reported annual WSIB premiums as of December 31 of the year prior to the date of rebate calculation
% of premiums	Percentage of premium is either 1.4 or 2% based on employer's predictability
Number of topics	Total number of topics validated as 'complete'

Example 1

A rapidly growing company has an established health and safety program. They make widgets and have a head office, manufacturing facility and a warehouse. They acquire a new line of business to transport the widgets. The new line of business does not have a health and safety program. Their predictability is 30% so the predictability factor is 1.4%. They complete all five topics on their action plan.

Line of business	Total payroll	Annual WSIB premiums
Head office	\$3,256,159	\$195,369.54
Manufacturing facility	\$2,985,252	\$179,115.12
Warehouse	\$5,669,128	\$340,147.68
Transportation	\$3,125,888	\$187,553.28
	\$15,036,427	\$902,185.62

The implementation of the action plan will be 'scoped' to the **transportation line** of business only.

They first need to calculate the estimated percentage of their payroll impacted by scoping.

$$= \frac{\$3,125,888}{\$15,036,427}$$

$$= 20.78\%$$

In the digital portal, when indicating they are scoping, they would enter 21%.
Using the formula above, their total rebate would be:

$$\begin{aligned}\text{Total rebate} &= \frac{\$3,125,888}{\$15,036,427} \times \$902,186 \times 0.014 \times 5 \\ &= \$13,129\end{aligned}$$

This is an example only as the premiums used in the actual rebate calculation will be the annual reported WSIB premiums as of December 31 of the year prior to the date the rebate is calculated.

Example 2

An Ontario regional hospital with one WSIB account number has five operational sites. Their predictability is 40% so the predictability factor is 1.4%. They complete three topics on their action plan.

Hospital	Total payroll	Annual WSIB premiums
1	\$23,256,159	\$1,627,931
2	\$12,985,252	\$908,967
3	\$15,669,128	\$1,096,838
4	\$38,125,888	\$2,668,812
5	\$26,259,569	\$1,838,169
	\$116,295,996	\$8,140,720

The total annual payroll for hospitals 1-3 (inclusive) is \$51,910,539

The implementation of the action plan is 'scoped' to hospitals 1-3 only.
They first need to calculate the estimated percentage of their payroll impacted by scoping.

$$\begin{aligned}\% \text{ of implementation} &= \frac{\$51,910,539}{\$116,295,996} \\ &= 44.64\%\end{aligned}$$

In the digital portal, when indicating they are scoping, they would enter 45%.
Using the formula above, their total rebate would be:

$$\begin{aligned}\text{Total rebate} &= \frac{\$51,910,539}{\$116,295,996} \times \$8,140,720 \times 0.014 \times 3 \\ &= \$152,616.60\end{aligned}$$

The maximum amount an employer can earn per topic is \$50,000. Therefore, because they completed three topics, their total rebate is \$150,000 (\$50,000 x 3). This is an example only as the

premiums used in the actual rebate calculation will be the annual reported WSIB premiums as of December 31 of the year prior to the date the rebate is calculated.

Implementing the action plan into 100% of your business with all applicable employees is important. Although there would be no rebate associated with doing so, the action plan topics should be implemented over time in the other two hospitals.

Non-financial recognition

Digital badges awarded for the completion of program levels, only applies once topics are implemented into 100% of your business.

For more information or assistance on scoping, reach out to your provider.

Multiple accounts under the same organization ID (legal entity)

All WSIB account numbers have another identifier called an 'organization ID' (Org ID). The relationship between an Org ID and an account number could be '1 org ID to 1 account' (the vast majority of accounts registered with the WSIB) or '1 org ID to many accounts'. Each account number under the same Org ID can represent different departments, different locations, different branches, etc. but they are all under the same legal entity (the organization).

- One assessment and one action plan is required per WSIB account number registered in the program.
- However, businesses who share the same Org ID have the option to complete one assessment and create one action plan **at the organization level** and apply it (opt in) across any WSIB account number that shares the same Org ID.
- A single action plan at the organization level may make sense if the employees perform the same or similar activities, are exposed to the same health and safety risks and the accounts are relatively equal in the development of their health and safety programs. Talk to your provider for more details.

If an organization chooses to have one action plan applied across multiple WSIB accounts that share the same Org ID the following applies:

- The primary WSIB account number (determined by the organization) creates and manage one action plan for multiple WSIB accounts registered in the program that share the organization ID. The opted in accounts (secondary accounts), will work on the same topics but will only have the ability to **view** the approved action plan and evidence story/files uploaded by the primary account.
- The number of evidence files that can be uploaded is limited to the spaces available under one action plan. The evidence story and evidence files for the primary account must represent the entire organization (secondary accounts). See the section titled 'Accounts with multiple sites'.
- The topic validation results are applied across all accounts under the organization ID.
- The annual premiums used in the rebate calculation will be based on the sum of the premiums of the individual accounts under the Org ID. There is a rebate cap (maximum) of \$50,000 per action plan topic validated as 'complete'. The total rebate will be issued to the primary account – the WSIB account number on the action plan.
- The rebate and recognition eligibility checks e.g. WSIA charges, fatalities, etc. are applied across all accounts under the Org ID; ineligibility/eligibility to a rebate will be based on the collective result at the Org ID level.

Supporting Ontario's Safe Employers (SOSE) program

Supporting Ontario's Safe Employers is a voluntary Ministry of Labour, Training and Skills Development program run by the Chief Prevention Officer (CPO). It promotes health and safety in the workplace and helps reduce injuries and illness.

The program is comprised of two parts:

- Accreditation of an occupational health and safety management system (OHSMS).
- Recognition of employers who have successfully implemented an accredited OHSMS and meet other criteria set by the CPO.

If the CPO recognizes your business, you may also be eligible for financial incentives from the (WSIB).

Part of recognition under the SOSE program involves the successful completion of a third party audit, demonstrating full implementation of a CPO-accredited occupational health and safety management system. The Health and Safety Excellence program requirements align with those of the CPO's OHSMS accreditation standard. An employer that has implemented all topics in the Excellence program and has successfully completed a third party audit would meet the third party audit criteria of the SOSE program.

If you join the Health and Safety Excellence program after achieving CPO recognition in the SOSE program, you can still participate and earn a rebate and/or recognition for completing the following topics:

1. Control of hazards
2. Corporate social responsibility
3. Network and peer learning
4. Workplace health promotion

For more information on the SOSE program, visit the [MLTSD](#) and [WSIB](#) websites.

Accredited occupational health and safety management systems

If you have an accredited health and safety management system, you can still participate in the program.

Selecting topics for your action plan

You can earn a rebate and/or recognition for completing the following topics:

COR™	ISO 45001:2018 CSA Z45001-19 BS OHSAS 18001:2007 COR™ (2020)
Contractor management program	Control of hazards
Control of documents	Corporate social responsibility
Control of records	Networking and peer learning
Change management and procurement	Workplace health promotion
Control of hazards	
Corporate social responsibility	
Networking and peer learning	
Workplace health promotion	

Recognition for the completion of a program level

Businesses with an accredited health and safety management system can request non-financial recognition (a level badge) for level one and/or level two.

- If a business has successfully completed an external audit of their health and safety management system within the last two years, the audit results are sufficient to verify that level one and/or level two are completed. The submission of specific topic evidence will not be required. Instead, the business is to submit the audit results and their accreditation certificate in the digital portal for verification.

WSIB's 'five steps to managing health and safety'

Step 1 – Standard (plan)

- A standard is a document outlining senior management's expectations and policies regarding health and safety and addresses who, what, when, why and how questions. Standards make it clear what is expected from employees and what employees can expect from management.
- It is management's role to create standards because they are responsible for ensuring the workplace is safe. However, to be effective, your health and safety program needs meaningful participation from employees.

Step 2 – Communicate (do)

- Communication is everything a business does to increase awareness of the topic within the workplace.
- Although communication is 'step 2' in a sequence of events, it does not only occur after writing the standard and before training people. Communication with employees is ongoing throughout the life of a topic.
- Two-way communication is important at every step as you work through topics. Employees can provide feedback and tell you their observations to improve health and safety.
- Communication can be as simple as a poster on your safety board if it is in an area with high traffic and everyone can see it. Other communication methods include:
 - e-mails
 - in-person meetings
 - webinars
 - signs
 - safety/tailgate talks
 - newsletters
 - memos
 - monitors
 - social media
 - intranet
- Make sure to accommodate any disabilities and provide material and training in the language of your employees.

Step 3 – Train (do)

- Training and communication are not the same thing. Training happens over a longer period of time and is learning new skills and knowledge which results in a change in the way you do something.

- Training means that all employees have the knowledge and skills to do their jobs. Training is not just for new employees that start employment or transfer to a new job. Other examples when training is required include:
 - There is new equipment, processes or procedure.
 - Any identified hazard in the workplace.
 - An employee performs an unsafe task.
- Refresher, annual, or periodic training ensures skills and knowledge are kept up-to-date; training is never a one and done approach.

Step 4 – Evaluate (check)

- Evaluation is continual and done throughout the implementation of the topic. This helps identify problems and make topic improvements based on feedback you receive.
- There are many ways to evaluate a health and safety topic including:
 - Observe a process or task to see if completed according to the standard.
 - Review documents and look for trends in workplace records, such as first aid reports, WSIB claims, inspection reports, Joint Health and Safety Committee meeting minutes, and management meeting minutes.
 - Use interviews, questionnaires and surveys with employees and analyze the results.
 - Ask someone outside your department or a third party to review work processes and give feedback.

Step 5 – Make improvements and acknowledge success (act)

- This step involves two activities:
 1. Once you identify any gaps through evaluation, look for ways to improve and create a continual improvement plan. For example, after noise monitoring, you discover the machinery has noise levels above the legal requirements. Look at ways to control this and go through the '5 step' or plan-do-check-act cycle again to ensure your actions were effective.
 2. The second activity is to recognize all employees who participated with implementing the topic and acknowledge them for their hard work. Employees need to know their contributions are valuable for the continued success of your health and safety program.
- You can acknowledge success in many ways including:
 1. Acknowledge employees for behaving safely or supporting others to do the same. This can be informal or during performance reviews.
 2. Send a letter from the owner/senior management to congratulate all employees for their contributions to health and safety.
 3. Include an article in the company newsletter or website highlighting successes.

“Five steps”: dress code policy example

The following is a non-safety related example of a dress code policy implemented at a school using WSIB’s ‘five steps to managing health and safety’ model. The example is for illustrative purposes only and does not contain any safety requirements, measures or obligations.

Step 1: Set Standard

Purpose:

The purpose of a dress code is to provide guidance to students and parents as to what is appropriate attire for school. The objective of the policy is to promote an atmosphere for academic success while recognizing significant freedom of choice and expression. Additionally, dress codes reduce social conflict and peer pressure that may be associated with appearance.

Policy:

- I. Hats, hoods and sunglasses may not be worn during the school day.
- II. No exposed midriffs will be permitted. Shirt must cover midriff on all sides.
- III. The bottom hem or edge of shorts, skirts and dresses may be no shorter than three inches above the top of the knee when standing.
- IV. Any article of clothing with a printed message, word, phrase or graphic may not be obscene or promote any illegal activity or violence.
- V. Skintight and close-fitting clothing is not permitted. Leggings, yoga pants, or similar tight pants worn alone are not permitted. Wearing leggings under shorts, skirts or dresses is permitted if these items are the proper length.
- VI. No pajamas or sleepwear may be worn.
- VII. Closed-toe footwear must be worn. Safety considerations may dictate the type of footwear worn in specific classes or school settings.
- VIII. Clothing containing holes, cuts, tears and/or rips that expose undergarments or skin are not permitted.

Students who do not follow the dress code may be asked to change clothes at any time. If the student does not have alternative clothing at school, parents may be required to bring appropriate attire or accompany the student home to change. Additionally, the school may provide appropriate clean clothing if available. Repeated dress code infractions may result in consequences as outlined below:

Consequences of dress code violations:

First offense	Student will be required to change, a verbal warning will be issued
Second offense	Student will be required to change, assigned to detention and parents will be contacted by the vice principal
Subsequent offenses	Continued violations will result in further disciplinary action including, but not limited to: suspension, daily dress code checks and a meeting with the principal


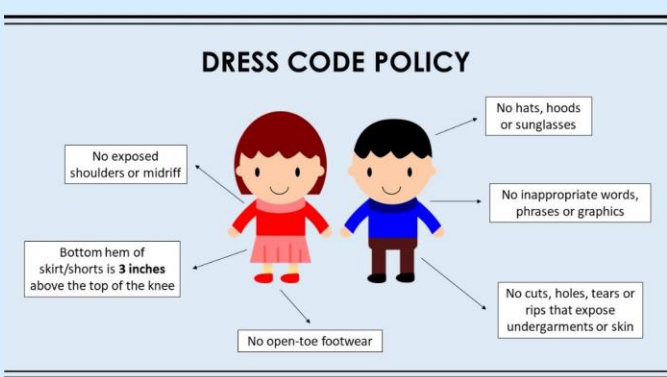
Roles and responsibilities:

Students	<ul style="list-style-type: none"> Adhere to the dress code policy Bring forth any questions or concerns with their teacher or principal/vice principal
Parents	<ul style="list-style-type: none"> Provide students with appropriate clothing that adheres to the dress code policy Ensure students adhere to the dress code policy
Teachers	<ul style="list-style-type: none"> Ensure students and parents are familiar with the dress code during orientation Communicate specific attire guidelines for special events (i.e. field trips) Enforce dress code standards for students Ensure any student requiring accommodation on the basis of religion, disability, gender identity, or other prohibited grounds of discrimination is satisfied to the point of undue hardship Adhere to the dress code policy
Vice principal and principal	<ul style="list-style-type: none"> Document (using the progressive discipline form) the efforts made to have the student comply with the dress code policy Enforce dress code standards for students

Step 2: Communicate

The dress code policy, including any changes in requirements should be:

- Verbally communicated by teachers in classrooms and at school assemblies
- Posted in visible areas throughout the school community
- Provided to prospective students and parents prior to enrolment (hard copy and via email)
- Posted on school website
- Translated into community languages (if required)

Example poster seen around school	Example PowerPoint slide at a school assembly
 <p>DRESS FOR SUCCESS!</p> <ol style="list-style-type: none"> Hats, hoods and sunglasses may not be worn during the school day. No exposed midriffs will be permitted. Shirt must cover midriff on all sides. The bottom hem or edge of shorts, skirts and dresses may be no shorter than three inches above the top of the knee when standing. Any article of clothing with a printed message, word, phrase or graphic may not be obscene or promote any illegal activity or violence. Slender and close-fitting clothing is not permitted. Leggings, yoga pants, or similar tight pants worn alone are not permitted. Wearing leggings under shorts, skirts or dresses is permitted if these items are the proper length. No pajamas or sleepwear may be worn. Closed-toe footwear must be worn. Safety considerations may dictate the type of footwear worn in specific classes or school settings. Clothing containing holes, cuts, tears and/or rips that expose undergarments or skin are not permitted. <p>Three prohibition icons: a hat, a midriff, and a pair of pants with a hole.</p>	 <p>DRESS CODE POLICY</p> <p>Callouts for the girl (left):</p> <ul style="list-style-type: none"> No exposed shoulders or midriff Bottom hem of skirt/shorts is 3 inches above the top of the knee No open-toe footwear <p>Callouts for the boy (right):</p> <ul style="list-style-type: none"> No hats, hoods or sunglasses No inappropriate words, phrases or graphics No cuts, holes, tears or rips that expose undergarments or skin

Step 3: Training

- On the first day of school, teachers will provide each student with a hard-copy of the dress code policy in their homeroom classroom to take home
- Teachers will read through the policy with their students, highlighting the purpose and what is required by students to comply; at this time, teachers will have the opportunity to address any questions, comments or concerns brought forth by students
- After reviewing the dress code policy as a class, each student will sign a form of acknowledgement to indicate they are aware of the standards:
 - This ensures students have a complete understanding of the dress code policy and the consequences of not adhering to it
 - Additionally, by signing a form of acknowledgement students can be held accountable for any future dress code policy violations
- Teachers will collect the acknowledgement forms and keep them on file
- Teachers will reinforce the dress code policy with their entire class monthly and whenever there is a violation by a student

Example training record:

STUDENT ACKNOWLEDGEMENT FORM

I, _____ (student's full name), hereby confirm that I have read the 'Dress Code Policy' and understand that it describes the conduct and behavior expected of me as a student of ABC Public School.

Student (signature)

Date

Step 4: Evaluate

- Evaluation of dress code policy compliance is continual throughout the school year
- As per the roles and responsibilities outlined in step 1, the onus is on teachers and principals to uphold the standards with students
- Methods of evaluation include (but are not limited to): “eye-tests”, surveys and formal documentation to log non-compliance
 - Eye-tests → Teachers and principals will evaluate students' attire each morning as they enter the classroom. If a teacher or principal witnesses a dress code violation, they will resolve the matter using the progressive discipline model outlined in step 1. They will also take the opportunity to reinforce to the entire class the dress code policy.

- Surveys → School administrators can distribute a multiple-choice survey to students quizzing them on their understanding of the dress code policy. For example, some questions may include:
 - True or false, _____ is prohibited school attire.
 - How long must skirts/shorts be?
 - What are the consequences for a first-time dress code violation?
- Formal documentation → Teachers and principals will log any dress code violations in a standard form to track and monitor trends.

Example dress code violation tracking sheet

<i>Dress code violations: log book</i>				
<i>Date</i>	<i>Student name</i>	<i>Observation</i>	<i>Corrective action</i>	<i>Student signature</i>
Sept 15, 2019	Sally Hansen	Shorts were not long enough	Asked the student to change into her gym shorts	<i>Sally Hansen</i>
Sept 18, 2019	Joe Gordon	T-shirt had an inappropriate slogan promoting violence	Asked the student to change his shirt; mother brought change of clothes	<i>Joe Gordon</i>

Step 5: Make improvements and acknowledge success

- At the end of every month, teachers will submit their dress code violation log books to the principal
- Principals will review all submitted documentation to monitor trends and explore opportunities for improvement:
 - For example, in the month of June there was an increase in the number of students wearing attire exposing bare shoulders
 - Teachers and principals are responsible for investigating why this increase occurred (it was discovered that the children in the higher grades did not receive the refresher training on school uniform protocol for the summer months)
- Once the root cause of violation has been determined, teachers and principals can make improvements:
 - For example, remind teachers in the months of April and May to do refresher training with students on school uniforms for the summer
 - Have fans available for classrooms to keep students cool
- Recognize students who demonstrate good habits

For example, school administrators can create a competition between classes for fewest dress code violations per month. This form of competition encourages peer-to-peer support and recognizes students' efforts to comply with the set standards.

Tips for completing the five steps

Step 1 – Standard (plan)

- Start with what you must do; identify legislation, legal requirements, standards, and codes relevant to the topic – not all topics have a legislative component but most do.
- Keep expectations doable and reasonable but go beyond legal requirements where you can.
- Include a creation date and a space for a 'reviewed/revised date'.
- Have senior management sign the standard to show their commitment.

Step 2 – Communicate (do)

- Determine who needs to know what, when, how often, and how information will be shared?
- Make communication two-way – always ask for feedback or ideas from employees.
- Repeat key information in a variety of ways.
- Encourage employees to ask questions or to repeat something if they do not understand.
- Communicate with employees during all steps of topic implementation.

Step 3 – Train (do)

- Everyone needs training including the owner and senior managers.
- Vary your training methods and include real-life case studies and opportunities to practice what is learned.
- Keep attendance and training records, meeting notes, sign-off sheets and certificates.
- Train supervisors first so they can play a coaching role and hold employees accountable.
- Do not cram training for high-risk hazards with other training.

Step 4 – Evaluate (check)

- Use an evaluation template/checklist and involve your joint health and safety committee members and management in the review and analysis of topics.
- Ask supervisors to keep logbooks to record good practices and those needing improvement.
- Do not evaluate immediately after training.
- Interview employees – do they remember their responsibilities, the procedure or the process? Have employees complete surveys and analyze the results.
- Use observations/inspections/audits, statistical reviews.

Step 5 – Make improvements and acknowledge success (act)

- Tie acknowledgement of good behavior to observation and facts and explain why the observed action deserves praise.
- Have a documented corrective action plan to close the gaps and implement change.
- Learn from accidents and incidents, errors and relevant experience including best practice from other organizations.

- Take action on lessons learned, including audit and inspections reports.
- Document the results, inform others and make recommendations for improvement.
- Engage all stakeholders (internal and external) in the continual improvement cycle.

Tips to help implement a topic

Action	Description
Take small steps	<ul style="list-style-type: none"> ▪ If you try to make too much happen too quickly, you will get frustrated.
Involve others	<ul style="list-style-type: none"> ▪ Do not do everything yourself. The more people you involve, the more success you will likely have. ▪ Involve employees in all aspects of your health and safety program. They have experience and see issues and problems that management might not recognize. ▪ Network with other businesses and learn best practices.
Be organized and plan	<ul style="list-style-type: none"> ▪ Develop topic objectives and goals so senior management can allocate the proper resources (time, money, people). ▪ Distribute the work over the action plan cycle period. ▪ Train employees early in the process and do initial monitoring immediately following the training to see if the training was effective. ▪ Wait a few months after training employees to evaluate the topic.
Get senior management commitment	<ul style="list-style-type: none"> ▪ Have management set the example of safe and healthy behavior. ▪ Reinforce desired actions through positive recognition.
Ask for help	<ul style="list-style-type: none"> ▪ Your provider is there to help you along the program journey. Ask for help as soon as you need it!

Create an evidence story

When you create your evidence story, think about the situation, the steps you took to implement the topic and the outcomes of working on that topic.

Tell your story using the rationale statement.

- Why did you select this topic?
- Why was this topic important to your workplace?
- What did you want to achieve?
- Who does the topic apply to?

Think about the steps you took to plan and execute implementation of your topic.

- What was the overall goal?
- What was the plan to implement the topic?
- What were the challenges or barriers to implementation and how did you overcome them?
- How did you communicate the topic to your employees?
- How did you train your employees on this topic?
- Who was involved in the topic implementation?
- What was the timeframe?

Reflect on the implementation of the topic.

- What was the goal and was it achieved? If not, what factors affected achieving the goal?
- What has changed since working on the topic?
- What impacts have you noticed?
- How will you address any gaps identified?

Sample evidence story and evidence files

Below is an example of the evidence story and evidence files to support the topic 'Recognition of hazards' living and breathing in the workplace.

Topic: Recognition of hazards			
Implementation step		Evidence story (to be completed by the business)	Evidence files (to be uploaded by the business)
Plan – write standard	Tell us whether you created a policy or procedure for the topic and the criteria you included.	At ABC Inc. we were seeing our recordable incident rate fluctuate for several years. The health and safety team brought the operators and managers together and asked 'what is getting in the way of us having a safer day?' We determined that while the workplace culture and the level of commitment to safety were factors, they were hard things to change right away. Other factors included communication, training and risk management. Based on the discussion, we created a hazard recognition program that we could track and measure.	
Do – communicate, train	Tell us how you communicated the plan, trained employees and implemented the topic into your workplace.	The safety advisor and senior process engineer conducted training sessions with all employees over a 2-week period where we introduced the new system and how to complete the new hazard ID form. The supervisors also conducted a monthly safety talk to reemphasize the new hazard ID process and form.	Picture of the hazard ID form placed around the mill, and in common areas such as lunchrooms and control rooms. Video interview with a worker who talks about the training they received and how to complete the hazard ID form.

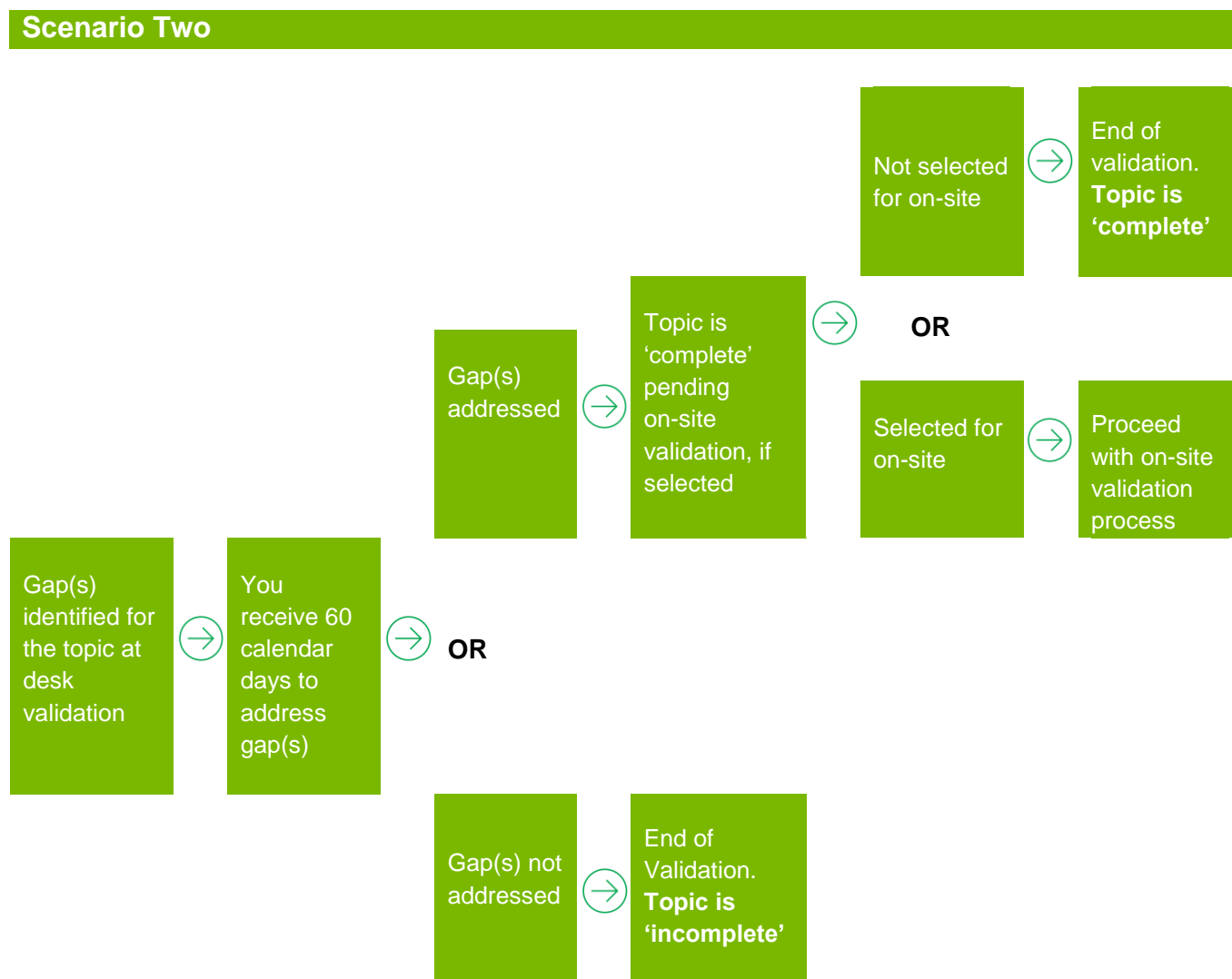
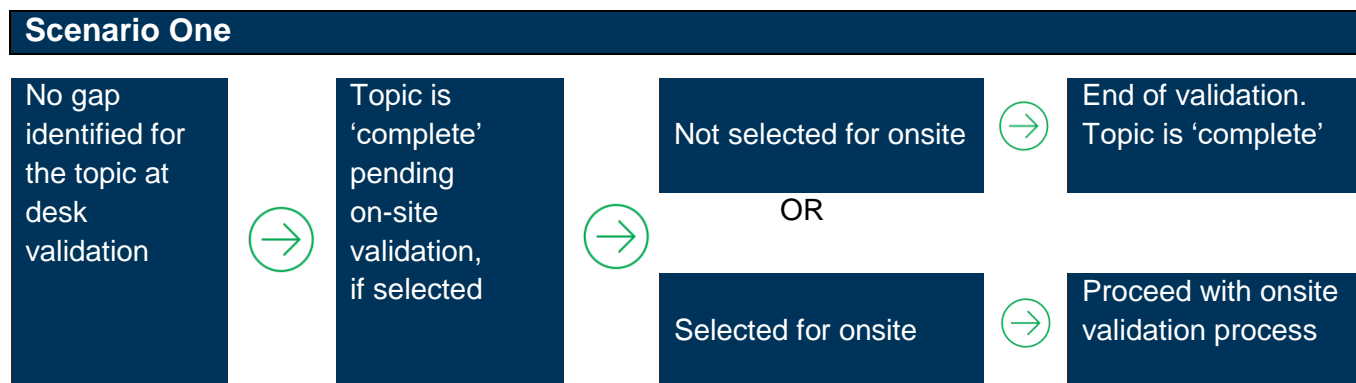
Check – evaluate	<p>Tell us how you monitored and measured your activities related to the topic. Are you actually living up to the plan and doing what you set out to do when you developed this topic?</p>	<p>The risk assessment team evaluated the issues identified and implemented a number of short-term actions, including immediate controls such as grip tape on the ladder rungs.</p> <p>Since the implementation:</p> <ul style="list-style-type: none"> ▪ 110 reported hazards ▪ 75 work orders (56 have been completed) with communications going out to employees about the longer-term projects ▪ 17 hazards went to risk assessment and have been approved by management <p>We now have 110 hazards at the mill that are not going to hurt someone.</p> <p>When a hazard ID comes in tagged as risk assessment required, the individual members of the risk assessment team complete a walk around and then rank the hazard based on its risk, severity, exposure and occurrence.</p>	<p>Photo of a ladder grip tape on the ladder rungs</p> <p>Document of safety meeting corrective action process / risk assessment</p> <p>Video of a supervisor doing an observation walk around the mill</p>
Act – make improvements	<p>Tell us how you implemented the changes based on your evaluation?</p> <p>What actions did you take to improve this health and safety topic?</p>	<p>We now save all risk assessments on an internal site so all employees across the company can access them. Employees can see there is a process to move items from hazards to completion. For example, operators must now wear hard hats with chinstraps and ensure a second worker is present to supervise trips.</p> <p>The new safety program is successful because it builds employee culture.</p>	<p>Article from an internal newsletter about our accomplishments</p>

Questionnaire - Are you ready for validation?

Before you submit your evidence package, review the following questions:

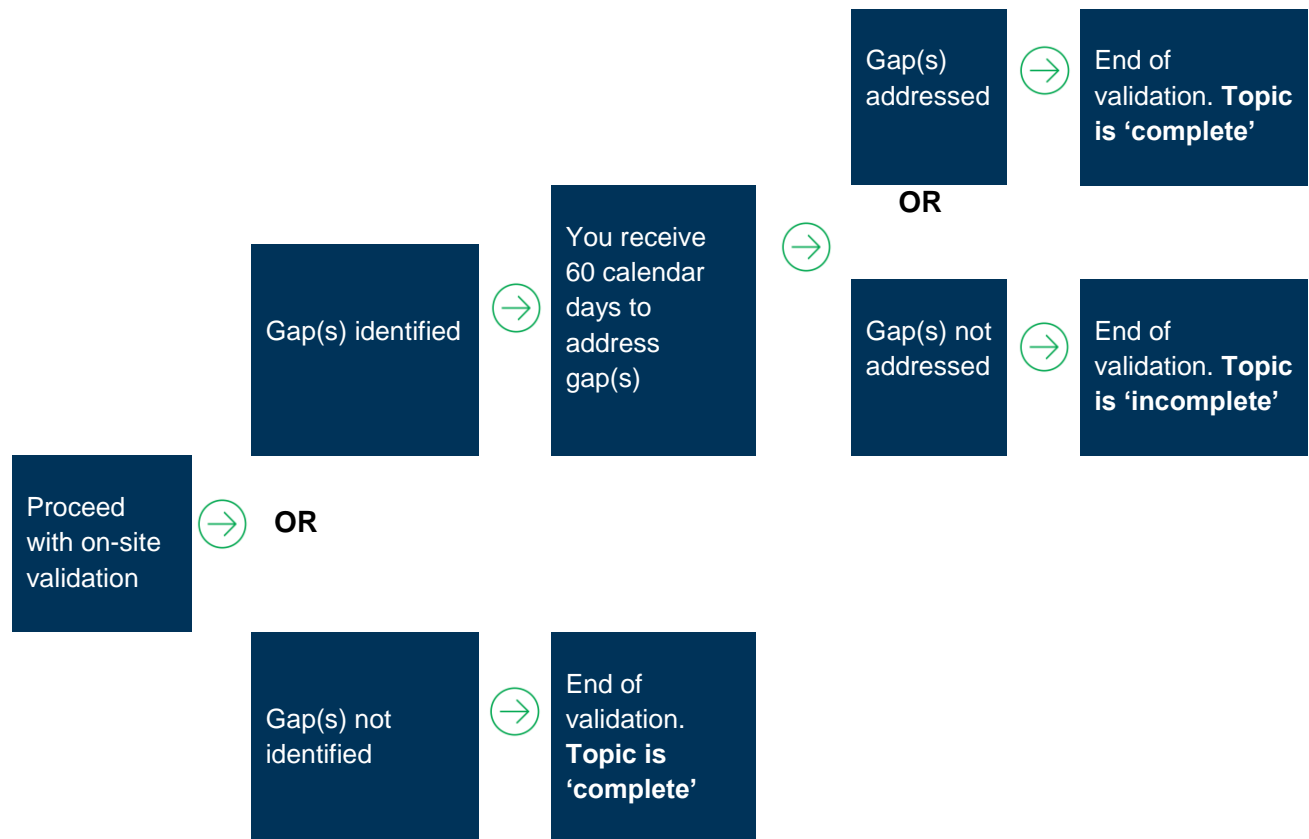
1. Have you read the WSIB topic description?
2. Do you understand the specific requirements for the topic?
3. Have you used an occupational health and safety system model (WSIB's 5-steps, plan-do-check-act or another provider-approved model) to implement the topic?
4. Have you created documented information (procedure, policy, standard, work instructions, process flow etc.,) that outlines who must do what, when, where and how?
5. Do you know if you are meeting legal requirements, standards, codes that are relevant to the topic (if applicable)?
6. Did you create objectives in your documented information?
7. Do you have a process for communicating your standard?
8. Do you have a process for training on your standard?
9. Do you have a process for evaluating your standard? Did you monitor the implementation of the topic on an ongoing basis?
10. Was the standard communicated to all applicable workplace parties?
11. Have all applicable workplace parties been trained on this standard?
12. Is everyone following the procedures/processes? How do you know?
13. How are you measuring results and determining if intended outcomes were achieved?
14. Have you conducted ongoing observations to assess quality and make changes?
15. How are you managing any changes? Were updates required?

Desk validation process flow chart



Onsite validation process flow chart

Scenario One: No gap identified for the topic at desk validation



Scenario Two: Gap(s) identified for the topic at desk validation and the employer has already been issued an 'additional evidence' required for the topic

