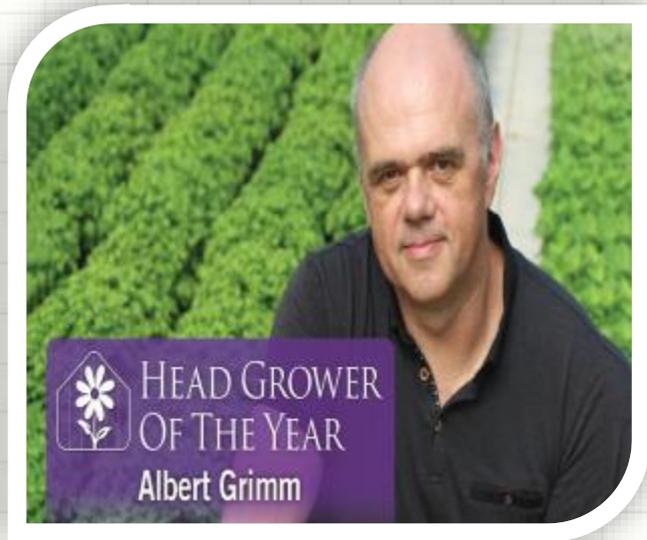




SAFETY LEADERSHIP ACCOUNTABILITY AND SAFETY CULTURE – FUNDAMENTALS PART 1

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Welcome



Think of the worst supervisor you've ever had.

- Think of the characteristics of that supervisor that made them stand out in your memory as the worst supervisor ever.



"Careful! That's where the boss keeps his ego."

What are the traits of an effective supervisor?

- Think of the best supervisor you've ever had.
- Then think of the characteristics that made them the best a great supervisor.



What kind of supervisor
do you want to be?



Leadership – The Starting Point

- Establish company values.
- Set and enforce company policies.
- Consistently demonstrate commitment.
- Be the “role model” for desired behavior.
- Communicate expectations.
- Create desired work culture.
- Stay on top of things, and follow up.

Case for Safety

- Regulatory compliance.
- Liability and cost control.
- Operational risk reduction.
- Improved productivity.
- Continually promoting safety demonstrates to the workers that they are valued.

The 4 A's to an Effective Safety Program

Awareness: Training & Education

Avoidance: Hazard Assessments & PPE

Accountability

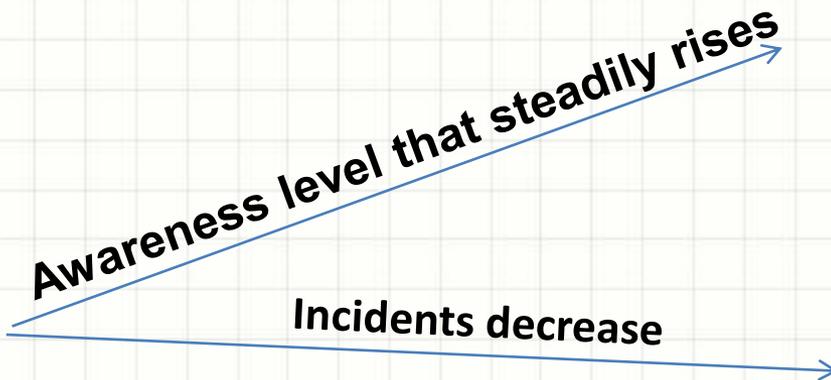
Action: Near-Miss Assessments & Injury Investigations

Safety Awareness Level

- What is your attitude toward safety?



- Do your actions reflect a steady awareness?



Supervisor Responsibilities

- Know all safe work practices/rules pertaining to his / her job.
- Accept responsibility to ensure the application of safe work practices.
 - Explain all applicable safe work practices.
 - Ensure employees are trained and competent.

Supervisor Responsibilities

- Consistently enforce safety regulations.
- Perform daily inspections of his/her respective work areas.
- Report / correct unsafe conditions.
- Assist in incident investigations.

Supervisor Responsibility Summary

Do you follow through on your commitments?

- If you are not consistent, this may explain why your employees aren't.
- If you let something slip one time, you've lost your safety culture.
- If you allow shortcuts just once, you have compromised yourself and the health of others.

Today's Overview – Being a Leader

1

- Seven Tips on Being an Effective Leader

2

- MOL Supervisory Awareness Training

3

- B-1 Roles & Responsibilities

Seven Tips on Being an Effective Leader

1. **Listen.** Being a good leader requires you to listen to your team and to work with them closely on a day to day basis.
2. **Be accessible.** Being available to the team allows for important discussions to happen. Through that, you can take steps forward and better analyze what you need to do in response to what is going in your area.
3. **Lead by Example.** Have your team see you on the job and learn by what you do. None of us are above any other, and leaders are valued and recognized most often for what they do, not for who they are.
4. **Always strive** to hone your leadership skills.
5. **Be Humble.**
6. **Empower** your team.
7. **Encourage** your team to visit /learn from others in similar fields as them.

MOL Supervisory Awareness Training

[Watch emodule found here;](#)

<https://www.labour.gov.on.ca/english/hs/elearn/supervisor/index.php>

Knowledge
Check Time



B-1 Roles & Responsibilities for all Workplace Parties

Policy: The Internal Responsibility System (IRS) is the underlying philosophy of Ontario's Occupational Health and Safety Act (OHSA) and a major focus of the Ministry of Labour's enforcement efforts. It provides the organizational structure for much of the Company's Health and Safety manual and guides the content throughout.

Purpose: The purpose of this policy is to outline the health and safety duties and responsibilities of various workplace parties.

Scope: These responsibilities reflect the requirements from the OHSA sections 25, 26, 27 and 28 as well as the notice of requirements of sections 51 and 52.

B-1 Roles & Responsibilities for all Workplace Parties

Internal Responsibility System (IRS) assigns an interlocking set of responsibilities and accountabilities to the workplace parties (employer, supervisors and workers) and affords workers three main responsibilities described below:

- The employer, supervisors and workers have **direct responsibility** for health and safety – that is they have a legal liability and must be able to demonstrate due diligence.
- The Joint Health and Safety Committee (JHSC), certified members and the Health and Safety Officer have **contributive responsibility** – that is they are not legally liable for performance of their roles (except for their duties as supervisors and workers)
- Everyone has a duty not only to abide by the provisions of OHSА and the regulations made under it, but to actively enforce those provisions throughout the workplace.

B-1 Roles & Responsibilities for all Workplace Parties

Roles & Responsibilities

Supervisors (Managers, Supervisors and Team Leaders)

As outlined in section 27 of the OHSA, all individuals who supervise the work of others within the company, from the front line Team Leader(s) on up to Managers, Supervisors or Head Grower must ensure that a worker:

- ❖ **Works** in the manner and with the protective devices, measures and procedures required by OHSA and its regulations.
- ❖ **Uses** or **wears** the equipment, protective devices or clothing that the Company requires to be used or worn.

B-1 Roles & Responsibilities for all Workplace Parties

Additional duties of the supervisor as per the OHSA include;

- ❖ **Advising** a worker of the existence of any potential or actual damage to the health or safety of the worker of which the supervisor is aware.
- ❖ Where so prescribed, **provide** a worker with written instructions as to the measures and procedures to be taken for protection of the worker.
- ❖ **Take** every precaution reasonable in the circumstances for the protection of a worker.

B-1 Roles & Responsibilities for all Workplace Parties

Additional duties of the Employer and Supervisors (Senior Managers, Head Grower, Managers and Team Leaders);

- ❖ **Set** the safety culture to ensure the working environment is maintained in a healthy and safe condition.
- ❖ **Assumes** overall responsibility for policy direction and planning and provide standard operating procedures that include safe work practices.
- ❖ **Establish** and **maintain** a written Health and Safety Program, with objectives and standards consistent with applicable legislation as a minimum.
- ❖ **Provides** First Aid Facilities as required and the required number of Qualified Staff of First Aiders to be available to assist all staff.
- ❖ **Establishes** the Budget Allocation for health and safety

B-1 Roles & Responsibilities for all Workplace Parties

Additional duties of the Employer and Supervisors (Senior Managers, Head Grower, Managers and Team Leaders);

- ❖ **Actively** support the health and safety program.
- ❖ **Evaluates** the Health and Safety Performance of subordinates and the division and hold accountable those managers and supervisors reporting to them
- ❖ **Communicate** the safety policy and train their staff.
- ❖ **Encourages** and **supports** a Joint Health and Safety Committee that is working with the Company at all times.

B-1 Roles & Responsibilities for all Workplace Parties

Additional duties of the Employer and Supervisors (Senior Managers, Head Grower, Managers and Team Leaders);

- ❖ **Trains** the workers under their supervision and ensures the worker's safety on the job.
- ❖ **Ensures** that correct working procedures are followed.
- ❖ **Cooperates** with health and safety committee members / representatives.
- ❖ **Holds** accountable those employees reporting to him/her.
- ❖ **Identifies** and **informs** Senior Management and/or the Joint Health and Safety Committee of any safety concerns in written form and reports all accidents, safety incidents, personal injury and property damage in written form.

Today's Overview –The Basics

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- B-3 Supervisory Competency

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- A-5 Worker Orientation

6

- A-6 Disciplinary Policy for Health and Safety

B – 3 SUPERVISORY COMPETENCY

Policy

Jeffery's Greenhouses (the company) is committed to providing its employees, contractors and other individuals acting on behalf of the company constructive leadership towards the achievement of organizational strategy, goals and individual performance standards.

It is the policy of our company that we have the highest level and most competent supervisors in the industry especially with respect to the Occupational Health and Safety Issues.

This policy has been adopted to define supervisor competencies required to achieve these aims and define the basic responsibilities of all staff that have the directive of supervising employees listed in their job description. Our company is committed to achieving this through information, training, outside courses and ongoing discussions with our management team and our employees.

B – 3 SUPERVISORY COMPETENCY

Purpose

Jeffery's Greenhouses will comply with all applicable mandated workplace compliance health and safety regulations and legislation, and will ensure that our management staff members have been made aware of their obligations under the law. The purpose of the policy is to ensure that we continue to develop competent supervisors and that they continue to be knowledgeable on safety issues and understand the importance of maintaining a high level of safety with all employees.

B – 3 SUPERVISORY COMPETENCY

Roles & Responsibilities--Supervisor (Team Leaders, Managers)

The supervisor is responsible to:

- ❖ **Attend** all occupational health and safety training mandated by the Company ensuring they are fully knowledgeable of actual and potential health and safety hazards in their area of responsibility to which their workers are exposed and the controls to protect them from these hazards and advise their workers about this (subsection 27 (2a))
- ❖ **Ensure** that a worker works in a manner with protective devices/equipment/clothing, procedures and measures required by the Act and the Company in order to protect the worker (subsection 27 (1))
- ❖ **Take** every precaution reasonable in the circumstances for the protection of the worker and where prescribed by the Act provide the worker with written instructions as to the measures and procedures to be taken for the worker's protections (subsection 27 (2 b,c))

B – 3 SUPERVISORY COMPETENCY

Roles & Responsibilities--Supervisor (Team Leaders, Managers)

The supervisor is responsible to:

Take responsibility for his/her learning and development of expertise in Health and Safety by;

- **Identifying** to their direct supervisor or Senior Management, their occupational health and safety training needs on an ongoing basis and during the annual needs assessment.
- **Attending** all occupational health and safety training so identified.

B – 3 SUPERVISORY COMPETENCY

Procedures:

Supervisors (Managers and Team Leaders) Duties

All supervisors must:

- ❖ Know OSHA and the Regulations that apply to our workplace.
- ❖ Make Sure Workers Wear and Use the Right Protective Equipment.
- ❖ Inform Workers About the Hazards in Their Workplace. (See next slide)
- ❖ Plan The Work So That It Can Be Done Safely.
- ❖ Monitor Workers to Ensure They Are Following Through on their Duties.

B – 3 SUPERVISORY COMPETENCY

RACE System – **R**ecognize, **A**ssess, **C**ontrol, **E**valuate:

Recognize where there are potential hazards in the workplace by watching the working being done.

Assess the hazard you have identified above by understanding how likely it is that a worker will get hurt or made sick by the hazard.

Control the hazards by looking for ways to get rid of the hazard or to make the job safer.

Evaluate how well the hazard controls are working by talking about the work to the workers supervised.

Worker Orientation

Everyone has a part to play when it comes to orienting and training new workers

Employers have a responsibility to allocate the necessary resources to support the orientation of new workers.

Supervisors ensure that new workers start on the right foot by giving them the right information, instruction, tools and support to do the job effectively and safely.

Co-workers can help by welcoming new workers and showing them how health and safety comes first.

New workers ask questions to ensure that they understand what's expected.

A-5 WORKER ORIENTATION

Policy:

- ❖ It is the policy Jeffery's Greenhouses that all employees have a safe environment in which to work.
- ❖ Adequate training including the use of equipment and protective devices, the cautioning of potentially dangerous situations, identifying known hazards and clearly defining the Health and Safety Policies of the company, will all be used to equip new employees with a safety consciousness.
- ❖ Orientation of new employees will be a requirement of the company safety policy.

A-5 WORKER ORIENTATION

Purpose

The purpose of the orientation is;

- ❖ To familiarize new employees, workers new to a job or workers returning after a long absence with how the company operates and/or how their job operates within the company.
- ❖ To review the company's safety policy and ensure they have an understanding of the value attached to workplace health and safety.
- ❖ To explain personal protective equipment to be used and identify any health and safety hazards associated with the job.
- ❖ To determine any other required training such as WHMIS etc.

A-5 WORKER ORIENTATION

Roles & Responsibilities:

Managers and Team Leader is responsible to;

- ❖ **Provide** on-the job training of the employee.
- ❖ **Supervise** the employee to ensure that correct working procedures are being used.
- ❖ **Communicate** to the employee all known hazards and control procedures.
- ❖ **Assign** any **Personal Protective Equipment** the employee may need.
- ❖ **Provide** periodic information feedback to the employee and the Human Resources Manager regarding the employees performance.

A-5 WORKER ORIENTATION

Procedure:

New Employee Orientation-*The Team Leader/Manager will;*

- ❖ **Acquaint** the new employee with the specific worksite(s) and the work activity being performed.
- ❖ **Demonstrate** the job activity outlining again the hazards, protective equipment requirements and anything else of importance.
- ❖ **Complete** a job specific orientation-training checklist that is signed by the team leader and employee.

A-5 WORKER ORIENTATION

- ❖ **Determine** any other training the employee might require in conjunctions with the Health & Safety Coordinator and the requirements of Policy A-14 Health and Safety Training.
- ❖ **Assign** the new employee unfamiliar with the work activity or workplace location to work with or near an experienced employee “mentor” for a period of time.
- ❖ **Observe** the new employee’s work practices on a daily basis.
- ❖ **Communicate** with the new employee and their mentor on a daily basis, over the first two weeks of employment.

A-5 WORKER ORIENTATION

Follow Up

- ❖ **Complete** (if necessary) the A-5 Employee Work Performance - Follow Up Form.
- ❖ **Evaluate** the new employee's work and safety performance at or near the end of the probationary employment period of a newly hired full time employee to document on the "Performance Evaluation" Form .

A-5 WORKER ORIENTATION

Existing Employee Returning After Extended Leave

The Team Leader/Manager in conjunction with the Health & Safety Coordinator will;

- ❖ **Reacquaint** the returning employee with the specific worksite(s) and/or the work activity being performed, and any changes that have taken place during their leave.
- ❖ **Review** all previous training undertaken by the transferred employee and identify and coordinate any further training to be undertaken by the transferred employee.
- ❖ **Assign** (if necessary) the returning employee unfamiliar with the changed work activity or workplace to work with or near an experienced employee “mentor” for a period of time, in order to become familiar with the job, equipment, procedures/processes, people and other issues.

A-5 WORKER ORIENTATION

- ❖ **Communicate** with the returning employee and their mentor on a daily basis, over the first two weeks of return, asking for any comments about the work, the tools or equipment the employee uses, any safety concerns and PPE issues.
- ❖ **Complete** (if necessary) the A-5 Employee Work Performance - Follow Up Form within 2 weeks of the employee's return to communicate any opportunities for improvement in the employee's job performance, training and any other corrective actions, which will be signed by both the Team Leader/Manager and the returning worker.
- ❖ **Retain records** (in the HR Office) of all such training undertaken and any performance evaluations done.



Communication works both ways;

- Provide feedback
- Make sure workers know how and why to report hazards and incidents.
- Encourage workers to ask questions –and not just when they're new.

Any time something new is introduced into the workplace, whether it's a policy, procedure or new piece of equipment, communicate where to find the information and answers they need to do their job safely.



Provide supervision and ongoing training

The most important part of training is **following up**. Make a point to regularly observe your workers to check that they're still following safe work procedures. Conduct informal discussions or crew talks with workers to talk about specific health and safety issues. Encourage workers to provide feedback.

Due diligence is the level of judgement, care, prudence, determination, and activity that a person would reasonably be expected to do under particular circumstances.





Due diligence is demonstrated by your actions before an event occurs, not after.

The employer must monitor the workplace and ensure that employees are following the policies, practices and procedures. Written documentation of progressive disciplining for breaches of safety rules is considered due diligence.

A-6 Disciplinary Policy for Health and Safety

Policy

- ❖ Jeffery's Greenhouses is committed to providing a healthy and safe work environment for its employees and visitors.
- ❖ To do this, we seek the commitment of all employees within the organization to abide by all of the policies, terms and conditions developed by the Company and/or regulators (Occupational Health and Safety Act) relating to safe behavioral conduct while on the job.
- ❖ Breaches of this commitment will result in the onset of corrective progressive disciplinary procedures as outlined in this policy (and our Employee Handbook).

A-6 Disciplinary Policy for Health and Safety

Purpose

The purpose of this discipline policy is:

- To provide employees with advance warning that certain actions or certain behaviour is inappropriate and that a positive change is necessary;
- To ensure fair and consistent corrective action for all employees;
- To provide written documentation of behavioural or performance issues relating to health and safety in the workplace; and
- To inform you of the consequences of unacceptable behaviour before it happens.

A-6 Disciplinary Policy for Health and Safety

Responsibilities

Managers, Supervisors , Team Leaders are responsible for;

- ❖ **On-the job training** of the employee and supervising the employee to ensure that correct working procedures are being performed, including those related to health and safety in the workplace.
- ❖ **Issuing any oral/written warnings** with respect to unsafe work performance in accordance with this disciplinary policy.
- ❖ **Copying Human Resources** (Health and Safety Coordinator) with respect to any warnings/written notices issued to an employee.

A-6 Disciplinary Policy for Health and Safety

Progressive Corrective Disciplinary Procedure:

- ❖ A progressive discipline policy is one that has a clear progression of disciplinary actions that will be taken when an employee violates the work rules.
- ❖ Keep in mind that the severity of the infraction may warrant skipping the early steps altogether.
- ❖ Having a progressive disciplinary system in place does not mean that an employer cannot move immediately to termination for serious violations such as violence, harassment, theft, or major safety violations. ***This must always be done in consultation with Human Resources.***

A-6 Disciplinary Policy for Health and Safety

Procedure:

1. Informal Discipline
2. Formal Discipline 1st Warning – Oral Discussion Form
3. Formal Discipline 2nd Warning – Written Warning
4. Formal Discipline 3rd Warning – 2nd Written Warning,
Suspension or Dismissal

A-6 Disciplinary Policy for Health and Safety

Examples of Conduct Warranting Warnings and Possible Probation

1. You do not follow the standardized procedures or safe work practices for performing your work.
2. Where your negligence (whether innocent or intentional) has in some way risked the health and safety of your fellow employees.
3. Where you fail to observe safety rules/procedures that affect your personal safety or the safety of others or contributes to unsanitary conditions, disease or poor housekeeping in the greenhouse.

(Please consult the Employee Handbook for a complete listing)

A-6 Disciplinary Policy for Health and Safety

Examples of Conduct Warranting Immediate Suspension or Dismissal

1. Willful disobedience, insubordination or repeated failure to comply with the instructions of your supervisor (Team Leader/Manager)
2. Willful violation/negligence of the Company's Safety Rules and Policies.
3. Fighting, horseplay, practical jokes or other disorderly conduct that could endanger the well-being of any employee or Company operation.

(Please consult the Employee Handbook for a complete listing.)



REMEMBER:

Discipline should not come as a surprise to the employee. Occasionally employees are unaware of their supervisors' dissatisfaction until they suddenly receive a formal written reprimand or a letter of termination. Try to avoid this situation by attempting to regularly communicate issues rather than wait until the performance problems can no longer be tolerated. Remember, if the employee is surprised, then you as a manager did something wrong.

Today's Overview-What happens when...

7

- C-2 Workplace Inspections

8

- B-4 Work Refusal/Work Stoppage

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- C-1 Accident Investigations

C-2 WORKPLACE INSPECTION POLICY

Policy:

It is the policy of Jeffery's Greenhouses to ensure that adequate action is taken to implement a workplace inspection program to prevent injuries and accidents.

Purpose:

The purpose of implementing the workplace inspection policy is to identify and eliminate hazards to the worker and improve the accident prevention effort, as well as help establish company safety goals. An effective workplace inspection will;

- ❖ Identify potential hazards.
- ❖ Identify any hazards which require immediate attention.
- ❖ Ensure that existing health and safety standards and procedures are being met.
- ❖ Ensure that existing controls are operative and sufficient.
- ❖ Ensure that established health and safety program is in full use by everyone in the workplace.
- ❖ Assist the JHSC to make recommendations to the employer.
- ❖ Recommend immediate corrective action where appropriate.

C-2 WORKPLACE INSPECTION

Responsibilities:

Managers, Team Leaders, and Workers of the work area inspected are responsible to:

- ❖ **Accompany** the designated JHSC workplace inspector in carrying out the workplace inspection.
- ❖ **Provide** any information regarding work procedures, past injuries, etc. necessary to Complete a thorough inspection of the area.

C-2 WORKPLACE INSPECTION

Four Workplace Health Hazards are:

- ❖ *Physical Agents*
- ❖ *Chemical Agents*
- ❖ *Biological Agents*
- ❖ *Ergonomic Hazards*

Five Contributing Factors to Health and Safety Hazards are:

- ❖ *People*
- ❖ *Equipment*
- ❖ *Materials*
- ❖ *Environment*
- ❖ *Process*

C-2 WORKPLACE INSPECTION

Procedure:

All observed hazards and/or unsafe work practices are documented on the Building/Workplace Audit Check sheet, prioritized according to risk (see below), and recommendations to control the hazard/work practice are provided.

Priority A – a legal non-compliance or high risk condition or practice that is likely to cause permanent disability, loss of life or body part, and/or extensive loss of structure, equipment or material. This requires immediate corrective action and may require stoppage of work in the area of concern if “dangerous circumstances” exist in accordance with Jeffery’s Policy B-4 Work Refusal/Work Stoppage Policy.

Priority B – a condition or practice likely to cause serious injury or illness resulting in temporary disability or property damage that is disruptive but not extensive. Corrective action within 3 days is necessary.

Priority C – a condition or practice likely to cause minor, non-disabling injury or illness, or non-disruptive property damage. Corrective action within 2 weeks or as defined is necessary.

B-4 WORK REFUSAL OR WORK STOPPAGE

Policy

Jeffery's Greenhouses is committed to providing a healthy and safe work environment for its employees and visitors. It is our policy to ensure that adequate measures are provided for a systematic process of investigating all "work refusal" situations and reports of "dangerous circumstances" to encourage a quick resolution.

B-4 WORK REFUSAL OR WORK STOPPAGE

Purpose

In accordance with the Occupational Health and Safety Act, in the event that a Jeffery's Greenhouses employee encounters unsafe working conditions, or where the required equipment, tools or machinery present a serious health and safety concern, the employee shall have the right to refuse any work that they believe to be unsafe.

The purpose of this policy is to ensure the **prompt, effective** and **correct** handling of “Work Refusal” for situations perceived to be in “Imminent Danger” or “Dangerous Circumstances” as required under Sections 43 to 49 of the Occupational Health and Safety Act and to encourage their quick resolution.

B-4 WORK REFUSAL OR WORK STOPPAGE

Definitions

Work Refusal is the process detailed in Section 43 of OHSА where any worker may refuse to work or do particular work where he or she has reason to believe that the health and safety of the worker or others in the workplace is endangered.

Dangerous Circumstance is defined by Section 44 (1) of OHSА as:

- ❖ A provision of the Act or the regulations is being contravened.
- ❖ The contravention poses a danger or hazard to a worker.
- ❖ The danger or hazard is such that any delay in controlling it may seriously endanger a worker.

B-4 WORK REFUSAL OR WORK STOPPAGE

Work Stoppage is the process detailed in Section 45 and 46 of OHSA where;

Bilaterally (Section 45) the certified JHSC representatives (both a worker and a management representative) order management to stop the work or stop the use of any part of the workplace/equipment/machine/device or article if they have reason to believe that dangerous circumstances exist.

Or

Unilaterally (Section 46) a certified JHSC representative (either worker or management representative) may stop the work if they have reason to believe dangerous circumstances exist and either the Company has adopted or the MOL has ordered the Company to use the unilateral procedure defined in section 46 for work stoppages.

For the purposes of Jeffery's Greenhouses, a bilateral work stoppage procedure shall be adopted.

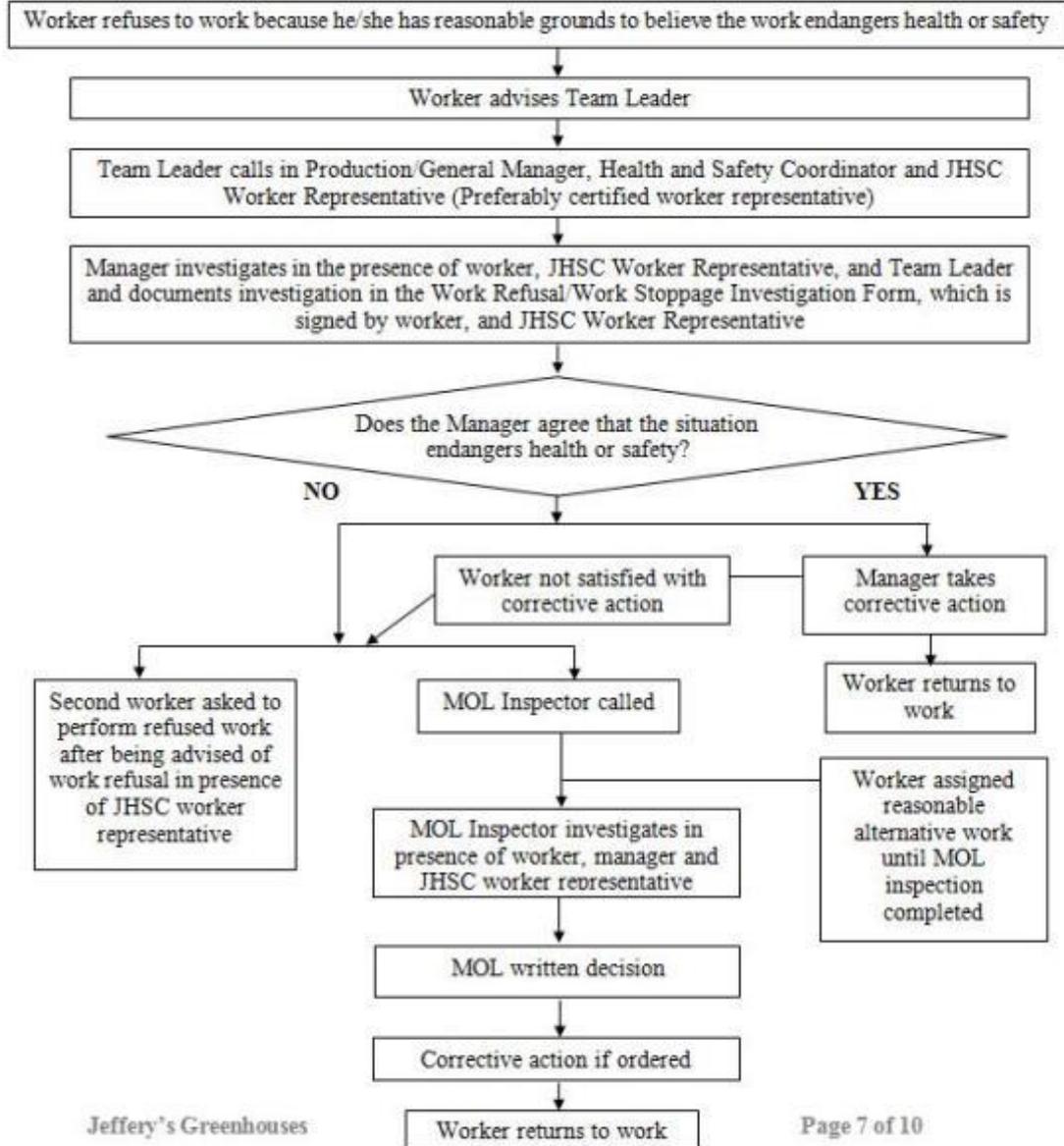
B-4 WORK REFUSAL OR WORK STOPPAGE

Roles and Responsibilities:

During a Work Refusal or Work Stoppage, **The Team Leader** is responsible to immediately....

- ❖ **Advise** Senior Management (the General Manager or Production Manager), the Health and Safety Coordinator and a JHSC Worker Representative (certified member preferably) of the work refusal.
- ❖ **Assign** the worker alternate work pending the investigation at which time the worker shall observe and participate in the investigation.

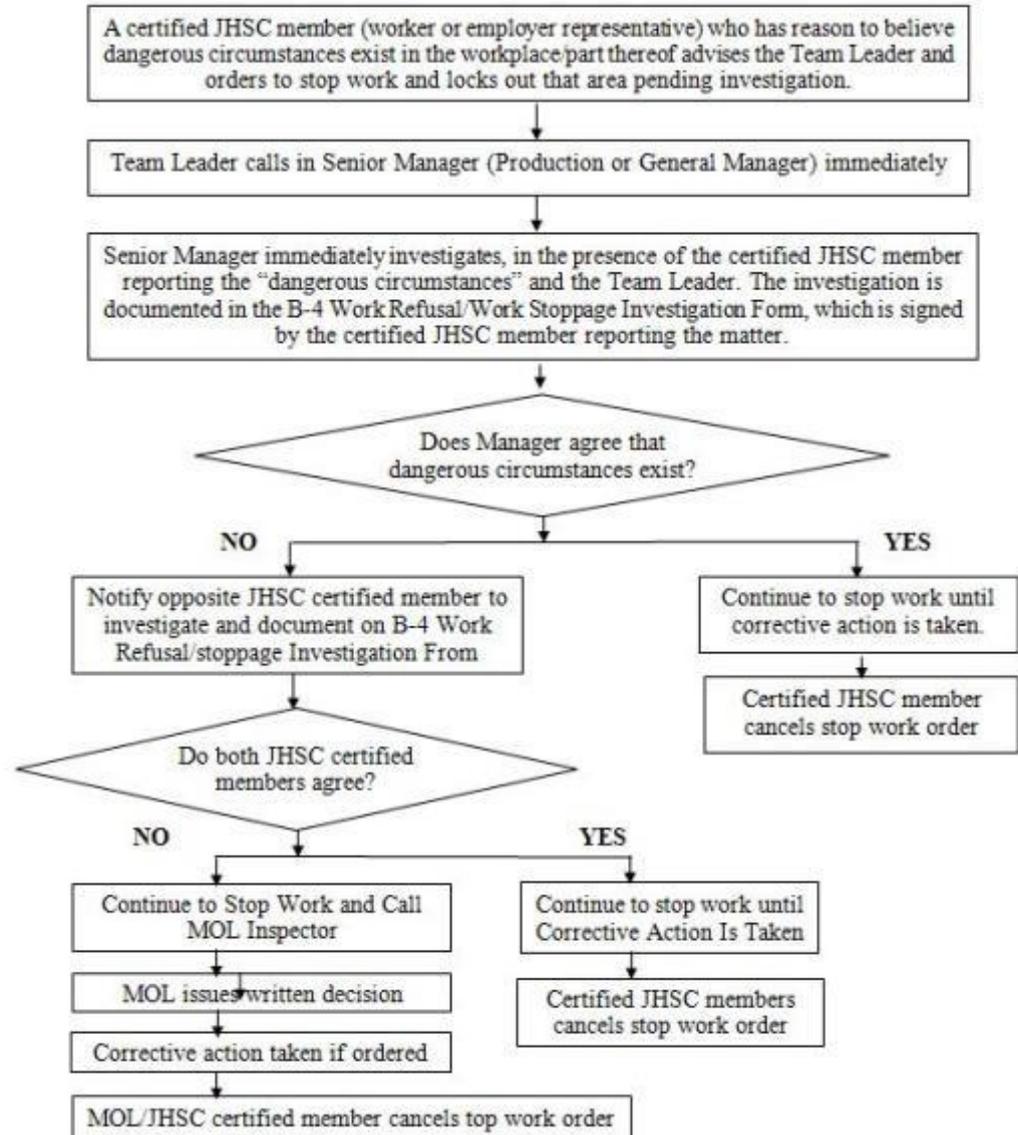
Work Refusal Procedures



B-4 WORK REFUSAL OR WORK STOPPAGE POLICY

Issue Date: July 19, 2017	Revision Level: 01	Next Review: July 19, 2022
Created by: Human Resources (Health & Safety Coordinator)	Approved: General Manager	Approved: President

Procedures for Bilateral Work Stoppage – “Dangerous Circumstances”



B-4 WORK REFUSAL OR WORK STOPPAGE

Work Stoppage Investigation by Management

- ❖ Senior Management (General Manager/Production Manager) shall conduct an investigation into the situation immediately after learning of the work stoppage in the presence of the Team Leader and the JHSC certified worker member and shall work to find an effective, safe and mutually agreeable resolution to the issue.
- ❖ The Health and Safety Coordinator may assist in the investigation.
- ❖ The details of the work stoppage investigation and its resolution will be documented in a B-4 Work Refusal/Work Stoppage Investigation Form by all the participating parties (Team Leader, Manager and JHSC representative(s) ordering the work stoppage).

B-4 WORK REFUSAL OR WORK STOPPAGE

If following the Management's investigation of the Work Stoppage, the JHSC certified member is not satisfied with the corrective action taken or still has reasonable grounds to believe that the **“Dangerous Circumstances”** still exist the second certified JHSC member representing the other workplace party shall be called in to investigate.

If both JHSC certified members do not agree that **“Dangerous Circumstances”** exist then Senior Management or the Health and Safety Coordinator or the JHSC certified member shall contact the MOL inspector and await their decision.

Management will abide by the work stoppage until remedial action is taken that has either been agreed to by the certified JHSC member(s) or has been ordered by the MOL.

C-1 - ACCIDENT/INCIDENT INVESTIGATION

Policy

It is our policy to ensure that adequate measures are provided for a systematic process of investigating all accidents and incidents. In the achievement of this commitment everything reasonably practicable is established to determine the cause of accidents and to implement corrective action to prevent further similar accidents.

C-1 - ACCIDENT/INCIDENT INVESTIGATION

Purpose

The purpose of this policy is to provide practical measures that can be used to make objective reliable assessment of the accidents or incidents that occur. Based on the extent and nature of the injury, the purposes for investigating may include:

- ❖ Identifying the immediate and underlying/root causes and determining how these resulted in the injury.
- ❖ Identifying and documenting those areas that require attention.
- ❖ Analyzing the data and defining ways to prevent similar injuries or incidents.

C-1 - ACCIDENT/INCIDENT INVESTIGATION

Purpose Continued....

- ❖ Making recommendations which will reduce similar future injuries.
- ❖ Assisting in improving or updating policies, procedures and training programs.
- ❖ Directing attention to safety within the workplace by providing information to other workers.
- ❖ Ensuring legal compliance with OHSA.

C-1 - ACCIDENT/INCIDENT INVESTIGATION

Roles & Responsibilities

The **Team Leader** of the area will **ensure** that the injured employee receives the appropriate medical care and will **notify** appropriate company personnel (certified First Aid person, Human Resources, and Department Manager) of the occurrence, and complete a Personal Injury/Accident and Property Damage Report as soon as is possible after the occurrence.

C-1 - ACCIDENT/INCIDENT INVESTIGATION

Roles & Responsibilities Continued....

Health & Safety Coordinator, **Team Leader/Manager** (and if a critical/fatal injury is involved, a certified JHSC worker member and anyone else so designated by the JHSC or Management who have knowledge/expertise in the area) are responsible for investigating the accident/incident within 24 hours of the occurrence and documenting this investigation on the Accident/Incident Investigation Form and provide any recommendations.

All employees are required to **cooperate** with the accident investigation process including the gathering of information from employees and preparation of witness statements (documented on the Witness Statement Form).

C-1 - ACCIDENT/INCIDENT INVESTIGATION

Definitions

Critical injury – Regulation 834/90 of OHSA defines a critical injury as an injury of a serious nature that :

- ❖ Place life in jeopardy
- ❖ Produces unconsciousness
- ❖ Results in substantial loss of blood
- ❖ Involves the fracture of a leg or arm but not a finger or toe
- ❖ Involves the amputation of a leg, arm, hand or foot but not a finger or toe
- ❖ Consists of burns to a major part of the body; or
- ❖ Causes the loss of sight in an eye

C-1 - ACCIDENT/INCIDENT INVESTIGATION

Definitions Continued:

Accident – an undesired event, which results in harm to people, damage to property or loss to the organization (such as loss of production).

Incident – an undesired event in which the potential for personal injury, property damage or loss to the organization is high.

Occupational injury – is damage or harm done to the body, resulting from a workplace accident.

Occupation illness – is a health problem caused by exposure to a health hazard in the workplace.

C-1 - ACCIDENT/INCIDENT INVESTIGATION

Procedure For Fatal or Critical Injury Investigation:

The investigation should begin only after the injured worker(s) has received medical attention and the accident scene is safe.

A planned approach is followed incorporating the following action sequence:

1. The removal of evidence or change of conditions at the accident scene is prohibited.
2. An accident investigation kit is present at all times at the work site (located in the Production office) and used for the investigation.
3. Notify the appropriate people.
4. Investigate and document results on the Fatal or Critical Injury on the Investigation Form
5. Report

C-1 - ACCIDENT/INCIDENT INVESTIGATION

Procedure For Non-Fatal or Non-Critical Injury Investigation:

The steps involved in a non-critical accident investigation are the same steps listed in the Fatal or Critical Injury Investigation except that the accident or injury does not need to be reported to the Ministry of Labour. The information collected during the investigation is closely analyzed to determine underlying/root causes.

1. Secure and Manage the Accident Scene
2. Notify Appropriate Personnel
3. Investigate
4. Accident Analysis

Creating a Culture

How do we define a culture?

- ❖ A common set of attitudes, values and beliefs shared by an organization.
- ❖ “The way things are around here.”

By developing a strong safety culture, we ultimately create an environment where each employee becomes responsible for their safety and the safety of their fellow employees.

Safety Culture Benefits

- Unsafe behavior stands out.
- Unsafe behavior is unacceptable.
- Safe work is influenced through peer pressure.
- Consistent planning and task execution.
- Cost avoidance.

Common Beliefs

Safe work cultures start with simple, common beliefs that are supported by all employees in an organization.

- ❖ Every incident could have been avoided.
- ❖ No job is worth getting hurt over.
- ❖ Every job will be done safely.
- ❖ Most importantly, we believe that safety is **everyone's responsibility.**
- ❖ "I am my brother's/sister's keeper"

Safety Program Fundamentals

A safety culture is built through the establishment of a fundamentally sound safety program.

- ❖ Management commitment
- ❖ Policy statement
- ❖ Program goals
- ❖ Employee recognition
- ❖ Employee training
- ❖ Hazard analysis / correction
- ❖ Behavior-based safety

Supervisor Role in a Safety Culture

- Task planning
- Employee education
- Enforcement
- Leadership by example
- Clear communication

Safety Culture

What it Isn't

- ❌ Created in the absence of visible leadership
- ❌ Exclusive
- ❌ Created by mandate
- ❌ A regulatory requirement
- ❌ Created in a short time
- ❌ Created with little effort
- ❌ Maintenance-free

Transforming a Safety Culture

Who does it start with?

Everyone, including You!

Signs of an Established Safety Culture

- ❖ Management leading by example.
- ❖ Reduced injury rates.
- ❖ Changes in employees' attitudes regarding safety.
- ❖ Heightened participation by employees in safety meetings.
- ❖ More conversations regarding safety.
- ❖ Employees adhering to safe work practices in the absence of the supervisor.

How Can We Get There?

Long-term
achievement is a
product of
day-to-day effort.

Be S.M.A.R.T

Goal Setting for Peak Performance

Specific: Choose an actual task or responsibility to be performed by employee. The task/responsibility should be clear and easy to understand.

Measurable: You must choose the appropriate measurement for defining each employee's task/responsibility.

Achievable: Can this task/responsibility be accomplished or completed by the employee?

Relevant: Does the employee's task/responsibility directly contribute to the mission/goals of the department and to Jeffery's Greenhouses.

Time-Based: There should be a clear timeframe, deadline, or other time-based expectations when the action, activity or behavior will take place

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- Working in pairs within your team and consultation with your manager, take 10 minutes and complete 1 to 2 professional goals for yourselves as supervisors and managers.
 - Use the provided S.M.A.R.T Goal and Objectives Worksheet.
 - How are you going to take what you learned today and apply it in your role as a supervisor?
 - What do you want to try and improve upon before our next session in January.
 - What is something new you've heard today that you haven't tried but you want to implement.
 - Use some of the good traits and characteristics discussed in the beginning to create your S.M.A.R.T goal.

Remember

Specific	Measurable	Achievable	Realistic	Timely
S	M	A	R	T
G	O	A	L	S
What do you want to do?	How will you know when you've reached it?	Is it in your power to accomplish it?	Can you realistically achieve it?	When exactly do you want to accomplish it?

Safety



Safety has no final destination.....



It is a constant journey.