



**LEADERSHIP ESSENTIALS FOR 2020
AND BEYOND
STRIVING FOR Safety Excellence
Part II**

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Welcome

Quick Review of Part 1- Fundamentals

- Reviewed best and worst traits of a supervisor
- Talked about what kind of supervisor you wanted to be.
- Discussed how to be an Effective Safety leader and develop a Safety Culture
- Reviewed B-1 Roles and Responsibilities

Quick Review of Part 1- Fundamentals

Reviewed policies including:

- B-3 Supervisory Competency
- A-5 Worker Orientation
- A-6 Disciplinary Policy for Health and Safety
- C-2 Workplace Inspections
- B-4 Work Refusal/Work Stoppage
- C-1 Accident Investigations

Quick Review of Part 1- Fundamentals

Wrapped up by discussing goals to create a safety culture using S.M.A.R.T method

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?

Part II's Agenda

- Review background and reasoning as to why this training is required.
- Further detail to definitions of roles and their responsibilities.
- Identifying Hazards (R.A.C.E)
- Specific Hazard Review
 - WHMIS 2015 Review
 - Industry Analysis.

Part II's Agenda

- Importance of Documentation.
- Managing Workplace Conflict.
- Workforce Diversity and how it relates to supervisory challenges.
- What does the role of a supervisor look like for 2020?
- Resources available to you.

Why is this training required?

- Work related injuries, illnesses and deaths are tragic, and too common
- Many workers try to rush or feel pressured to work quickly.
- Young workers, newcomers to Ontario, and workers that are new to the industry or type of job are particularly vulnerable
- This is where the law steps in.
- Your role is vital towards setting a sound safety standard
- Training, experience and knowing what is expected of you and your workplace can save a life.

We Must All Learn from Tragedy

- On December 24th, 2009 four construction workers died after falling 13 floors from a high-rise apartment building in Toronto.
- The scaffold that they were using collapsed.
- The Ontario Ministry of Labour appointed a panel to review occupational health and safety
- Employers whose workplaces are covered by the OHSA are obligated by law to provide basic health and safety awareness training to all workers and supervisors.

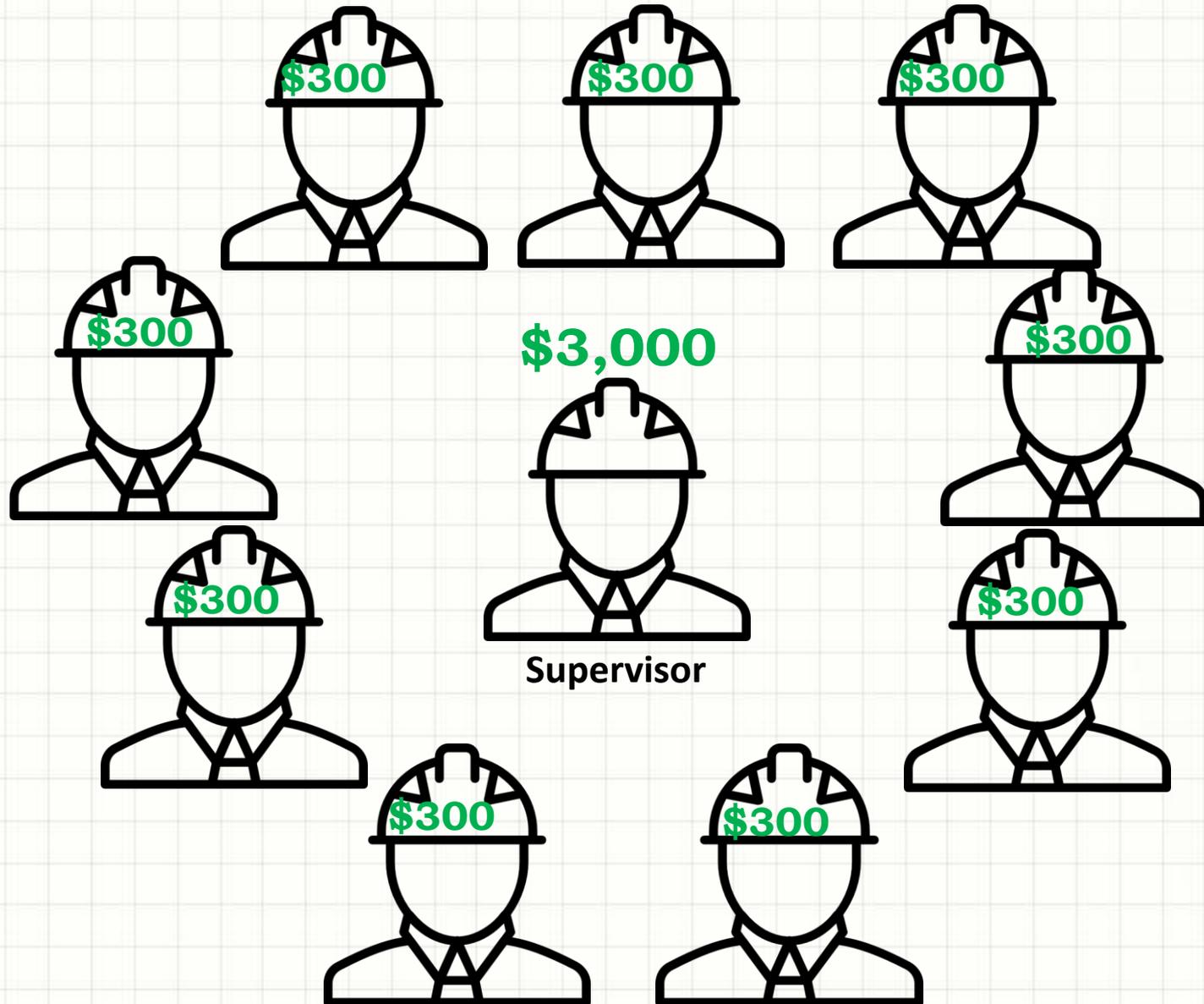
Why is this training important?

- Ontario is committed to improving health and safety in all workplaces.
- Knowledge, Training and Experience are all important elements in the process.
- It is your duty to know about the legislation that applies to your workplace, what the law demands of you and how the law impacts every individual.
- You need to know about specific and common hazards and how you can keep yourself and those you supervise safe.

Why is this training important?

- Everyone plays an important part when it comes to workplace health and safety.
- Because supervisors hold authority over workers, they can be held responsible under the law when it comes to workplace health and safety.
- This means you can be fined, imprisoned or even criminally charged for not complying with or acting against what the OSHA and its regulations require of you.

Case Review: Unidentified company story shared at 2019 WSPS symposium



Case Review: Toronto Plastics Company, Supervisor, Fined After Worker Suffers Permanent Injury-September 29, 2017

- TORONTO, ON - An employer and a supervisor pleaded guilty and were fined a total of \$53,000 after a temporary worker was permanently injured on a forklift.
- Under the Occupational Health and Safety Act (OHSA), an **employer** has the duty to ensure that the measures and procedures prescribed by Ontario labour regulations are carried out at a workplace.
- In addition, a **supervisor** must ensure that a worker works in the manner and with the protective devices, measures and procedures prescribed by the applicable regulations.

Case Review: Toronto Plastics Company, Supervisor, Fined After Worker Suffers Permanent Injury-September 29, 2017

- Ontario Regulation 851 - requires that a lifting device be operated only by a "competent person." The co-worker was not a "competent person" as defined by the OHSA. The definition under the act means a person who (a) is qualified because of knowledge, training and experience to organize the work and its performance; (b) is familiar with the OHSA and the regulations that apply to the work, and (c) has knowledge of any potential or actual danger to health or safety in the workplace.
- Both the company and a supervisor, Joe Latchminarine, pleaded guilty in Toronto court on September 28, 2017. Justice of the Peace Jane Hawtin imposed a fine of \$50,000 on Regency Plastics and a fine of \$3,000 on the supervisor.

\$62,500 Penalty for Company After Worker Falls from Ladder December 6, 2019

- A St. Thomas manufacturer has been fined \$62,500 after pleading guilty to violating the Occupational Health and Safety Act (OHSA). The conviction stems from an incident in September 2018 when a worker was critically injured after falling from a stepladder.
- The worker had been assigned to inspect the roof. To gain access, the worker had to climb a six-foot aluminum stepladder to reach a vertical fixed access ladder attached to the side of the building. While standing on the top cap of the stepladder, the stepladder tipped over, causing the worker to fall to a concrete pad below.

\$62,500 Penalty for Company After Worker Falls from Ladder December 6, 2019

- An investigation by the Ministry of Labour concluded that the company failed to take the reasonable precaution of providing a safe means of access to the roof of the facility. This is a violation of section 25(2)(h) of the OHSA which states that an employer shall take every precaution reasonable in the circumstances for the protection of a worker at the workplace.
- The court proceeded to fine the company \$50,000 for the violation. The court also imposed a \$12,500 victim fine surcharge, bringing the total fine to \$62,500 for the manufacturer.

How the Critical Injury and Conviction Could Have Been Prevented?

- Do workers understand their rights?
- Were the worker and supervisor trained in Ladder Safety or Working at Heights?
- Was the workplace routinely inspected for hazards?

Impact of Leadership

- Safety Excellence is about getting the right behaviour from people.
- As a leader you have a tremendous impact by what you;
 - ✓ Say
 - ✓ Do
 - ✓ Don't Say or Do

Jeffery's Greenhouses values our People, Customers and Reputation

Visible Leadership

**Primary Key for Achieving
Safety Success;**



**Safety
Leadership**

=

**Visible
Commitment**

Your Job as a Safety Leader is to....

- Explain the Health and Safety program to employees.
- Provide effective feedback.
- **INTERVENE:** Never walk past an unsafe act or condition. To do so is to approve the activity or condition.
- **Seek** to understand why the situation or behaviour was that way.
- By doing so **correct** the problem not treat the symptom.

Leading in Your Work Area

- “Walk the Talk”
- Demonstrate your commitment to safety with visible actions.
- Follow Through
- **Never** turn a blind eye
- Hold others accountable



Importance of Leadership

- Excellent Performance Requires Your Leadership
- **As a leader you should know:**
 - ❖ The importance of leadership in getting the proper behaviours.
 - ❖ How our safety programs work and your roles and responsibilities to make them function.

Your Role as a Supervisor

- You have a lot of responsibilities.
- Being a supervisor can be hectic and stressful.
- Sadly, this sometimes results in lapses in judgement that can have serious and tragic results.
- Setting a safety example and constantly being aware of the safety of others is the most important part of your job.

The Internal Responsibility System (IRS)

- The OHSA and its regulations, assign various duties and accountabilities to each person in a workplace depending on their level of authority.
- Each person has a unique role which makes sure every person is working towards the same, common purpose which is a safe and healthy work environment.

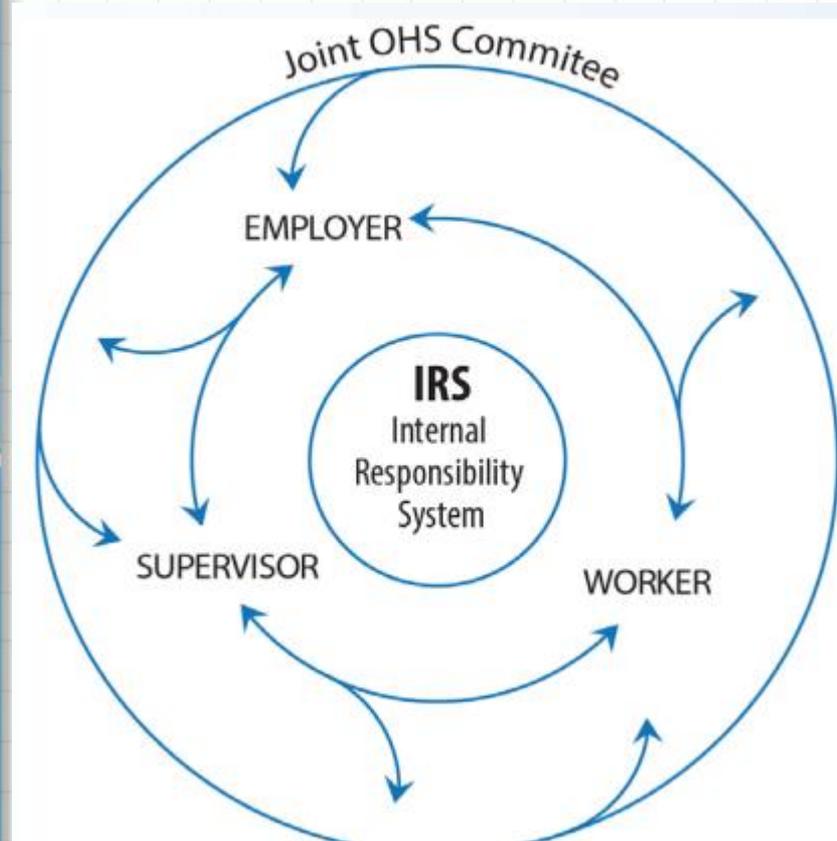
The Internal Responsibility System (IRS)

- This is called the Internal Responsibility System or (IRS). This is a philosophy framework by which all Canadian workplaces apply and comply with health and safety best practices and legislation.
- The IRS is a system within an organization where everyone has a direct responsibility for the health and safety as an essential part of his or her job..

The Internal Responsibility System (IRS)

Everyone has various roles for health and safety which are clearly defined in the act;

- Employer
- Supervisors
- Workers
- Joint Health and Safety Committee (JHSC)



Why is the IRS important?

- **It's the law:**

Both Employers and Supervisors are accountable for compliance to OSHA.

- **It makes good business sense:**

Protecting assets, including your workforce, lets you operate smoothly and profitably.

- **It's the right thing to do:**

You don't want to, by action or inaction, cause anyone harm.

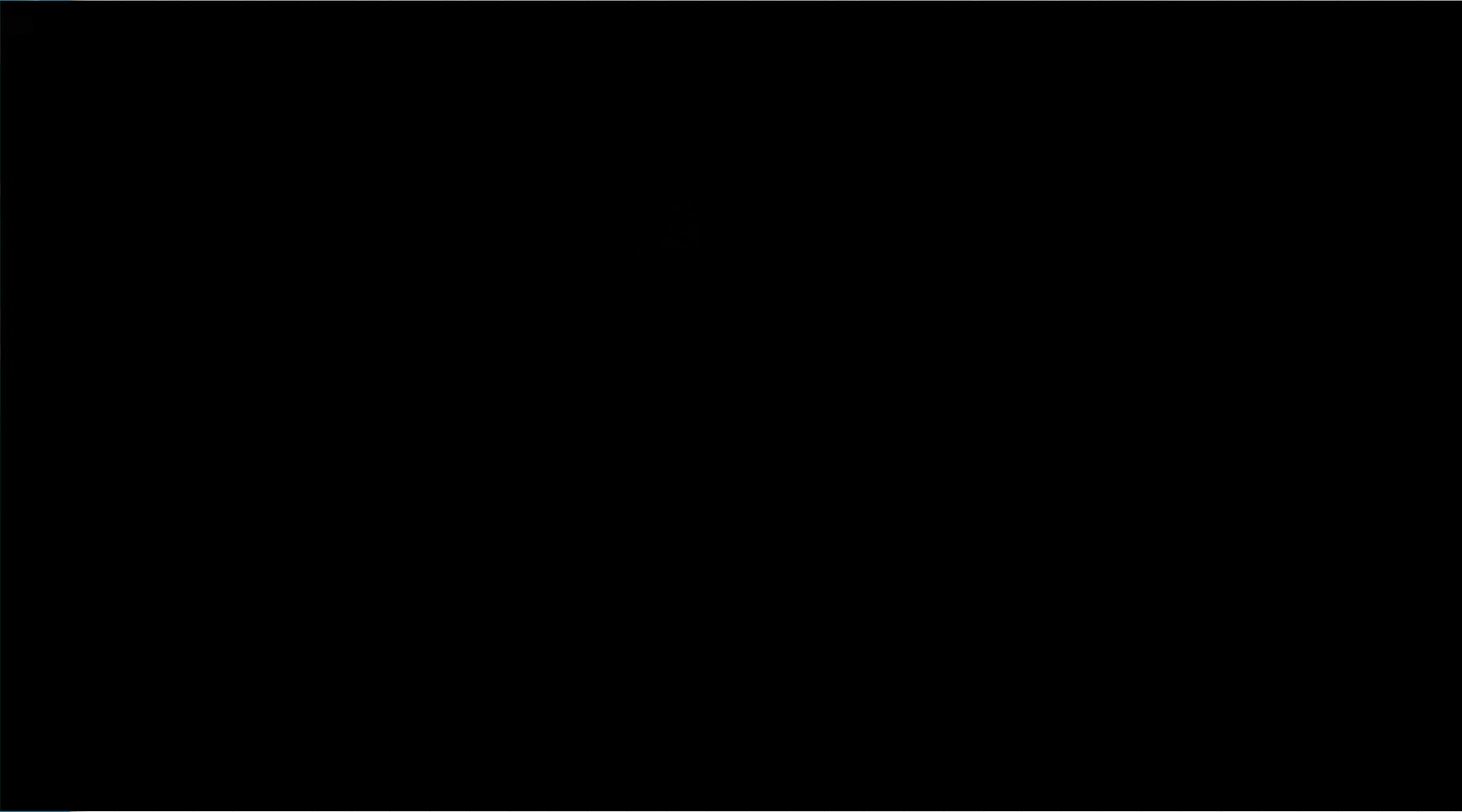
Who is affected when the IRS breaks down?

- Unsafe work conditions and unsafe work practices can and do cause injuries and illnesses. It affects many parties, including;
 - Worker
 - Family
 - Community
 - Business

Benefits of an IRS

- Strong Safety Culture
- Everyone sharing in the same vision of a safe and health workplace.
- A safer workplace is more cost effective for everyone.
- Compliance with legislation.

Everyone gets to go home at
the end of the day.



How does an IRS work?

- Defines roles and responsibilities
- Hazard Identification and Hazard Control
- Education and Training
- Documentation

Everyone in the organization and on the work site according to the OHS&A is provided safe work policies and procedures.

Safety Culture

- A health and safety culture requires all workplace parties to pay constant appropriate attention to workplace health and safety.
- The workplace parties must work in a collaborative manner on health and safety issue and work to solve problems and make improvements on an ongoing basis.
- The goal is to develop and maintain a sustainable health and safety culture where everyone is committed to the prevention of injuries and illnesses and the reduction of risk.

General Duties Assigned to Each Party.

- **Employers:** responsible for developing programs, policies and procedures to protect workers and ensure that they work in accordance with OSHA and applicable regulations.
- **Supervisors:** responsible for ensuring that workers work in accordance with OSHA and applicable regulations as well as the employer's policies and procedures.
- **Workers:** responsible for working on accordance with OSHA and applicable regulations and the employer's policies and procedures.

Employer Definition

- Because the employer has authority over everyone (both workers and supervisors), they are given the most responsibility when it comes to health and safety in the workplace.

Workplace Differences

In some workplaces, roles may overlap, or one person may be responsible for the duties assigned to two levels.

Example

- In a small company, an employer and a supervisor might be the same person and would be responsible for the duties under the OSHA that apply to both roles.
- It is important to know how you are defined under the legislation and your corresponding obligations.

Worker Definition

- Performs work or supplies services for monetary compensation.
- A secondary school student who performs work or supplies services under an authorized work experience program for no monetary compensation under a program approved by a post-secondary institution.
- Such other persons as could be prescribed who perform services but do not receive monetary compensation.

Supervisor Definition

A supervisor: a person who has charge over a workplace or authority over a worker.

- Inspectors determine the question of authority over a worker by looking at the ability to discipline and their assigned duties.
- Managers, group and team leaders may all fall under the definition of a supervisor depending on their assigned duties.

Supervisor Definition

In most cases determining whether or not a person has authority will come down to their ability to discipline. If the person has the authority to discipline or recommend disciplinary action, then they are a supervisor.

Supervisor Definition

A person without the ability to discipline or recommend discipline, could still be a supervisor as defined in the OHSWA, if he or she has some of the following responsibilities:

- determining the tasks to be done, and by whom,
- directing and monitoring how work is performed,
- managing available resources such as staff, facilities, equipment, budget

Supervisor Definition

- deciding on and arranging for equipment to be used on a job site,
- deciding the make-up of a work crew,
- deciding on and scheduling hours of work,
- dealing directly with workers' complaints, or
- directing staff and other resources to address health and safety concerns.

Competency

An employer is required by law to appoint a “competent person” to be a supervisor.

A competent person is one who:

- Is qualified because of knowledge, training and experience to organize the work and its performance.
- Is familiar with this Act and the regulations that apply to the work.
- Has knowledge of any potential or actual danger to health or safety in the workplace.

Workers:

Specific Responsibilities

- When a worker comes to you for help or has questions, you should be prepared to help them.
- Remember they are relying on your competency to help them perform their work safely and in compliance with employer's policies as well as applicable legislation.
- Therefore it is very important that you know their rights and duties as well.

The OSHA requires that workers:

- Comply with the law and follow policies and procedures.
- Wear or use the personal protective equipment as instructed.
- Perform work and act in a way that will not cause harm.
- Report hazards that they come across.

The Three Rights of Workers:

In addition to these responsibilities workers have rights under OSHA that protect them.

- The Right to Participate
- The Right to Know
- The Right to Refuse Unsafe Work

Protection from Reprisals

- Workers have protection under the law from reprisals.
- They cannot be punished in anyway if they have reason to believe that the work is unsafe.
- **Workers have the right to refuse unsafe work. It could save a life.**
- They cannot be fired, disciplined, suspended, penalized, intimidated, threatened for obeying the law.

Rights must be used responsibly

- When a worker refuses unsafe work it must be taken seriously by everyone.
- Workers are expected to use this right responsibly.
- It must be based on a real belief that performing a job is dangerous and may cause injury or even death.
- Refusing unsafe work must be based on reasonable grounds and a sincere concern for safety.

Inherent Risk

- Some occupational environments have an inherent risk such as on construction sites.
- It would not be reasonable for a construction worker to refuse to climb a ladder simply because he could fall.
- However, if that ladder had a broken rung then the worker would have reasonable grounds to refuse the unsafe work until the issue was resolved.

Worker: Report the Circumstances

- The worker must promptly tell their supervisor or employer.
- They must state that they are refusing to do the work because they believe they are in danger.
- They must give the reason why (known as “circumstances of the refusal”)
- Ontario workers can also refuse work based on violence.

Requirements for Refusing Unsafe Work

- Telling a coworker does not initiate the work refusal process.
- The worker must tell a supervisor or employer and preferably a health and safety representative.
- A work refusal is an individual act.
- The supervisor or employer must immediately investigate the circumstances.
- “Circumstances of the refusal”-the worker must provide an explanation of why they feel the work endangers their health and safety.

What if the Worker Still Believes There is Danger?

- Usually the employer, supervisor or health and safety representative will be able to fix the issue and the worker can return to work.
- A worker still has rights if they continue to feel unsafe after the refusal has been looked into.
- The worker may continue to refuse the work and the Ministry of Labour will be called in to investigate the circumstances.
- The employer or supervisor may assign alternative work during this period.

The Supervisor's Role to Protect Worker's Rights

- It is part of your job to know about the rights of workers and what your duties are to protect those rights.
- Encourage workers to participate in workplace health and safety matters.
- Inform and instruct workers on identifying and dealing with hazards associated with their job.
- Know what to do when a worker refuses unsafe work.

How to Put These Duties into Practice Every Day

Your employer's health and safety policy is an important document that needs to be part of your daily activities as a supervisor.

You are responsible for ensuring workplace health and safety policies are put into practice at all times. Ways you can do this are;

- Become an expert on the health and safety program your company has put in place.

How to Put These Duties into Practice Every Day

- Make sure that workers are using and wearing the required personal protective clothing and equipment.
- Set an example for employees by acting in the manner you are required to under the law. Never let anything slide. Don't make any exceptions to “ get the job done.”
- Be an effective listener and communicator. And a great leader who leads by example.

How to Put These Duties into Practice Every Day

- Tell employees about workplace hazards and what they need to do to be safe.
- Plan for the work to be performed each day and monitor that it is being performed safely and in accordance with the policies and procedures.
- Work with your employer to build the effectiveness of your health and safety program and how to properly monitor and assess it.

Hazards Are Everywhere

- Some people think that they don't need to worry about safety in certain types of workplaces.
- These types of workplaces might not be seen as “dangerous” when compared to a warehouse or construction site.
- **EVERY workplace has hazards.**

Be Aware of Complacency

- Once of the greatest risks to worker safety is complacency.
- Individuals may think that their work place is safe because there has never been an accident. This isn't true.
- Ministry of Labour inspectors will tell you that there are potential hazards in every working environment.
- Some work places with no accidents have just been lucky.
- You need to be vigilant for potential hazards at all times.

Your Role as a Supervisor or Team Leader

- Ensure that workers know about the physical hazards at work, including tools and equipment or machinery that are used
- Before using any equipment for the first time, you should make sure that workers have been given the proper instruction on safe operation.
- Workers should be able to approach you with questions and you need to know the answers.

Workplace Hazards

Before the start of each shift, all supervisors should do a quick Safety review and ask themselves the following questions:

- 1) Is my equipment in good working order? Are the proper guarding, lighting in place?
- 2) Does my team have the proper PPE?
- 3) Is there anything that my team could slip on or trip over in my work area?
- 4) Does my team know how to do this task safely?
- 5) Have I checked in with my new workers to see how they are doing?
- 6) Have I scheduled a rotation plan for the day to avoid injury?
- 7) Have I reminded my staff to do their stretches?

Every Job Has Hazards

- A hazard is anything in the workplace that could hurt you or the people you work with. Every job has hazards, no matter how safe it looks.
- Studies show that new and young workers are four times more likely to get hurt during their first month on the job than at any other time.
- As the Supervisor, you must know about the hazards in your workplace, so that you can identify ways to keep your staff safe from hazards, prevent violence and train your staff, accordingly.
- When was the last time you reviewed the **C-6 Hazard Assessment** forms for your area with your team?

Common Workplace Hazards in Ontario are...

- Slipping, tripping or falling.
- Motorized vehicles
- Machinery
- Violence in the Workplace
- Repetitive movements

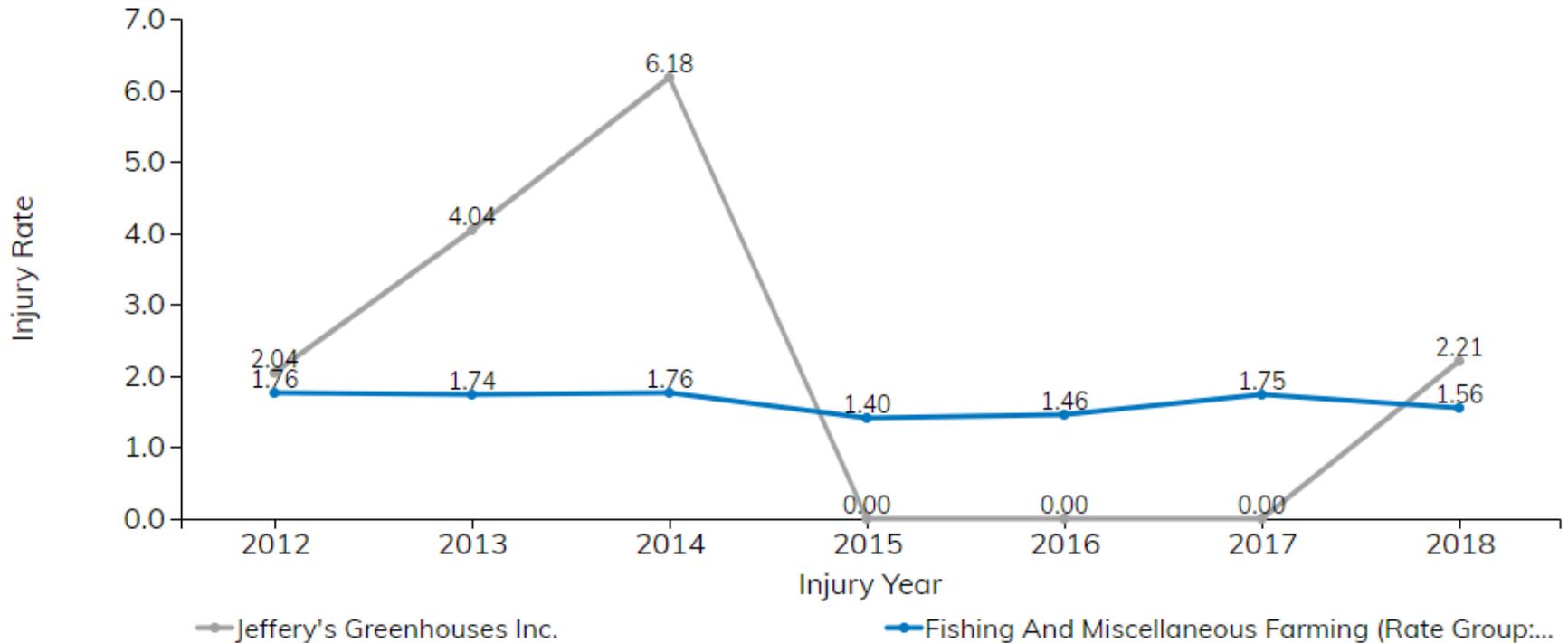


Most Common Workplace Hazards in our Sector (Agriculture)

- Struck by Objects or Equipment
- Overexertion
- Fall on same level.

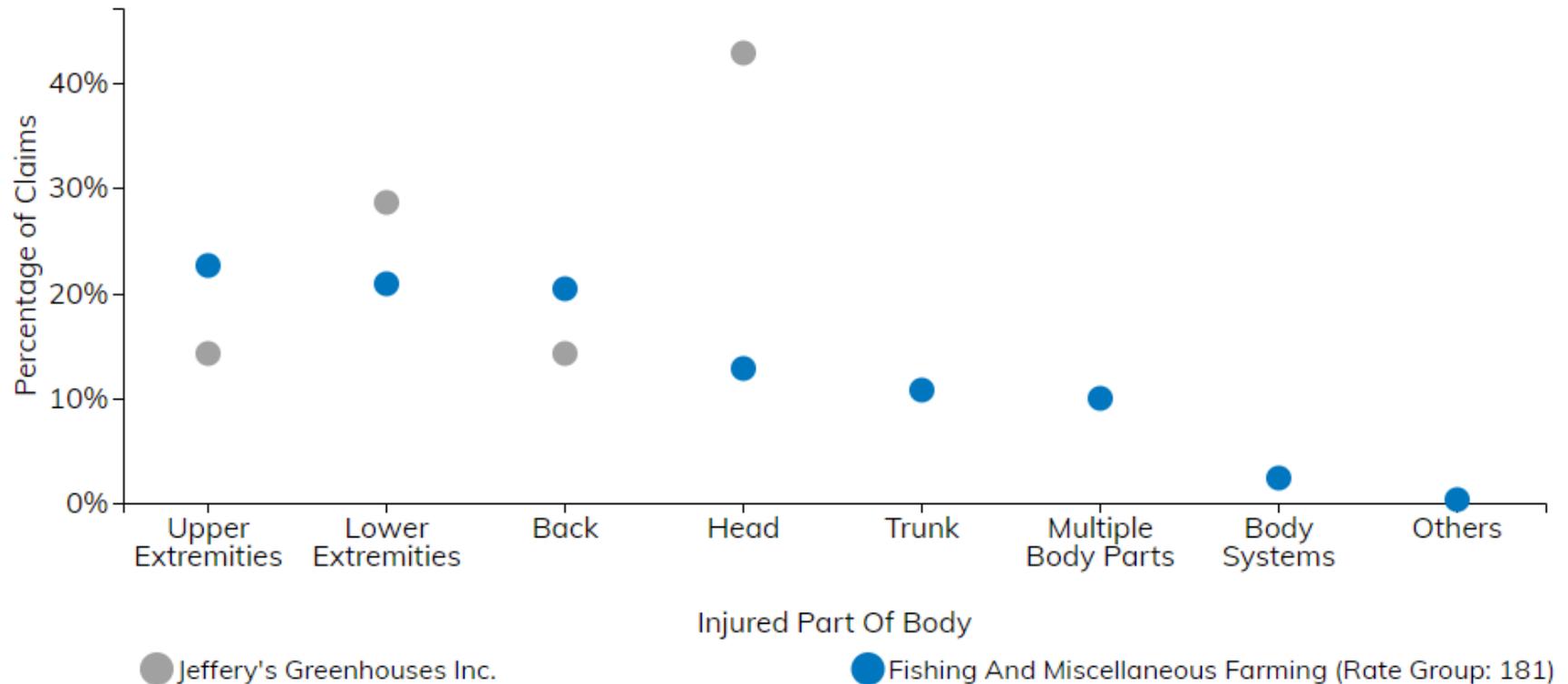
Lost Time Injury Rates for our Rate Group 181

Lost Time Injury Rates Comparison **i**



Leading Part of Body Injured for our rate group 181

Leading Part of Body Injured Comparison [i](#)

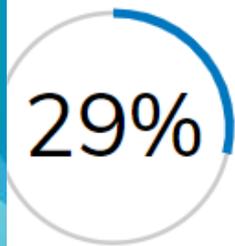


Leading Types of Claims for Jeffery's as of October 31, 2019 are:

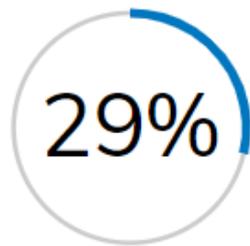
1. Back pain, hurt back.
2. Sprains and Strains
3. Abrasions, scratches and other superficial injuries.

Leading Types of Lost Time Injuries 2012-2018

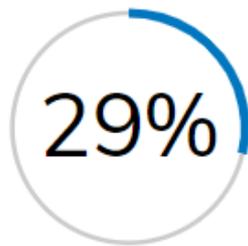
Leading Types of Lost Time Injuries 2012-2018 



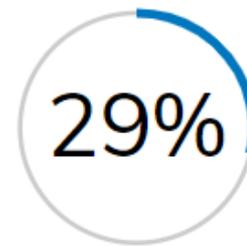
Part Of Body
Eye(s)



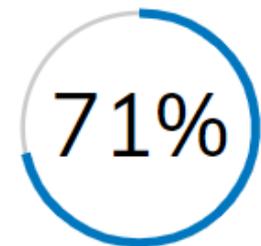
Nature of Injury
Abrasions, scratches
and other superficial
injuries



Source of Injury
Plant and industrial
vehicles, tractors

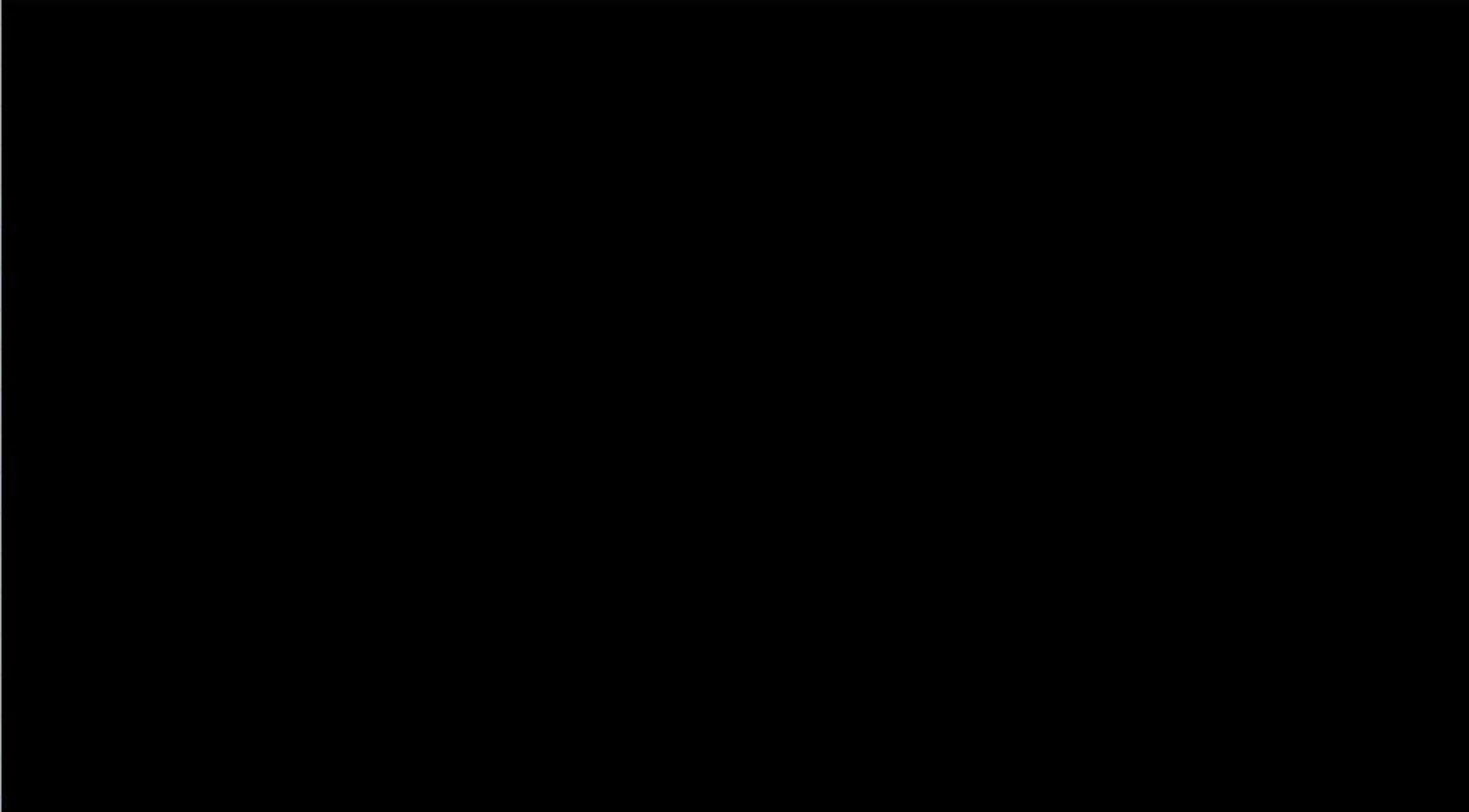


Event
Rubbed or abraded by
friction, pressure
or jarred by...

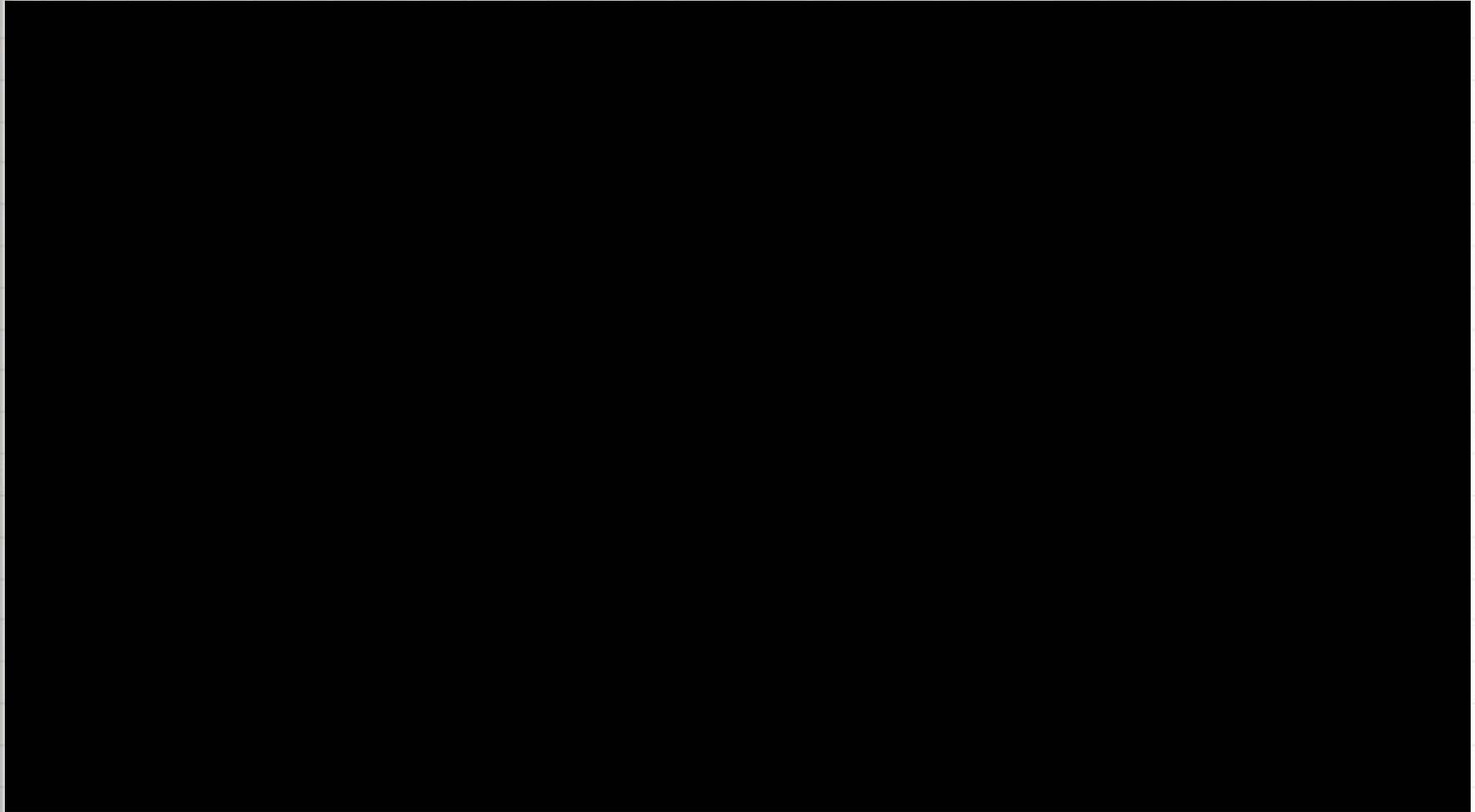


Occupation
Agriculture and
horticulture workers

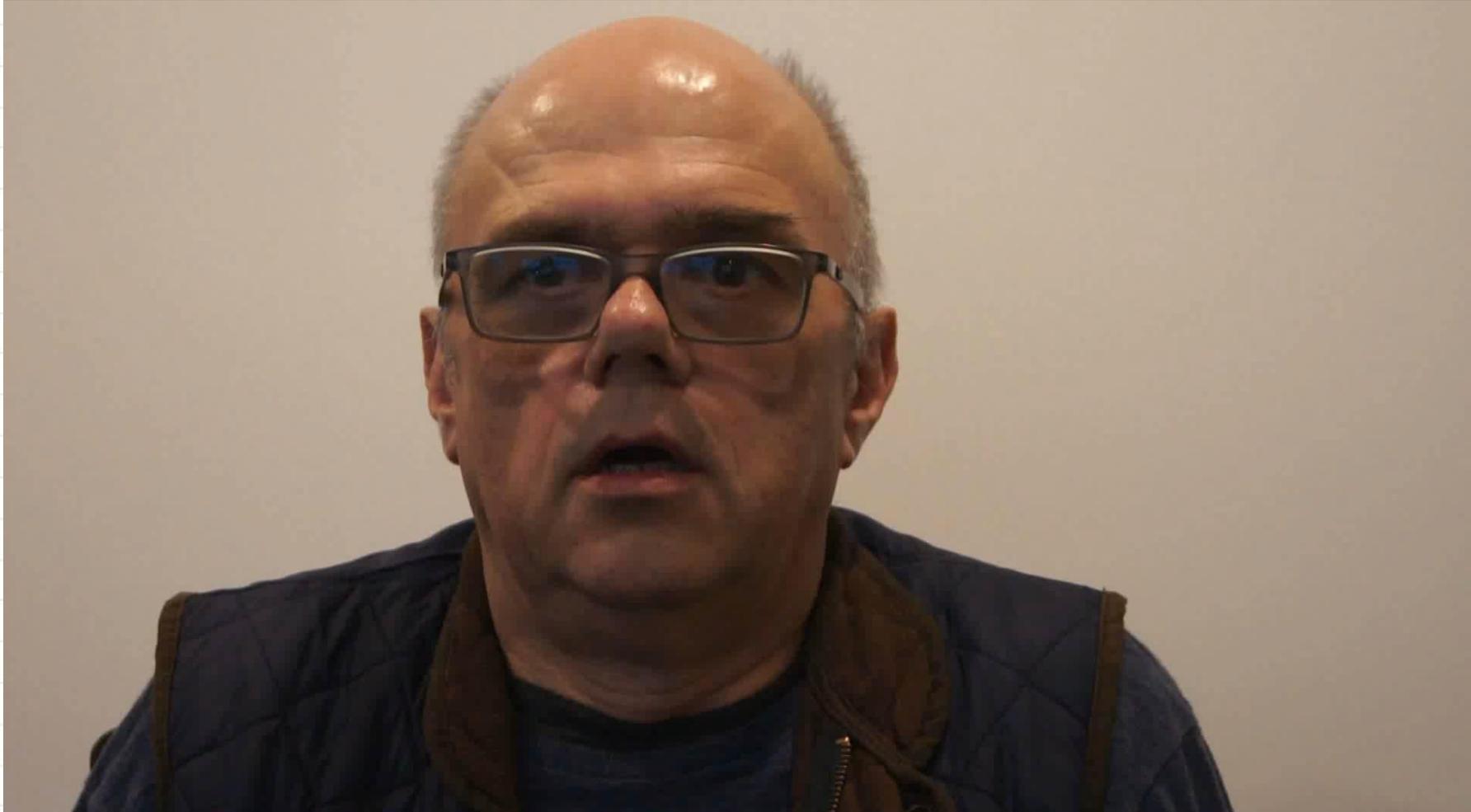
WHMIS 2015 Review



WHMIS 2015 Review



WHMIS 2015 Review



WHMIS 2015 Review

- What hazardous materials do you find in your workplace?
- What steps do you take to protect yourself and your workers?

Work-Related Illnesses

Latency refers to the concept that some occupational illnesses may not be immediately apparent or known. Rather, there may be a period of time between the initial exposure to a physical, chemical or biological agent and the appearance of the illness or disease.

Work-Related Illnesses

- There are workplace hazards that you may not be able to see, feel or hear.
- Be aware of these hazards because they can make someone sick over a period of time.
- These hazards have a long latency period after exposure , which means illnesses may not appear for a long time.

Work-Related Illnesses

Acute – sudden or brief. “Acute” can describe either the duration (length) of an exposure or a health effect. An acute exposure is a short-term exposure (lasting for minutes, hours or days). An acute health effect is an effect that develops immediately or within minutes, hours or even days after an exposure.

Work-Related Illnesses

- Immediate injuries are considered acute.
- Chronic illnesses or injuries usually take longer to develop over time.
- You must know of the hazards that are specific to your workplace.
- It is your duty under the OHSA to inform workers about hazards and how they can protect themselves.

How to Deal with Hazards

While informing workers about hazards and how they need to protect themselves is a critical part of your role as a supervisor, you also need to know how to deal with hazards and make use of the knowledge and experience that you have.

R- Recognize

A- Assess

C-Control

E- Evaluate

Recognize the Hazards

- Some hazards can be difficult to identify.
- They may appear suddenly like a spill or gradually such as heavy lifting.
- Supervisors need to be constantly on the look out for and aware of the conditions of the work environment.

This is the Recognize Stage

How You Can Recognize Hazards

- Observe the work and workers while it is being performed to detect any hazards.
- Talk to workers and ask them questions.
- Actively involve yourself in workplace inspections and review reports and records.
- Review written documentation (e.g. Safety data sheets, safe operating procedures, operators manual, company policies etc)

Assess Hazards

Knowing the risk involved in how serious a hazard is to workers will help you know what controls are needed to implement. Ways to assess hazards are asking questions such as;

- What is the potential for this hazard to effect workers?
- What does the legislation require for handling this hazard?
- What do the employer's policies and procedures require me to do?
- Are there standards and guidelines for controlling this hazard that I need to meet?
- How can workers be hurt or become ill and what level is the danger?

Control Hazards

Four ways that workplace hazards can be handled:

1. Eliminate the hazard
2. Replace the hazard with something less hazardous
3. Use administrative controls and guards to limit access to the hazard
4. Personal Protective Equipment

Personal Protective Equipment (PPE) Policy D-13

- Workers are often required to wear or use, personal protective equipment on the job site.
- Workers are entitled to instruction and training on the correct fitting and use of that PPE.
- Sometimes this will include instruction on the care, cleaning and inspection of the equipment.
- It is your responsibility to ensure the use of PPE for your team and that devices are not tampered with.

Personal Protective Equipment (PPE) Limitations

- PPE is any clothing, gear or equipment that is donned by a worker in order to protect them from workplace hazards and possible injury
- The aim of PPE is safety and protection; however this PPE use also poses an issue.
- Many users have the misconception that their PPE will totally protect them.

This is not the case!

PPE: The Last Line of Defense

- PPE should be used in combination with other forms of protection such as guarding, or more cautious work processes.
- It is critical to remember that PPE does not eliminate or even reduce the hazard.
- Personal Protective Equipment is “the last line of defense”.
- PPE is a necessary and potentially life-saving barrier to those hazards.

Evaluate the Control of Hazards

The final step in the RACE process is to evaluate the effectiveness of the controls put in place. A few examples of how to do this include;

- Ask questions of workers and how they feel the controls are working.
- Observe how effective the controls are while workers are performing their work.
- Collaborate with the health and safety coordinator or JSHC.
- Speak with other supervisors or your employer about concerns or other ways that hazards can be controlled.

Remember Your Goals

- Accurately assess employees' job performance
- Inform employee of and document performance and any violation of work rules (including H&S)
- Improve performance
- Limit your legal liability and the company's

Due Diligence

Due diligence is the level of:

- Judgement
- Care
- Prudence
- Determination
- Activity

that a person would reasonably be expected to do under particular circumstances.

Due Diligence

- Applied to occupational health and safety, due diligence means that employers shall take all reasonable precautions, under the particular circumstances, to prevent injuries or incidents in the workplace.
- This duty also applies to situations that are not addressed elsewhere in the occupational health and safety legislation.
- Reasonable precautions are also referred to as reasonable care. It refers to the care, caution, or action a reasonable person is expected to take under similar circumstances.

“Reasonably Practicable”

Reasonably practicable has been described as taking precautions that are not only possible, but that are also suitable or rational, given the particular situation.

Determining what should be done is usually done on a case by case basis.

Due Diligence

- "**Due diligence**" is important as a legal defense for a person charged under occupational health and safety legislation. If charged, a defendant may be found not guilty if he or she can prove that due diligence was exercised.
- In other words, the defendant must be able to prove that **all precautions, reasonable under the circumstances**, were taken to protect the health and safety of workers.
- **Due diligence** is demonstrated by your actions before an event occurs, not after.

What documents would MOL ask for after a critical injury?

- Preventative maintenance records for equipment
- Training Records of the injured worker (competency)
- Pre-Use Inspection Records (3 to 6 months worth at minimum)
- Write Ups - when was the last time you wrote someone up for safety?

Documentation –Why?

Why You Should Document Employee Performance

- Documentation provides evidence that performance issues were discussed with the employee in a timely and concise fashion.
- Documentation offers a history of the employee's improvement or failure to improve performance over time. It is chronological and a precise description of the employee's actions, the manager's actions, and events as they occur.
- Documentation provides evidence that supports management decisions to take unfavorable action such as discipline or termination with an employee or favourable actions such as promotions / pay increases.

Documentation –Why?

- In the event of a lawsuit, complete and thorough documentation protects an employer's interests as well as the supervisors.
- The documentation can support management's actions in terminating an unsuccessful employee.
- It also can prove that the employee was terminated for reasons that are legal as opposed to others such as illegal discrimination.

Documentation

Properly documenting issues and retaining records.

- Make records at the time of, or shortly following, an incident. Don't wait weeks or months to create your documentation.
- Focus on the facts, not generalizations or subjective comments.
- State performance expectations clearly.
- Avoid potentially discriminatory statements.
- Don't exaggerate or embellish.
- Site specific company policies, as applicable.
- Set specific deadlines for follow-up.

A PICTURE IS WORTH A
THOUSAND WORDS, OR IS IT?
PHOTOS WITHOUT WORDS MAY
BE (ALMOST) MEANINGLESS



Therefore, think before you write!

How to Document

- Documentation should be written during or immediately following the meeting or conversation with the employee.
- One of the worst mistakes supervisors make is to believe that they can reconstruct an employee counseling history as needed.
- You need your documentation to appear professional, neat, and organized. Write documentation as if you are talking about the history to a third party.

Preparing Effective Documentation

Clearly state what you know—"FOF"
(Focus on the Facts)

- ✓ Who was involved (witnesses)?
- ✓ What happened?
- ✓ Where did it happen?
- ✓ When did it happen?



How to Document

- Write documentation that is factual, fair, legal, objective, complete, and consistent.
- Avoid opinions.
- Avoid also trying to interpret the employee's behavior.



Preparing Effective Documentation

- Don't draw sweeping conclusions
 - "I've had enough of her drama!"
 - "His bad attitude has a negative effect on everyone".
- Instead, explain the facts to support those conclusions.
 - "She slammed the door to my office as she left"
 - "Two office assistants have expressed concern about working with him".

Preparing Effective Documentation

- Identify the problem
 - Violation of Rule or Policy
 - Performance Standard not being met
- Identify how the employee can resolve the problem.
- Identify actions that you have and will take if the problem is not resolved.
- Reiterate performance expectations
- Date it, sign it and follow up.

How to Document

- In documentation, what is needed is an accurate record of the conversation. Stick with the facts and write down just what you said and what the employee said.
- Finally, document any agreements, commitments, timelines, improvements needed, check-in points, and other details that might slip from memory.

The Secret Diary



If its important enough to discuss, its important enough to write down.

Key Areas Needing Documentation

- Violation of Safety Rules
- Attendance Issues
- Harassment and Discrimination
- All verbal agreements made with employee.

Where to Document & Store

- Since documentation about employees is confidential and private to the employee, you need to take care that any documentation remains confidential to the supervisor and HR,
- All formal documentation discussed with an employee is stored by HR in locked files and on a secure computer server.
- A supervisors handwritten documentation is best kept in their locked storage locker or office or hand it into HR.

Positive Aspects of Conflict

What are the potential positive benefits that could flow from providing such a safe space for conflict to occur?

- Earlier problem identification.
- Better problem solving; Can stimulate creativity, innovation and change.
- Healthy relationships, Morale and Commitment
- Improved Productivity.
- Personal growth and insight.

How well do you already know how to...

1. Sort out conflicts in task, process or method, and relationship?
2. Manage your own interpersonal conflicts (successfully).
3. Help other individuals manage their interpersonal conflicts?
4. Help a group manage its conflicts?

Want Better Collaboration? Don't Be So Defensive!

Nowadays nobody succeeds alone

- Organizations running complex projects or relying on high levels of interdependency among employees require greater collaborative skills in order to perform well.
- Organizations live or die on collaborative relationships. For individuals, collaborative relationships can make or break their careers.

Want Better Collaboration? Don't Be So Defensive!

- Effective collaboration skills are developed skills.
- To be successful in organizations, you need to have the skills to build long term relationships – and the good news is that you can learn these skills.

Want Better Collaboration?

Don't Be So Defensive!

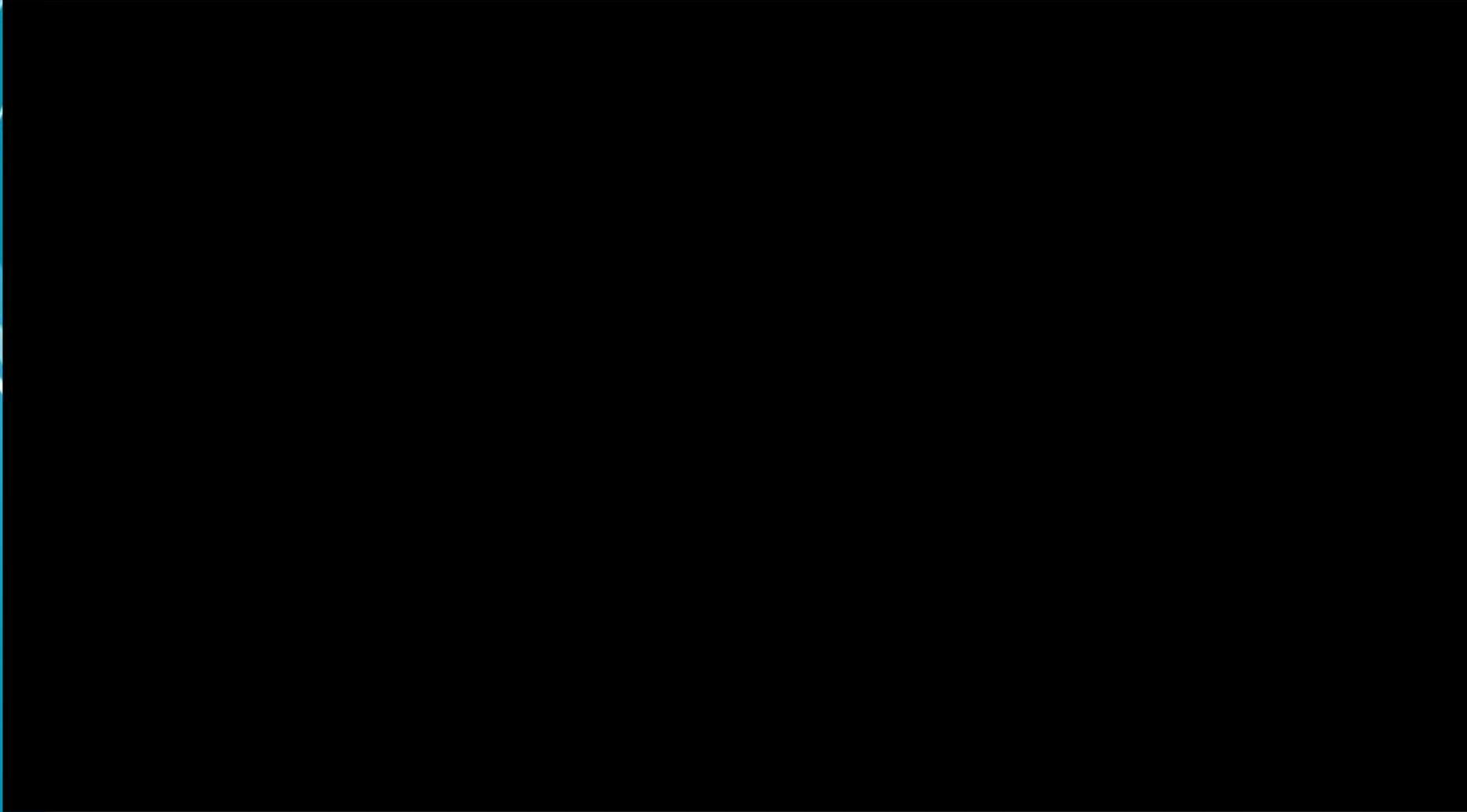
- **Collaborative Intention:** Individuals learn how to maintain a non-defensive presence and make a personal commitment to mutual success in their relationships.
- **Truthfulness:** Individuals commit to both telling the truth and listening to the truth. They create a climate of openness that allows others to feel safe enough to discuss concerns, solve problems and deal directly with difficult issues.
- **Self-Accountability:** Individuals take responsibility for the circumstances of their lives, the choices they make, either through action or inaction, and the consequences of those choices, both intended and unintended. They would rather find a solution than find someone to blame.

Want Better Collaboration?

Don't Be So Defensive!

- **Self-Awareness and Awareness of Others:**
Individuals commit to knowing themselves deeply and are willing to explore difficult interpersonal issues. They seek to understand the concerns, intentions, and motivations of others, as well as the culture and context of their circumstances.
- **Problem-Solving and Negotiating:**
Individuals use problem-solving methods that promote a cooperative atmosphere. They avoid fostering subtle or unconscious competition.

Cultivating Collaboration: Don't Be So Defensive!



Cultivating Collaboration: Don't Be So Defensive!

Red Zone

- Low trust-high blame
- Threats and fear
- Guardedness
- Hostility
- Withholding energy
- Risk avoidance
- Attitude of entitlement
- Cynicism and suspicion
- Work is painful
- External motivation

Green Zone

- High trust-low blame
- Mutual support
- Dialogue and shared vision
- Honesty and openness
- Cooperation
- Risk taking
- Sense of contribution
- Sincerity and optimism
- Work is pleasurable
- Internal motivation



What pushes you into the **RED ZONE**?

What helps you return to the **GREEN ZONE**?

If you find yourself in the Red Zone

1. Acknowledge it.
2. Slow down.
3. Check the negative self-talk.
4. Create an action plan.
5. Start over.

Defensiveness Action Plan

When my early warning system tells me I'm getting defensive , I notice myself doing:

1. _____
2. _____
3. _____

I will take the following action:

1. _____
2. _____

Homework

1. Start noticing if you are in the **RED ZONE** or the **GREEN ZONE**.
2. Look for your Early Warning Signs.
3. Practice your Defensiveness Action Plan.

Managing Conflict: Your preferred style

- Next to each of the following 16 items, indicate how often you do the following when you find yourself differing with someone;

Usually: give yourself a 5

Sometimes: give yourself a 3

Seldom: give yourself a 1

Be Honest!: This is a self-assessment; you don't need to share your results.

Managing Conflict: Your preferred style Section D

When I differ with someone:

1. I explore our differences, not backing down but not imposing my view either.
2. I disagree openly , then invite more discussion about our differences.
3. I look for a mutually satisfactory solution
4. Rather than let the other person make a decision without my input, I make sure I am heard and also that I hear the other out.

Managing Conflict: Your preferred style Section C

When I differ with someone:

5. I agree to a middle ground rather than look for a completely satisfying solution.

6. I admit I am half wrong rather than explore our differences.

7. I have a reputation for meeting a person half way.

8. I expect to get out about half of what I really want to say.

Managing Conflict: Your preferred style Section B

When I differ with someone:

9. I give in totally rather than try to change another's opinion.

10. I put aside any controversial aspects of an issue.

11. I agree early on rather than argue about a point.

12. I give in as soon as the other party gets emotional about an issue.

Managing Conflict: Your preferred style Section A

When I differ with someone:

13. I try to win the other person over.

14. I work to come out victorious no matter what.

15. I never back away from a good argument.

16. I would rather win than end up compromising.

Managing Conflict: Your preferred style

- Remember, give yourself 5 points for “Usually”, 3 points for “Sometimes” and 1 point for “Seldom”.
- **Group the points into four sets:**
 - Total your score for items 13-16 (A)
 - Total your score for items 9-12 (B)
 - Total your score for items 5-8 (C)
 - Total your score for items 1-4 (D)

Your Preferred Style

- **For each set (A, B, C, D)**
 - Scores of 17 or above are considered high
 - Scores of 8-16 are considered moderate
 - Scores of 7 or less are considered low
- The one with the highest score would indicate your conflict style preference.
- But with scores in each you have the ability to use ALL the styles.
- Now which is best to use?

It all depends....

Managing Conflict: Your preferred style

- A=Forcing/Domination (I win, you lose)
- B=Accommodation. (I lose, you win)
- C=Compromise. (Both win some, lose some)
- D=Collaboration. (I win, you win)

Managing Conflict: Your preferred style

What relationship, if any, does your preferred conflict management style have to your communication style?

- Amicable (tends to be accommodating)
 - Analytic (tends to be avoiding)
 - Driver (tends to be forcing/domination)
 - Expressive (tends to be collaborating)
- *Compromising is a combination of styles.

Five Strategies for Dealing with Conflict

- Avoidance
- Accommodation
- Forcing
- Compromise
- Collaboration

Factors in selecting the appropriate strategy

- **Remember:** Conflict occurs with confusion or disagreement on: task, process or method and relationship.

So you have to consider:

- **Importance** of the conflict issue.
- **Concern** over maintaining long-term interpersonal relationships.
- **Speed** with which you need to resolve the conflict.

When to use Avoidance

- When the conflict issue is trivial
- When emotions are running high and time is needed to cool them down.
- When the potential for disruption for a more assertive action outweighs the benefit of resolution.
- Easy for Analytics

When to use Accommodation

- When maintaining a harmonious relationship is more important than resolving the conflict.
- When the issue under dispute isn't that important to you.
- When you want to build up "credits" for later issues.
- Easy for Amiables

When to use forcing (or formal authority)

- When you need a quick resolution., on important issues where unpopular actions must be taken.
- Where commitment by others to your solution is not critical.
- Easy for Drivers

When to use Compromise

- When conflicting parties are about equal in power.
- When it is desirable to achieve a temporary solution to a complex issue.
- When time pressures demand an expedient solution.
- Not easy for ANY particular style.

When to use Collaboration

- When time pressures are minimal.
- When all parties seriously want a win-win solution.
- When the issue is too important to be compromised.
- Easy for Expressive

Managing Conflict: Three approaches.

- Managing your own interpersonal conflicts.
- Helping two other individuals manage their interpersonal conflicts.
- Helping a group manage its conflicts.

Position versus Interest

- **Position**= what two or more parties each want.
- **Interest**=why each of the parties want it; motivation or reason.
- It's important to talk about **interests**, not positions.

Guidelines for managing your own interpersonal conflicts.....

- 1. State your problem or **interest** (not position); ask the other party to do the same.
- 2. Use “I” statements; ask the other party to do likewise
 - Acknowledge the other person’s problem or interest and indicate a willingness to help.
 - No Zapping (name calling, putting down)
 - No cross complaining
 - Don’t answer a complaint with another complaint.
 - Deal with one thing at a time.

Guidelines for managing your own interpersonal conflicts.....

3. Let the other party talk; listen .

- Don't interrupt

- Acknowledge

- Restate what you have heard

- Offer an apology when appropriate.

Guidelines for managing your own interpersonal conflicts.....

4. Ask Identifying Questions

- Why? Why not? What if? Etc..
- Not accusatory “why” questions—
“why are you so stubborn?”
- Use silence

Guidelines for managing your own interpersonal conflicts.....

5. Stay in the present and the future, not the past.
6. Stick to the topic at hand.
7. Look for areas of disagreement that need resolving.
8. If the discussion escalates, withdraw, but not before scheduling the next discussion.

Guidelines for managing your own interpersonal conflicts.....

9. Use mutual restating

-If either party feels misunderstood, agree to restate what the misunderstood person has said until the latter feels he or she has been understood correctly.

Guidelines for managing your own interpersonal conflicts.....

10. State all requests for change in behavioural terms;

- Don't ask for a change in attitude

- Don't ask that the other person "feel differently"

- Don't ask the other person to BE different

- If the request is to "stop doing" something, tell them what to do instead.

Guidelines for managing your own interpersonal conflicts.....

11. Use appropriate tone of voice and body language.

- Be consistent with verbal and non verbal messages.

- Rely more on words when communicating negative feelings.

- Show confidence: Relax, don't fidget; use good eye contact; show interest and optimism etc...

**Using these tools should help
find solutions.....**



..... **and successfully resolve
conflict!**



Workforce Diversity

HR Corner

Navigating FOUR
Generations in the
Workplace



Workforce Diversity

- Acknowledging the differences among employees of various ages in the workplace can make a difference in HOW you supervise.
- People are very diverse by nature. We come from different generations, cultures, traditions, races and have widely varying ways of looking at the world.

Workforce Diversity

- Acknowledging viewpoints of the cultures and generational groups within our workplace...
- As well as being willing to take a journey of self-discovery regarding our biases and perception of these cultures....
- We can use this diversity to challenge our assumptions and grow as professionals every day.

Workforce Diversity

- These differences may relate to work expectations, loyalty, attitudes toward authority, and much more.
- Of course, every person is an individual with their own perspective, but taking into account their generational and cultural outlook may improve your ability to work with and understand your both your colleagues and employees you supervise.

Workforce Diversity

Example: Working With Millennials



Workforce Diversity

Example: 4 tips for supervising employees considerably older than yourself.

1. Respect their experience-

- Not long ago the workplace generally was governed by years of experience. The common theory was, the more experience you have, the higher leadership role was warranted. Take time to create a dialogue and learn about their experiences in the field.
- Don't dismiss the importance of experience. They may not be most proficient in millennial-style tactics, but they have valuable wisdom that can crystallize into productive outcomes. During team discussions, create opportunities for them to communicate these experiences and highlight the value from it.

Workforce Diversity

Example: 4 tips for supervising employees considerably older than yourself.

2. Integrate their working style

- Take the time to understand their working and training methods and integrate their working style. Without shifting the priorities or systems you have in place, you can make productive adjustments that enable older employees to thrive.
- Meet with them individually and ask questions on how effective they find themselves with the working style you've demonstrated to your team.

Workforce Diversity

Example: 4 tips for supervising employees considerably older than yourself.

3. Don't over-communicate authority

- It's a natural instinct to not be immediately pleased by being told what to do by somebody who may be your grandchild's age. Find a balance to be assertive and effective, while not over-communicating your authority.
- When having a hard conversation, don't resort to "I'm-your-boss" type statements. These can come across as deadly to the older employees you're leading. It's important to communicate credibility and authority, but be mindful of how you communicate it.
- Reinforce your credibility but manage your ego while doing so.

Workforce Diversity

Example: 4 tips for supervising employees considerably older than yourself.

4. Practice Empathy

- Lifestyles are likely to be different from someone in their 40's or 50's to someone in their 20's. Give them the empathy they deserve for possibly being a mother, father, or someone who simply has obligations outside the workplace that differ from yours.
- They might be struggling with balancing work life with a busy home life, and sometimes we may not relate to these challenges because we may not be there yet in life. Practice empathy by acknowledging their situations and welcoming these dialogues.

Workforce Diversity

- A country's culture influences the behavior of its people, whether they remain in the country, travel, or migrate to another country.
- It affects family, social, and workplace behaviors. National culture supersedes corporate culture.
- Culture manifests itself in a person's purchasing habits, approach to projects and problems, participation in meetings, negotiations, recruiting, management style, and every other aspect of the job or business.

Workforce Diversity

Here are a few examples to illustrate this point:

- **Meetings**—Some countries use meetings to make decisions, while others use them to celebrate decisions made behind closed doors. Some start with an agenda, yet others are offended by one.
- **Communications**—A colleague’s indirect way of conveying a negative message so that he does not hurt your feelings is in contrast with your “get to the point” style that he finds rude, not direct.
- **Negotiation**—In some Asian countries, negotiation starts after the contract has been signed. Paper takes a back seat to people.

Workforce Diversity

Here are a few examples to illustrate this point:

- **Valuing Time**-A popular example: Everyone would agree that Germans are well-known for their punctuality. In many African and South American countries, however, scheduled appointments are often treated like a general guideline rather than something one has to strictly abide by.
- **Waiting to be recognized**-Another one of the most common examples of cultural differences in the workplace is how well (and how much) someone promotes their contributions. Humility is a basic value for many cultures, which means that self-promotion is not particularly appreciated, encouraged or even taught at home.

Workforce Diversity

Even something as simple as a greeting is viewed differently by different cultures:

- When greeting Asians for the first time, it is a good general rule not to initiate the handshake. You may be forcing physical contact that the other person finds uncomfortable.
- Most Latins are more accustomed to physical contact. Even people who know each other only slightly may embrace as a greeting.
- As for the Middle East, Muslims and Orthodox Jews avoid body contact with the opposite sex, but people of the same sex commonly hug when greeting each other. When shaking hands, men should be careful not to pull their hands away too quickly.
- People from France, Spain, Italy and Portugal greet friends by kissing on both cheeks.
- In many cultures, avoiding eye contact is a sign of respect. This can lead to misunderstandings.

The smile is the near-universal gesture of friendliness, and, in America, its meaning is usually clear. In other cultures, the smile may be sending other signals. In some Latin cultures, for example, the smile may be used to say “Excuse me,” or “Please.”



Workforce Diversity—Learning

Task: Time Management

- Close your eyes for a moment.
- Open them again after what you believe to be 30 seconds.

30
seconds

What did you notice?

Workforce Diversity—Learning

Task: Time Management

Even something as simple as time management can be perceived differently by different people.



Your Role is Evolving

- If you are unsure of specific hazards or feel you need additional training, speak up.
- It's your job to know these things and be able to inform workers about them and it is your employer's duty to ensure you are competent.
- If you don't know how to fix a problem, this doesn't mean you are incompetent.
- Some situations may be beyond your control and require your employer **to take over or outside parties to be called in.**

Ontario's health and safety systems partners are there to help you perform your role as a supervisor to the best of your ability.

- Your workplace health and safety procedures, policies and program.
- Safety data sheets for hazardous materials or
- Operator's manual for specific pieces of machinery
- The Joint Health and Safety Committee and your Health and Safety Coordinators (Gina and Allison)

Ontario's health and safety systems partners are there to help you perform your role as a supervisor to the best of your ability.

- Other Managers and Supervisors
- Previously conducted workplace inspections or incident reports.
- The OHSA and regulations.
- **Training:** If you need it, ask for it. Become familiar with HR Downloads and the courses offered on there.

Ontario's health and safety systems partners are there to help you perform your role as a supervisor to the best of your ability.

HR Downloads:

If you have email an invitation will be sent to you to create an account. All supervisors will have 60 days to do the following courses;

- 1) WHMIS 2015
- 2) Conflict Resolution

If you don't have email, we'll work with you to get it done. This is paid time. Do it at work or use the swipe form to submit your hours if done at home.

Being a supervisor involves many responsibilities

- ✓ The supervisor is a critical part of the internal responsibility system; without your active and expert involvement, this system would break down.
- ✓ The law requires that you do everything reasonably possible to protect the health and safety of those that you supervise.



✓ Set a safety example every day and being a role model in the workplace sets the foundation towards achieving this.

✓ Workers look to you to see how things should be done.

✓ Its important that you are working towards making health and safety a priority at all times.

At Risk Behaviour

If you see someone taking a risk, you are authorized to;

STOP the job

TALK to them

EXPLAIN the risk

EXPLAIN the safe way

If you are ignored and they continue to take the risk,

REPORT it

Recognition

Give plenty of verbal recognition to individuals and teams for jobs well done.

Let individuals and teams know when you observe their safe behaviour!

Use Pre-Start Safety talks to provide feedback.

Catch your team doing the right thing!

Focus on the Positive



Consult and Communicate

I- Intent

L- Look & Observe

E-Engage

A-Ask Questions

D-Discuss

Consequences

What does it mean to be a supervisor in Ontario in 2020?

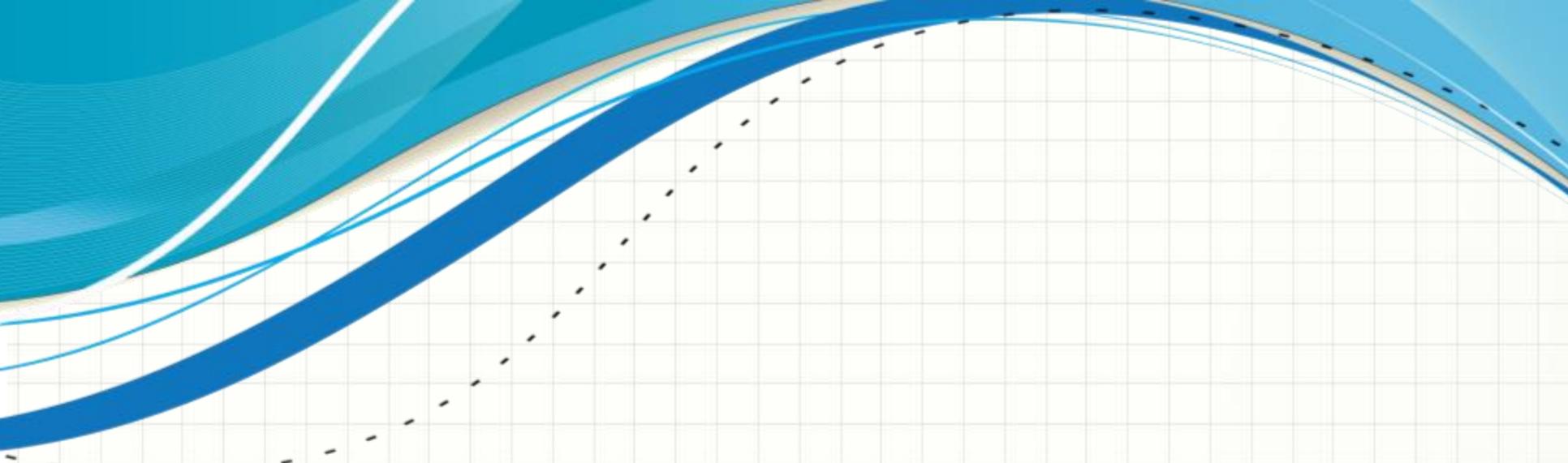
- **Document**
- Identify hazards, assess risks and implement controls. (**Policy C-6**)
- Know when to discipline and document accordingly. (**Policy A-6**)
- Know how work place inspection (even on a daily basis!) (**Policy C-2**)
- Respond to emergency situations (including a critical incident). (**Policy D-25**)
- Know how to handle a work refusal (**Policy B-4**)

What does it mean to be a supervisor in Ontario in 2020?

- Know how to orient and train a new worker (**Policy A-5**)
- How to coach a worker to improve
- How to respond to a complaint. (**Policy A-8**)
- Recognize when someone may be unfit for work. (Fit for Duty Policy to come)
- Participate in Return to Work plans (**Policy D-27**)
- Assist in creating a Respectful Workplace (**Policy A-8**)

Workforce in 2030





QUESTIONS?