

THE safety mosaic

connecting people with health and safety news

THE 1999 OSSA HEALTH & SAFETY CONFERENCE



Message from the Chair
 Welcome to the Conference Edition of *The Safety Mosaic*.
 The mandate for the 1999 OSSA Health and Safety Conference is clear: to provide you with the ideal environment to access current and meaningful health and safety information that can be integrated into your business strategy. It's a theme we've promoted consistently over the last year, as we've moved steadily towards our goal of developing innovative and financially responsible ways of providing

the health and safety support you need.

OSSA is an organization built on entrepreneurial spirit. You, the service industry, are our customer, with health and safety needs that deserve to be assessed and met effectively. This entrepreneurial approach is present in everything we do - from our business management approach to health and safety, to our understanding of the unique challenges in the service sector, and our employees' commitment to personal attention in meeting client needs.

As we launch our first conference, we thank the many people - staff, volunteers and member firms - who have supported our unique development. Their enthusiasm and commitment have helped us immeasurably as we've listened, learned and developed over the last year.

For those of you attending the 1999 OSSA Health and Safety Conference, we promise you an exciting event. We hope you use the opportunity to network with other health and safety professionals, and gain some insight into new health and safety strategies. If you were unable to attend, we encourage you to order a set of conference tapes from this year's event.

Nancy Oldroyd
OSSA Chair

Message from the General Manager and C.E.O.
 Welcome to the Conference issue of the OSSA's first health and safety forum, *Ready, Set, Go.*, dedicated exclusively to the needs and interests of the service sector. Only the OSSA Health and Safety Conference offers service professionals the unique opportunity to find out what's new in the area of health and safety as it applies to the service sector, and preview directions for the future.



This year's conference theme, *Ready, Set, Go.*, says it all. From an OSSA perspective, we've spent the last year building our organization and hiring a group of professionals to deliver health and safety products and services that fit your business requirements. Now, we're ready to pass the baton to you, with the resources, technical knowledge and an integrated approach that will help your organization develop a successful safety program with measurable cost and injury rate outcomes.

The 1999 OSSA Health and Safety Conference features an intense day of keynotes and workshops that tackle timely and challenging subjects. *Due Diligence* goes well beyond complying with legislation. Session speaker, David Law of McCarthy Tétrault, Barristers and Solicitors, offers his unique perspective on how to exceed legislated requirements in the service sector. The "Safety by Objectives" session echoes the OSSA's philosophy that safety programs should be specific, measurable and evaluated, and illustrates how accountability can truly drive better safety performance. In addition, each of our five workshop sessions has been geared towards a specific sector of the service industry with information designed to enlighten, inspire and motivate your organization.

We promise an exciting, memorable event for our attendees, and an informative read for all our subscribers of *The Safety Mosaic*.

Elizabeth Mills
General Manager and C.E.O.



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Safety by Objectives

What Gets Measured and Rewarded, Gets Done.

Dan Petersen is a leading consultant in the field of safety management and organizational behaviour, and author of seventeen books including his latest release, "Safety by Objectives: What Gets Measured and Rewarded, Gets Done". We asked Mr. Petersen to share his thoughts on how accountability can drive better safety performance.

In your book, you refer to the importance of establishing a safety "culture". What does that mean?

If safety is going to be accomplished in a workplace, a culture must be set in place that says not having people get hurt is a key value of the organization. The only way that employees know that safety is important is if they see it every day, and if it is ingrained into every fibre of the organization.

How can an organization make health and safety a priority with its management?

The only way to get supervisors and employers involved in health and safety is to hold them accountable. This means clearly defining what's important to the organization, and what the expectations are when it comes to health and safety. Then, you must determine what needs to be accomplished to fulfill those expectations. This often involves making safety activities such as training and physical inspections an important part of the supervisor's job.

What are the benefits of accountability?

Accountability gets everyone in-line. Behaviour sets a culture that says safety is important, and that the

company is committed to building an environment of caring for one another. Once you get that, it's easier to get people involved. They see the benefits and are usually perfectly willing to do things that will make the workplace a safer place.

How can an organization determine if it is succeeding at its safety efforts?

Setting accountability without a measure of success is meaningless. To know if things are being done, and whether they are effective, you've got to measure people by what they do, day in and day out – and how they do it. Don't use the number of accidents as a measure. In most workplaces, accidents are infrequent – but it doesn't mean that the potential is not there. It just means that, so far, you've been lucky.

What role do rewards play in safety performance?

If safety is going to matter, it must flow into the company's performance appraisal system. This means that it must become part of what is being recognized in the workplace. I'm not talking about handing out gifts, free buttons or hats for good performance. All that does is show employees that safety is something

isolated from the rest of the workforce. Instead, make it an integral part of their job description – and one that they will be measured on.

What misconceptions exist about workplace health and safety?

Many organizations view health and safety as something huge, mystical and outside the normal realm of their operations. Companies are more likely to spend time on the activities that they are more crisply measured and rewarded for – things like customer satisfaction, quality control and production levels. They look at ways that they can add value for their shareholders. The reality is that establishing an effective safety program involves the same components of their regular management responsibilities – accountability, measurement and rewards.

What is the biggest challenge facing organizations regarding safety performance?

We live in times of re-engineering, downsizing, fewer employees and more work. The biggest challenge facing the workforce is keeping safety front and center, instead of letting it get lost in the shuffle. It shouldn't take a serious accident, lawsuit or bad publicity to trigger management attention to health and safety.

DUE DILIGENCE

Doing the Minimum Can Cost You the Maximum!

An important element of implementing and managing a health and safety program is ensuring compliance with the law. We spoke to David Law of McCarthy Tétrault, Barristers and Solicitors, about what employers of all sizes and types can do to ensure that their programs go beyond legislated requirements – and help create safer workplaces.

What is due diligence?

In the legal sense, due diligence is a defense that a person can make when charged with an offence under the law. For offences charged under the *Occupational Health and Safety Act*, it means that, if reasonable precautions were taken to prevent an accident or injury from happening, then that person will not be convicted for it.

What are considered "reasonable precautions"?

"Duly" means you gave it the appropriate level of effort commensurate to the hazards of the workplace. And, while there is no magic bullet that will always prove you were attentive, deliberate, and disciplined in your actions, being duly diligent can certainly add value to your organization.

What is the "value" of due diligence beyond that of a legal defense?

The value of due diligence is not in escaping conviction but in reducing physical, emotional and financial harm that can befall everyone involved when an injury occurs. Livelihoods and health are ruined.

Lost earnings can lead to financial hardships. It can also mean hefty fines and bad publicity. More importantly, it can mean the loss of a productive employee in the workforce.

What type of workplace practices does a court look at when deciding if an employer has been duly diligent?

Most courts look for documentation, or a record, of all the accidents and injuries in the workplace. Again, the value of keeping records goes beyond a legal defense. It can be a way of turning information into knowledge. By keeping good records, you not only have a paper trail, you have a way of preventing another accident from happening. You also have a method for demonstrating your safety achievements, instead of trying to cobble together a defense when faced with a charge.

The courts also look favorably upon joint health and safety committees, health and safety representatives or health and safety programs that involve employees. Most courts will also consider whether the employer is a sincere user of the committee – if he or she has given it the resources, time and people it needs to add value to the organization.

What role does compliance play in due diligence?

It's huge. When you set up a program, you have to make people accountable for it. You must make it part of the job, and integrate it into the workplace so that it becomes part of your business. Let employees know if their acts are in violation of the workplace. Remember, if an employer condones unsafe acts, he can become liable for that injury.

What else can an employer do to reduce risk in the workplace?

You can't take all the risk out of life, but you can narrow the possibility of others tripping over it. Accidents often happen where you can't imagine them so keep your mind and eyes open. Put controls in place to stop accidents and then communicate those controls in the form of rules, signs, guards and changes to the workplace. Tell people how to conduct themselves. Ensure sincere and frequent inspections of the workplace. By doing everything possible, you may be able to point to due diligence if an accident does happen. More importantly, you will be making your workplace a safer and healthier place.

THE 1999

OSSA

HEALTH & SAFETY
CONFERENCE

GO
A New Millennium
READY

WORKSHOP SESSIONS

The 1999 OSSA Health and Safety Conference presents five workshop sessions, each geared towards a specific sector of the service industry, with practical information that delegates can use immediately toward improving safety performance.

The Ontario Service Safety Alliance would like to thank the following organizations for their sponsorship of the 1999 OSSA Health and Safety Conference:



**TOURISM &
HOSPITALITY**

Violence in the Workplace – It Can Happen to You

Session Leaders:

John Leahy, Crime Prevention Officer, 32 Division, Toronto Police Service

Anne-Marie Steer, Occupational Health Advisor, Ministry of Community and Social Services

This informative session will provide participants with practical violence prevention techniques that can be immediately applied to the workplace. Speakers will address prevention and control of five common sources of violence – clients and customers; current or ex-employees; strangers to the workplace; personal or co-worker conflicts; and road rage situations. Shared information will be used to develop a customized product, Preventing Workplace Violence for the tourism and hospitality industry. This session will be hosted by your colleagues on OSSA's Tourism and Hospitality Advisory Committee



**RESTAURANT &
FOODSERVICE**

Contingency Planning for the Year 2000

Session Leader:

Jan Chappel, Canadian Centre for Occupational Health and Safety (CCOHS)

This session provides participants with the occupational health and safety information they need to eliminate or minimize hazards and risk originating from potential Y2K problems. Emphasis will be placed on understanding how Y2K problems can affect health and safety in the workplace, and how to find and remedy them. Numerous links and resources will be provided to help the attendees find additional information on the Y2K bug.



**OFFICE &
RELATED SERVICES**

Conducting a Workplace Audit

Session Leader:

Steve Metelsky, Program Director, OSSA

This session takes a look at the 'who, what, when, where and why's' of a workplace audit. Who should audit your workplace and how frequently? What are the roles and responsibilities of staff and employers, worker representatives and joint health and safety committees? Participants will also learn how to recognize potential hazards and health and safety problems before they start.



**RETAIL &
WHOLESALE**

Supervisor Roles and Responsibilities

Session Leaders:

Bill Boyle, Program Director, OSSA

Bill McMurray, Client Development Manager, OSSA

Everyone has a role to play in ensuring that an organization's health and safety program works effectively. This session will focus on the supervisor's role in the internal responsibility system and obligations under the Occupational Health and Safety Act. The session will also discuss practical strategies for incorporating the supervisory role into the health and safety program.



**VEHICLE SALES &
SERVICE**

Identifying Priorities for Prevention: Inspecting Your Workplace

Session Leaders:

Gerald F. Robinson, Client Development Manager, OSSA

Bruce Killinger, Owner, Midtown Carstar Collision Centre, Hamilton

This session takes an in-depth look at how an initial audit tool can be used to inspect the vehicle sales and service workplace. Participants will be provided with an overview of an initial audit tool, and its practicality for committee members and managers. Results of auditing are covered, as are the many benefits for the workplace. The second half of the session will include a case study of Midtown Carstar Collision Centre's auditing experience, the results of their audit, and a discussion of how it improved morale, and health and safety, within the organization.

Missed A Workshop?

If you were unable to attend the conference, or are interested in more than one of the workshop topics, tapes of the sessions are available. Please call the OSSA to order at 1-888-478-6772.



NORTH YORK



A thorough and effective safety orientation and training program can provide the tools young and inexperienced workers need to ensure a safe and healthy summer. It's an investment that starts with the right attitude – and pays off with safer employees.

“Health and safety amongst part time and seasonal workers needs to have as much of a presence as our full time employee efforts. Our liability is the same, and the

risks to our staff are the same.” Robin Patterson, Assistant Human Resources Consultant, Sutton Place Hotel

Seasonal safety orientation starts with an understanding of “who” the employee is, and what safety attitudes and experiences they bring to the job. Edward Meijer, Managing Director, Valhalla Inn, Thunder Bay notes that many of his hotel's seasonal staff have “a minimal understanding of health and safety. Our job is to ensure that we provide the information and the focus that

is needed to ensure that those employees can do their jobs safely.”

Seasonal workers are protected by the same regulations that apply to regular or full time workers under the *Occupational Health and Safety Act*. Employers are required by law to provide sufficient orientation, and job training, and supervision to ensure that all workers – including seasonal employees – can work safely.

“While health and safety training may seem expensive, the cost of an injured worker

– the potential liability, increased compensation costs, pain and suffering and the loss of someone's quality of life – is much higher.” Edward Meijer, Managing Director, Valhalla Inn, Thunder Bay

Because of their inexperience or lack of workplace knowledge, seasonal workers should receive careful attention from employers to protect them from workplace risks. This involves identifying the things that can cause injury or harm, for instance: unguarded machinery, exposure to chemicals or flammable substances.

“Adequate training is so important, and it needs to be in place before an employee starts work and is exposed to hazards. It is not enough to merely provide new employees with a booklet and require them to read it.” Robin Patterson, Sutton Place Hotel.

A major cause of workplace injuries is insufficient training of new employees. Patterson notes that, “at the Sutton Place Hotel, employees take part in a one-day safety orientation that outlines the potential risks and hazards of their jobs. Our employees tell us that the day is not only worthwhile, but eye-opening as well.”

Initial training of seasonal employees should be supplemented by additional

workplace specific training. This is especially important if the employee changes departments, duties or has been away from work for an extended time. Valhalla Inn ensures that preliminary safety orientation training is followed up with on-the-job training within each of its departments. “We want to ensure that our seasonal employees understand both the potential hazards and the precautions they should take for every part of their job,” says Meijer.

“Each day, our housekeeping staff review what's happening in the hotel, and always include a safety reminder, like the proper procedure for lifting. It's their department's way of ensuring safety stays top-of-mind.” Robin Patterson, Sutton Place Hotel.

No new employee should be left on their own during their first few days of employment. Much of the equipment they will use can be hazardous if used incorrectly. Entanglements can occur to those using laundry presses and mixers. Chainsaw kickbacks and equipment rollovers are a concern for groundskeeping staff. Slicers can cause serious cuts for kitchen personnel. Ensure that a supervisor or experienced worker is assigned to new workers as a resource for questions, and a positive example of how to work safely.

Looking Out for the Hazards

Hazards in the tourism and hospitality workplace are as varied as the job functions of its employees. Keep your staff safe by ensuring that they know the hazards of their jobs, how to work safely, and what to do in the event of an injury or accident.

Hazards in the Tourism and Hospitality Industry include:

Housekeeping	<ul style="list-style-type: none"> • Needle sticks • Cuts • Back injuries • Exposure to chemicals • Electrical hazards
Laundry	<ul style="list-style-type: none"> • Lifting • Machine entanglements • Electrical hazards • Burns and scalds • Temperature stress • Noise • Chemical hazards • Needle Sticks
Kitchen	<ul style="list-style-type: none"> • Cuts • Machine entanglements • Lifting • Burns and scalds • Electrical hazards • Fire • Temperature stress
Restaurant	<ul style="list-style-type: none"> • Chemical hazards • Musculoskeletal injuries • Burns • Back injuries • Stress • Shiftwork
Front Desk	<ul style="list-style-type: none"> • Back injuries • Musculoskeletal injuries • Shiftwork • Stress
Maintenance/ Groundskeeping	<ul style="list-style-type: none"> • Back injuries • Exposure to chemicals • Electrical hazards • Equipment rollovers • Entanglement hazards • Noise • Temperature stress

Violence in the workplace, slips, trips and falls, sexual harassment, sprains and strains are potential risks for all employees in the Tourism and Hospitality Industry.

Join the Tourism and Hospitality Advisory Committee

The Tourism and Hospitality Advisory Committee welcomes applicants for its volunteer committee. If you would like more information or you are interested in participating, please contact:

John Bryden
Client Development Manager, OSSA
1-877-895-4144.

Safety and the Seasonal Worker

Summer is on its way, and across the province, tourism and hospitality

businesses are gearing up for another busy season. An important part of the preparation process is the hiring of seasonal workers to handle the high customer demand that comes with the summer months.

Upcoming Industry Events

The following is a listing of upcoming trade shows and conferences of interest to the service sector.

VENUE	DATE	LOCATION
Employers' Advocacy Council Provincial Conference	June 3 – 4	Delta Meadowvale, Mississauga, On.
4th International Congress on Medical – Legal Aspects of Work Injuries	June 6 – 9	Grand Bay Hotel, Toronto, On.
American Industrial Hygiene and Exposition	June 7 – 9	Metro Toronto Convention Centre, Toronto, On
IAPA Forklift Truck Awareness Training & Hands on Evaluation	June 7 – 10	Portsmith Olympic Harbour, Waterloo, On.
IAPA London Regional Conference	June 8	London Convention Centre, London, On.
Reinventing Retail – 35th Annual Retail Council of Canada Conference	June 14 – 15	Metro Toronto Convention Centre, Toronto, On.
Canadian Library Association Convention & Exhibition	June 16 – 20	Metro Toronto Convention Centre, Toronto, On.
Canadian Booksellers Association	June 19 – 20	Metro Toronto Convention Centre, Toronto, On.
IAPA Small Business Inspections/Orientation/JHSC/ Legislation/ Accident Investigation	July 15 & 29	IAPA Training Rooms, Burlington, On.
Professional Development Conference & Exposition Society of Safety Engineering	August 8 – 11	Sheraton Hamilton Hotel, Hamilton, On.
IAPA Small Business Inspections/Orientation/JHSC/ Legislation/ Accident Investigation	August 5, 19 & 29	IAPA Training Rooms, Burlington, On.

*Let us know about your upcoming show or event.
Forward your event information to:*



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