



Every seven seconds another baby boomer turns 50. What does an aging workforce mean for Ontario's workplaces?

Canada's population will age considerably in the 21st century. By 2021, the segment of the population that is 65 and over will increase to 17.9% from the current 12.7%.

The good news is that older people are healthier than ever before, and more are reaching old age. Improvements in science and public health have led to increased life expectancy. Chronic disability rates among the 65-plus age group are falling. Seniors are living longer – and healthier – than ever before.

By 2011, approximately 41% of the working population will be between the ages of 45 and 64, compared to 29% in 1991.

At work, older workers account for a growing share of the working-age population. According to Human Resources

Cont'd on Page 2 →

An Aging Workplace

READ IT

GROUNDBREAKERS: Canadian Tire – Page 4
VEHICLE SALES AND SERVICE – Page 6



THE safety mosaic

Editorial Director
Heather West

Editor
Helen Nugent

**Art Direction
& Design**
Robert Wright

Contributing Writers
Suzan Butyn

**Contributing
Photographers**
Brian Tremblay

The Safety Mosaic is published quarterly by the Ontario Service Safety Alliance. COC CPC Mail Publication # 1489763. All rights reserved. To reprint articles, please contact Maria Pontes at (416) 250-9111, Ext. 228 email: mpontes@ossa.com.

**The Ontario Service
Safety Alliance**
4950 Yonge Street,
Suite 1500
Toronto, Ontario
M2N 6K1
Tel: (416) 250-9111
Fax: (416) 250-9500
Website: www.ossa.com

**Have your health and
safety questions answered
confidentially. Call OSSA's
Client Services Line at
1 888 478-6772.**

INSIDE THIS ISSUE
WINTER 2002/03
Vol.5 No.4



**Cover Story –
An Aging Workplace**

**We Asked –
An Early and Safe
Return to Work**
page 3

**Groundbreakers –
Canadian Tire**
page 4

**Focus on Vehicle Sales
and Service –
The Mechanics of
Musculoskeletal Injuries**
page 6

Behind the Scenes
page 7

Calendar of Events
page 7

**Beyond the Workplace –
Car Crimes**
page 8



An Aging Workplace

Cont'd from page 1

Development Canada (HRDC), it is estimated that, by 2011, approximately 41% of the working population will be between the ages of 45 and 64, compared to 29% in 1991.

And that's not all. Older employees are choosing to continue to work beyond the age of 65 – for many reasons. Some enjoy their work. Others must work for financial reasons. Regardless of the reason, the demand for skilled, experienced workers is expected to grow in the next two decades. In fact in many cases, the older worker market is where a company's growth will come from as recruitment a smaller resource of younger workers becomes more challenging.

**According to a HRDC survey,
21.4% of workers 45 years and
over plan to either never retire or
retire after 65 years.**

According to a HRDC survey, 21.4% of workers 45 years and over plan to either never retire or retire after 65 years. This provides employers with a unique opportunity to benefit from the experience that this valuable segment brings to the market. With plenty of experience, maturity and judgment, older workers are less likely to be injured at work. In fact, in 1998, older workers sustained just under 9% of all occupational injuries or illnesses requiring time away from work.

With so much to offer, why are older employees not in greater demand? According to a recent survey, only 4% of employers reported that they targeted older workers to fill open positions. Part of the reason may stem from pre-existing stereotypical images of older employees as less productive and resilient.

The reality is older workers can be as productive as younger workers. In fact, there is no significant overall difference between the job performance of older and younger workers. According to Statistics Canada, in 2001, permanent workers aged 45 and over lost an average of 9.7 days (excluding maternity leave), only 1.8 days more than the average 7.9 days for workers aged 25-44.

**Training and retraining are essential
for older workers to gain new
qualifications, enhance their skills,
and ensure safety on the job.**

What can employers do to welcome – and benefit from – this valuable segment of the employment market? Creating a supportive workplace that promotes respect for all employees is paramount – one that demonstrates the value of all contributions and ensures equal access to new challenges.

At the same time, training and retraining are essential for older workers to gain new qualifications, enhance their skills, and ensure safety on the job. Providing training can stimulate an

employee's interest and broaden their work experience – regardless of their age. Keep in mind that the general principles of adult education – relating new skills to past experience, allowing for self-paced learning, social support and opportunities for practice – applies to older as well as younger employees.

**Utilizing older workers as trainers
is an excellent way to transfer
knowledge and provide young
workers with a valuable mentor.**

Employers should think about the practices they have in place to develop the health and safety skills of older employees. Utilizing older workers as trainers is an excellent way to transfer knowledge and provide young workers with a valuable mentor. In-class training and computer-assisted training are other valuable opportunities that can – and should – be offered to older employees.

While it is important to recognize the value of older workers, it is equally important to recognize some of the limitations, as well. Older workers may have age-related needs such as declining energy, progressive conditions, declining eyesight, and may require longer periods for healing. They may also need flexible working arrangements to care for elderly family members.

**Take a look at the workplace,
including ergonomics, lighting,
heat and the general environment
to see if it is worker-friendly to an
older employee.**

To attract – and retain – older workers, employers should think about ways in which they can accommodate these needs, such as offering job sharing. Flexible working arrangements can also help retain experienced workers. Offering alternative working arrangements can provide flexibility that older employees may find attractive.

Take a look at the workplace – including ergonomics, lighting, heat and the general environment – to see if it is worker-friendly to an older employee. Consider re-organizing work to meet the needs of older workers. It may be necessary to adapt the work environment to compensate for declining physical capabilities like hearing, vision and energy levels.

Workstations may need to be redesigned to avoid increased ergonomic issues. Look at health and wellness initiatives that can assist all employees – including older workers – maintain better physical and mental health.

Looking ahead, there can be little doubt that the number of middle-aged and older persons in the labor force will continue to grow. In many cases, workplaces can benefit from this growing market by highlighting the benefits and addressing the negative attitudes. By accommodating the needs of an experienced workforce through flexible work arrangements, job redesign, and appropriate training opportunities, employers can create safer workplaces and healthier environments for everyone. ☺

W E A S K E D

Joan Eakin, Ph.D is an Associate Professor at the University of Toronto, Faculty of Medicine. Ms. Eakin recently completed a study that looks at the outcomes and experiences of small workplaces dealing with the policy and practice of Early and Safe Return to Work.

Can you briefly describe the concept behind Early and Safe Return to Work (ESRW)?

A core idea underlying Early and Safe Return to Work is self-reliance. In the old days, if you were injured, you stayed off work until you were fully recovered. Now, it is believed that it is good therapeutically and from a compensation standpoint to get workers back to work in some capacity as soon as possible. It is incumbent upon management to provide modified work opportunities for their injured workers – jobs that are possible for them to do without re-injuring themselves.

What are the differences between small and large organizations when it comes to ESRW?

In any workplace, there is a lot for employers to deal with when getting someone back to work. You have to participate in decisions about adjudicators and deal with reports from doctors. You have to determine when it is safe for the person to come back to work, and what is safe for them to do. In a small business, there is rarely anyone solely dedicated to this task.

Providing modified work can be challenging in a small workplace because, often, the employer doesn't have jobs just waiting to be filled. Most employers we talked to were willing to go to great lengths to find their injured

Early and Safe Return to Work



workers an appropriate job. At the same time, they sometimes found that their efforts disrupted normal working relationships. For example, offering modified work to an injured worker was sometimes perceived by other workers as favouritism, and left them feeling aggrieved.

Lastly, the loss of even one employee in a small business can be very serious. It certainly makes life more complicated. Employers often feel frustrated – something that can lead them to feel suspicious over time. Is this person really unable to come back to work? Are they taking advantage of compensation support?

How challenging can it be for employers to balance their responsibility to the system and their relationship with their employees?

In many ways, it is easy to become trapped between what is expected by the system – your legal responsibilities – and what is expected from the worker – that is, the moral or social responsibility.

Doing a good job legislatively means keeping in communication with the employee while he is off work so you can both determine when he is fit to return to work. Unfortunately, this can be seen as 'hounding' by the employee, or as a sign that the employer cares more about the business implications than the worker's misfortune. The spin-off is that the employer looks like the bad guy because he has to tend to his business interests. This can damage relationships – especially in small business.

What role does trust play in the Return to Work process?

Small businesses run on trust. Work gets done in ways that depend heavily on informal understandings that go way beyond formal contracts, mutual expectations and obligations, and moral reciprocity. Such patterns of working can be disrupted in subtle ways by the return to work process and can have profound implications for the whole workplace.

What is the danger of bringing up the issue of credibility with employees?

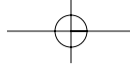
In the long run, it's not worth getting so anxious about issues of abuse for a few bad apples. The damage that is done by assuming that all injured employees are cheating is much higher than that caused by the occasional person who misuses the system. Employees can be profoundly distressed by the perception that their employer doesn't believe them. They come to see mistrust in everything the employer does or says, and grow increasingly defensive. Relationships between employers and their workers that were previously very strong can be undermined, which in turn makes it very difficult to find mutually satisfactory solutions to the challenges of return to work.

Even though your report does not make recommendations what, can employers do to help ESRW go smoothly?

Employers must remain very conscious that, whatever they do, they don't convey a lack of belief in workers. Even if an employer has his concerns, he should give employees the benefit of the doubt. Very few people want to be off work – or can go to the length required to fake it.

Talking about the situation is helpful. The ability of an employer to look at the situation from their worker's viewpoint is also important. The employer needs to be aware where the employee is coming from – and be ready to help him make a wise decision on how – and when – to come back.

There can be no doubt that this is a fragile situation. The more aware an employer can be, the better they can handle the social and emotional ramifications. Return to Work isn't just a bureaucratic thing. It needs attention. If it gets out of hand, the employer is going to pay more down the line. That's worth some kind of prevention. >&



GROUND BREAKERS

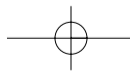
In our consulting approach, OSSA seeks a long-term, wholly integrated commitment to health and safety from our members. Groundbreakers are member firms who have come to realize the value of this approach through working with OSSA. Groundbreakers strive to make health and safety part of the workplace culture. They recognize the link between healthy, safe employees and customer service excellence, and they're willing to do what it takes to create a genuinely caring environment.

Selling He

by Suzan Butyn



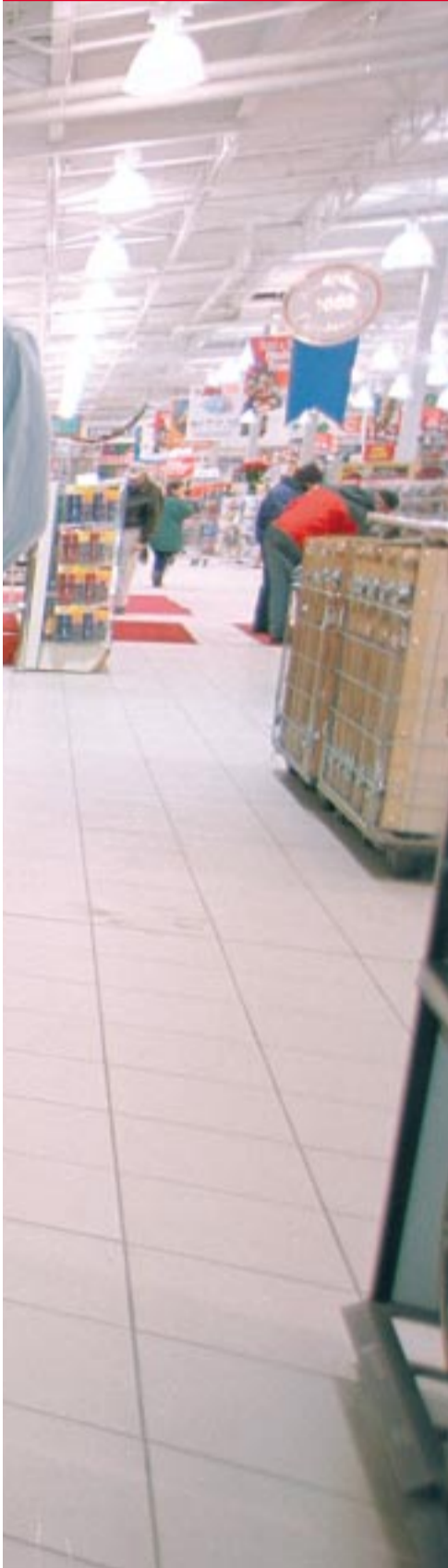
Canadian Tire team members:
From left to right
(Back Row) **Norma Hasey, Roberta Clement, Cindy McCaully, Cheryl McIntyre, Frank Crawford**
(Front Row) **Kevin Valley, Erick Mosker, Chris Celetti**



alth

and Safety

Promoting health and safety is all part of the job at the Sault Ste. Marie Canadian Tire.



Canadian Tire Corporation Limited is one of those proud homegrown Canadian success stories. This publicly traded company is light years from the early days when it was founded in 1922 by two brothers eager to service consumers' new found fascination with cars. Today it is a growing network of interrelated businesses, engaged in retail, financial services and petroleum.

Canadian Tire employs 45,000 employees throughout its empire with a retail arm that boasts 450 stores across Canada. Each store offers consumers a large selection of national and retail brands through three 'stores' under one roof: automotive parts, accessories and service; sports and leisure products; and home products.

Although Canadian Tire Corporation Limited promotes support of strong health and safety practices and programs, ultimately the day-to-day health and safety operations are the job of the chain's retail store dealers and management.

Erick Mosker is the no-nonsense Retail Store Manager for the Sault Ste. Marie Canadian Tire operation. This is a store that has come a long way from the days of failing a Workwell Audit in 2001. Mosker knew they could pass the second Workwell Audit if the proper procedures and documentation were put into place.

Prior to joining Canadian Tire, Mosker was a retail store manager for Bell Canada. His strong views on how Joint Health and Safety Committees should be conducted stem from his experience there.

"Some employees like to think that the Joint Health and Safety Committee is there to serve them; that the committee is solely responsible for health and safety and are in control of everything. These employees adopt the attitude that health and safety is not their problem. They'll call the committee to come over and get rid of a hazard."

"My view is that Joint health and safety committees are there to make recommendations and suggestions. They're kind of like the cheerleader but they are also there to help out in a difficult situation. They're not work-

ing for everyone, but with everyone."

At the Sault Ste. Marie store, everyone is taught from day one that health and safety is a global responsibility. Each position has clearly defined accountability and responsibilities for health and safety in the contract that the employee is required to sign. New recruits receive an employee handout book that includes information on health and safety, receive the appropriate health and safety training for that department and are buddied up with a more experienced employee.

Mosker runs a tight ship. Employees are only entitled to one or two warnings before they are terminated. "I don't care if the employee is a superstar. If he can't work safely, he can't work here," explains Mosker.

Mosker acknowledges that retail environments can be challenging. Employees can suffer repetitive strains from lifting, and cuts and nicks from opening boxes with knives. The transient nature of the retail environment doesn't help either. "We can be in perfect health and safety compliance and then a tractor trailer shows up and they're stocking boxes improperly and we're out of compliance."

One of the innovative things the Sault Ste. Marie store is doing is a five to ten minute review of health and safety matters with employees. Store managers also have a calendar book where they write down every health and safety hazard or obstacle, how they remedied it and when. They are required to ask one employee each day if they have a health and safety concern and they are expected to act on it. Management does inspections every day, posts the minutes of the JH&SC in a public place and publishes articles on health and safety in the store's Thursday newsletter.

Mosker insists on a neat and clean store, free from obstacles and hazards, to give customers a pleasant and safe shopping experience and to show customers that they care. "The number of injuries sustained by customers is the best indication of how well you're doing," says Mosker.

The real coup is that Mosker has instilled a culture of health and safety throughout the store. From the support of the General Manager and the Owner Operator, he has carte blanche to integrate health and safety into everything the store does and to protect employees and customers alike. Says Mosker, "We have employees looking for health and safety hazards. They are taking care of each other."

With this attitude it's little wonder that the store was ship shape by the time the Workwell Auditor returned. They were impressed when the Canadian Tire scored 90.5%, one of the highest scores the auditor had ever given.

"Health and safety has to be part of the culture every day or you lose it," Mosker explains. "When that ball begins to roll down that hill, no one cares anymore about health and safety. If you turn a blind eye, you lose credibility with employees. It only takes one person to get hurt."

Mosker argues that there is a direct correlation between sound health and safety practices and employee morale. "You're going to have a happier employee if you're not asking them to risk their lives at work."

That attitude is paying dividends for this Canadian Tire store. With more than 200 employees and 2000 years of cumulative employee service, they enjoy nominal turnover.

As a reward for the cooperation and diligence of its employees in health and safety, the Joint Health and Safety Committee would like to present quarterly health and safety awards in 2003. "I had some reservations about rewarding individuals for doing what was expected of them as part of the health and safety culture but I'm all for group rewards," Mosker says.

Mosker knows the system is working. He has seen it first hand. He was tickled pink when a new employee challenged an unsafe situation and exercised his right to refuse unsafe work. "I shook his hand," says Mosker "because he proved the system was working."



VEHICLE SALES AND SERVICE

The Mechanics of Musculoskeletal Injuries

The 2002 OSSA Health and Safety Conference, held in September 2002, focused on the issue of MSIs in the service industry. The following article is an excerpt from a sector-specific workshop for vehicle sales and service.

Musculoskeletal injuries are the number one cause of work-related disability in Ontario. Each year, over \$18 million in lost time compensation is paid out to service industry employees for work-related MSIs. That translates into more than 273,000 lost work days. Thirty-eight percent of those claims come from the vehicle sales and service industry.

The Musculoskeletal system is a term for the body's soft tissue framework that supports movement and generates the power to lift, lower, bend, turn, flex and hold. It includes muscles, ligaments, tendons and joint connective tissue. While injuries of this type are reversible in the early stages, they are difficult to cure once they become chronic.

In the vehicle sales and service industry, some of the key risk factors for developing musculoskeletal injuries are:

- repetitive movements such as frequent twisting of wrists when using wrenches and other hand tools.
- awkward postures such as bending over the hood of a car, or working with arms raised above the head.
- continuous loading of muscles tissues such as lifting many vehicle parts during a shift, over weeks, months or years.
- lack of recovery time which may occur during busy or understaffed situations, when breaks are missed and when there are fewer options for scheduling a variety of jobs for staff.

Many jobs within your business may be exposed to ergonomic risks, including those held by service technicians, parts, sales and administrative staff.

Developing a workplace ergonomics program is one the most effective ways to battle MSIs in the workplace. That starts with your ability to recognize the signs. Listen for frequent complaints of aches and pains or watch for the use of back belts, tensor bandages and splints. Check records for signs of increased absenteeism. Watch for employee makeshift modifications to equipment.

GPI/CARQUEST is a leader in the North American automotive aftermarket. Through its stores and distribution centres, the company serves professional auto service technicians throughout the U.S. and Canada.

GPI/CARQUEST's Regional HR Manager, Yass Leheta, remembers getting complaints from forklift operators about aching wrists. "When we looked at the situation, we discovered rather old forklifts with joysticks that would cause the hand to vibrate right up to the elbow." Recognizing the problem, the company set out to research replacement forklifts. "Today, we have forklifts with joystick crowns that fit into the hand nicely and don't vibrate. The improvement we saw in staff was immediate," says Leheta.

To ensure your ergonomics program is successful, establish senior management commitment early. Senior management can show commitment by including ergonomics in company policies, talking with supervisors and staff about ergonomic activities to



keep it top-of-mind, and making sure that the necessary resources are committed.

Training should be offered to increase the ability of management and employees to evaluate potential MSI problems. Ensure that any ergonomics training is done by a qualified, CCPE certified Ergonomist.

Next, gather and review evidence of MSIs. Look at data to identify jobs or processes that are the most problematic. Sources of information could include injury reports, medical records, symptom surveys or job task analysis. Observe jobs or tasks in the workplace to identify significant ergonomic risks.

Once you've assessed the risks, you're ready to consider potential controls. There are three distinct ways to control ergonomic hazards. Depending on the risk and the circumstances, the appropriate control may include engineering controls, administrative controls and personal protective equipment.

Take a look at your current workstation design and layout. Are heavy supplies and equipment like hoists stored between shoulder and waist height? Adequate aisle room should be left to move large items.

At GPI/CARQUEST, production processes were redesigned to suit the work environment. Products were grouped together depending on their movement through the warehouse. Today, items are stored in a fast moving area, a slow moving area, a CARQUEST products area or the paint room. Staff are then placed in positions based on their ability to work safely within each area. "We believe in

identifying the human characteristics of the job, and then placing people to fit the task," says Leheta. "Reorganizing product has made business more efficient and traffic flows easier. Staff work as a team, and can actually operate quicker and easier as they get into a rhythm."

Training staff to lift properly and adjust equipment promotes safe work postures. Employees should be encouraged to change positions frequently. Evaluate your work schedule. Does staff have the opportunity to change positions? Ensure you have adequate staffing levels so staff are not overloaded.

"Today", says Leheta, "we change tasks and jobs to promote variability. We provide lots of opportunities to cross train staff so that they can vary activities. It increases the interest for staff and ensures that no one is left at one job for too long." The company also promotes stretching exercises on breaks that occur every 2 hours and 15 minutes – something that exceeds the legal requirements for breaks.

Once you have controls in place, don't forget to evaluate them. Did the control reduce or eliminate the problem? Make sure your control does not create any new problems.

With controls in place, you're ready to establish health care management. You need to emphasize to staff the importance of early reporting, detection and treatment of MSIs. Medical staff should do a follow-up with your health and safety group to look at any trends or issues that have been reported.

Finally, create a proactive program that ensures that risk factors and the human element are considered in planning new work processes and operations. It is always less costly to build good design into processes and layouts than it is to redesign or retrofit.

Preventing MSIs in the Vehicle Sales and Service area involves being proactive and using industry best practices to identify risk factors – before they become a problem. 5

BEHIND THE SCENES

Watch for these new products soon to be released by OSSA:



**2000
Winner of the
OSTD OTTER
Award**

Dare to Care – Sector-specific

Get your sector-specific version of our award winning Dare to Care orientation program. There are four new OSTD Award Winners:

- Restaurant and Foodservice
- Retail and Wholesale
- Office and Related Services, and
- Vehicle Sales and Service

This video-based program provides employees and managers with insight into health and safety in the workplace. It presents real-life tips for supervisors on communication, leadership, coaching and understanding their duties and responsibilities. Employees learn about being proactive and involved. The program also encourages effective communication and working as a team to solve problems.

Each kit includes:

- 5 Managers Workbooks
- 5 Employee Workbooks
- 1 Leader's Guide
- 1 Employee Video
- 1 Manager Video

Effective Joint Health and Safety Committee

Use these resource guides to create high performance teams that work. One guide addresses the needs of the Business Owner or Executive while the other addresses the needs of the Joint Health and Safety Committee Members and Chairs.

- Create a map of health and safety interests.
- Discover 'natural' partners within the business.
- Identify opportunities for building health and safety into management practices.
- Discover new ways for Joint Health and Safety Committees to contribute to the efficient operation of your business.
- Evaluate the performance of the Joint Health and Safety Committee and the Internal Responsibility System.
- Learn how to run effective meetings and build teams that work.



Online Basic Certification Program

In partnership with George Brown College, OSSA is developing an on-line version of our Basic Certification Training program. The program includes the five key modules: Health and Safety and the Law, Workplace Health and Safety, Joint Health and Safety Committees, Workplace Inspections and Accident Investigations. It will be offered through the Continuing Education Program. The on-line program will have a mentorship component available via email.

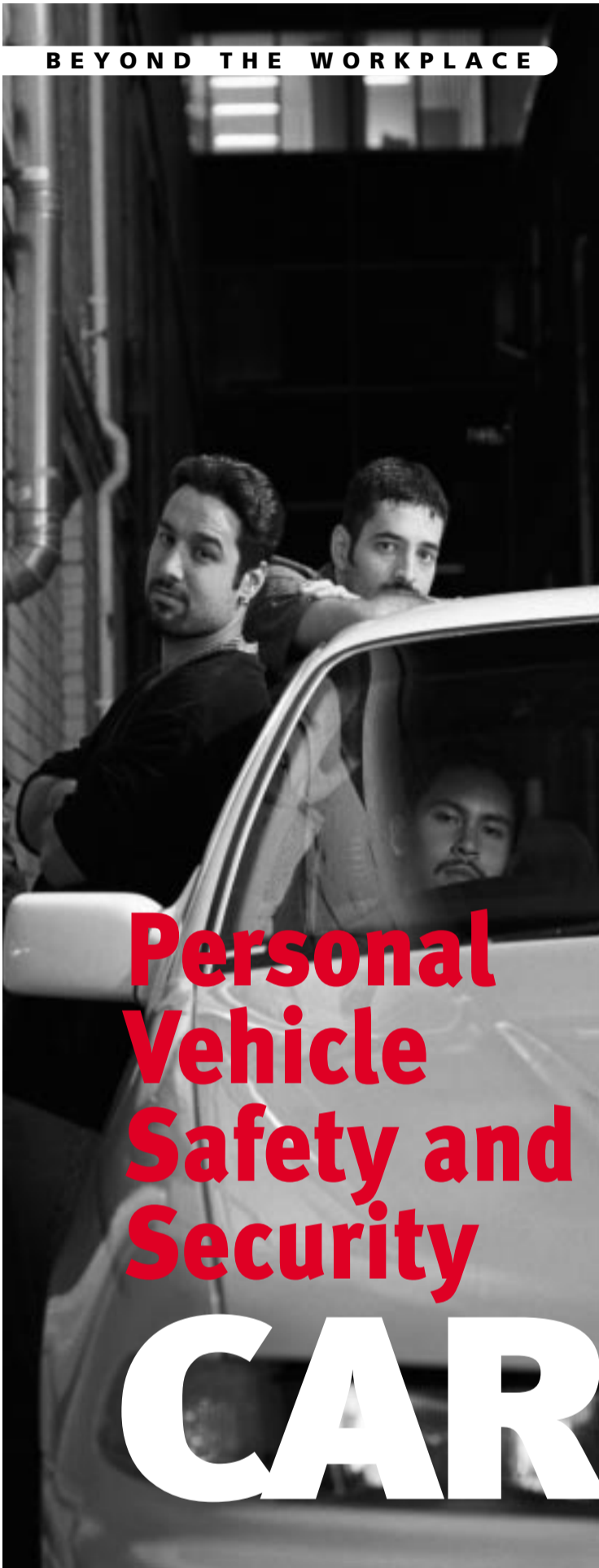
Please visit www.gbrown.on.ca/coned or email cehospitality@gbrown.on.ca for more information.

Upcoming Events

The following is a listing of upcoming trade shows, conferences and events of interest to Ontario's service sector.

VENUE	DATE	LOCATION
FEBRUARY HRPAO Annual Conference Human Resources Professionals Association of Ontario	February 12-14	Sheraton Centre Toronto, Ontario
MARCH 5th Annual Tourism Forum	March 25-26	Casino Rama Orillia, Ontario
APRIL Muskoka Health & Safety Conference	April 9	Location TBA Bracebridge, Ontario
IAPA Health and Safety Conference Industrial Accident Prevention Association	April 14-16	Metro Toronto Convention Centre Toronto, Ontario

BEYOND THE WORKPLACE



Personal Vehicle Safety and Security

CAR CRIMES

We count on our cars for many things. To take us to work. To get us to the kids' hockey games on time. To provide us with a sanctuary from the noise and stress beyond our tinted windows. In many ways, our vehicles provide us with a 'home away from home' – a comfortable, convenient and reliable way to get from Point A to Point B.

What many of us don't consider is our personal safety when driving a car. Yet, in a world where carjacking and thefts are on the rise, it is important to know how to protect yourself from harm.

While cell phones can be the bane of our existence, they are also extremely handy as a vehicle security measure. Always keep a cell phone handy when traveling in a vehicle. Should your car break down, you have a tool to safely and securely call for help. A cell phone can also help report other motorist accidents and mishaps.

Take a look at your car maintenance practices. Do you keep your car in good running order to avoid breakdowns? Check tires, lights and windshield wipers on a regular basis to ensure they are in good condition. Keep at least a half-tank of gas in your car at all times.

On the Road

When driving, do not give rides to hitchhikers. If you come across another motorist in trouble, signal them that you will get help and then call the police. Do not get out of your car.

If your car breaks down, use your cell phone to dial 911 and request help. Keep your car doors locked and your windows rolled up. Do not raise the hood of your car as it will block your view and call attention to yourself. Instead, tie a white cloth to your door handle or car's antenna to signal that you need help. If someone approaches, roll your window down no more than one inch and let them know that you've already made the call.

Parking Lots

Before you leave your car, close the windows and sunroof, lock the doors and activate any

security devices – even if you are only going to be away from your car for a few minutes.

If you park during daylight hours, think about how the location will look if you need to return when it is dark. Do not park near concealed areas like shrubbery, buildings and dumpsters.

When you leave your car, check to ensure that baggage is left in the trunk of the car, or take the bags with you. Never leave cash, credit cards, cheque books, cell phones or other valuables in the car. For women, avoid leaving clothing in the car that can identify you. Turn the address label for magazines or mail over so someone cannot learn your name or where you live.

Going Underground

Underground parking lots are a common scene for robberies and vehicle theft. On parking ramps or in underground parking, always stay alert to what is going on around you. Look for well-lit areas to park your car, and stay away from concealed areas of the parking garage. Always park as close to an exit as possible.

Take a look around you before leaving your car. Keep your keys in your hand so you don't waste precious time fumbling for them.

When approaching your car, check for potential threats to your safety. Check the interior of your car before you get in. If something seems wrong, leave as quickly as you can and call for help.

Returning Home

At the end of your trip, always keep your keys in a secure place. Burglars have been known to break into houses and offices to steal car keys.

Staying safe in and around your vehicle takes awareness, education and keen observation skills. Often, seconds can make a difference to your personal safety. Play it safe. 🚗



Ontario Service Safety Alliance
4950 Yonge Street, Suite 1500
Toronto, Ontario
M2N 6K1
Tel: (416) 250-9111
Fax: (416) 250-9500
1-888-478-OSSA
Website: www.ossa.com

900-001-018-P-GE

Published quarterly by the
Ontario Service Safety Alliance
CPC Mail Publication # 1489763