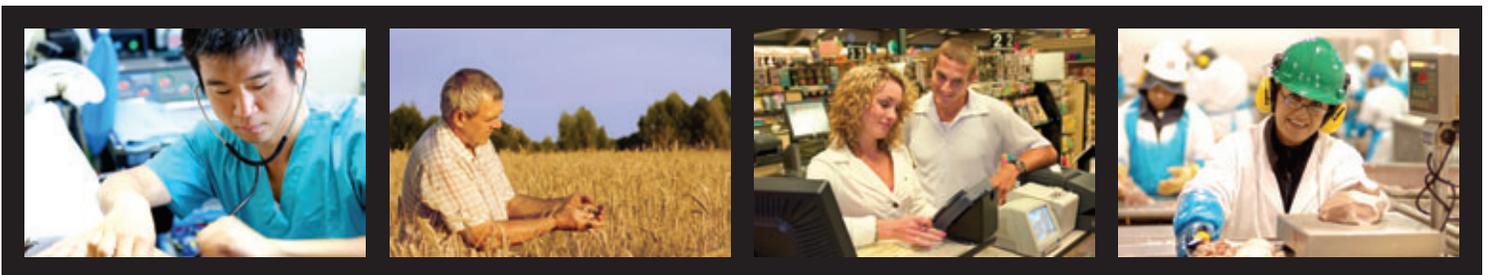


Supervisors and SAFE Work



SUPERVISORS AND SAFE WORK



TABLE OF CONTENTS

Acknowledgements.....	4
Disclaimer.....	4
Objective	5
Forward	5
Pre-Workshop Assessment.....	7
SECTION 1: Why Safety is Important.....	9
The Size of the Problem.....	10
Manitoba injury statistics.....	10
Statistics – injuries by the numbers.....	12
Why Safety?.....	13
Moral	13
Financial	15
Legal.....	20
Summary.....	24
SECTION 2: What Sets Supervisors Apart?.....	25
Why Supervisors?.....	26
Safety Structure: Internal Responsibility System (IRS).....	27
Summary.....	32
SECTION 3: The Act, Regulations and Supervisors: Safety Starts Here	33
<i>The Workplace Safety and Health Act</i>	34
<i>Workplace Safety and Health Regulation</i>	36
Addressing Concerns	38
Workers’ Rights.....	39
Summary.....	47
SECTION 4: Supervisor Duties.....	49
Safety and Health Programs.....	50
1. Hazard Identification and Risk Control	51
2. Inspections.....	67
Formal or planned inspections.....	68
Informal or spot inspections.....	68
3. Investigations.....	71
Investigation of near misses and incidents	73
Investigation of serious incidents.....	73
Investigation of right to refuse.....	76
Investigation of worker safety and health concerns.....	77



4. Reporting	77
Best practices in establishing a near miss reporting system	78
Why workplaces should implement near miss reporting systems	78
How can workplaces encourage workers to participate in near miss reporting	78
Reporting to Workplace Safety and Health	80
WCB reporting responsibilities	80
5. Training.....	82
Training for supervisors	82
General training and new worker orientation	84
Job specific training	85
Job prerequisites.....	85
Hands on training	85
Checking for understanding	86
Vulnerable workers	86
Summary.....	92
SECTION 5: Tools and Concepts Involved in a Supervisor’s Safety Responsibilities.....	93
Due Diligence.....	94
What is due diligence?	94
Elements of due diligence:	95
Proactive approach	96
Demonstrating due diligence	96
Due diligence checklist.....	97
Supervisors’ Influence on Safety Culture.....	99
Components of safety culture	100
Improving safety culture	102
Building a safety culture	103
Supervisor Competencies	106
Summary.....	109
Case Scenarios	111
Resources	115
Post-Workshop Assessment.....	119
Action Plan	121
Glossary	123
APPENDICES	129
Appendix A: Bulletin 249	130
Appendix B: Sample Job Hazard Analysis Form.....	132

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- Work Safe Saskatchewan
- Ontario Ministry of Labour
- Ontario Safety and Prevention Services

DISCLAIMER

The information in this publication is intended for general use and may not apply to every circumstance. It is not a definitive guide to government regulations and does not release the readers from the responsibilities under applicable legislation. SAFE Work Manitoba has tried to present the most up to date information, but does not guarantee the accuracy of, nor assume liability for, the information presented here.



OBJECTIVE

The objective of Supervisors and SAFE Work is to provide supervisors or those who are in charge of workers with an understanding of their legal obligations to provide a safe and healthy workplace for their employees. This hands-on interactive workshop will cover why safety is important, legal obligations and duties of supervisors, as well as emphasize the integral role supervisors have in influencing the safety culture within their organization and team.

FORWARD

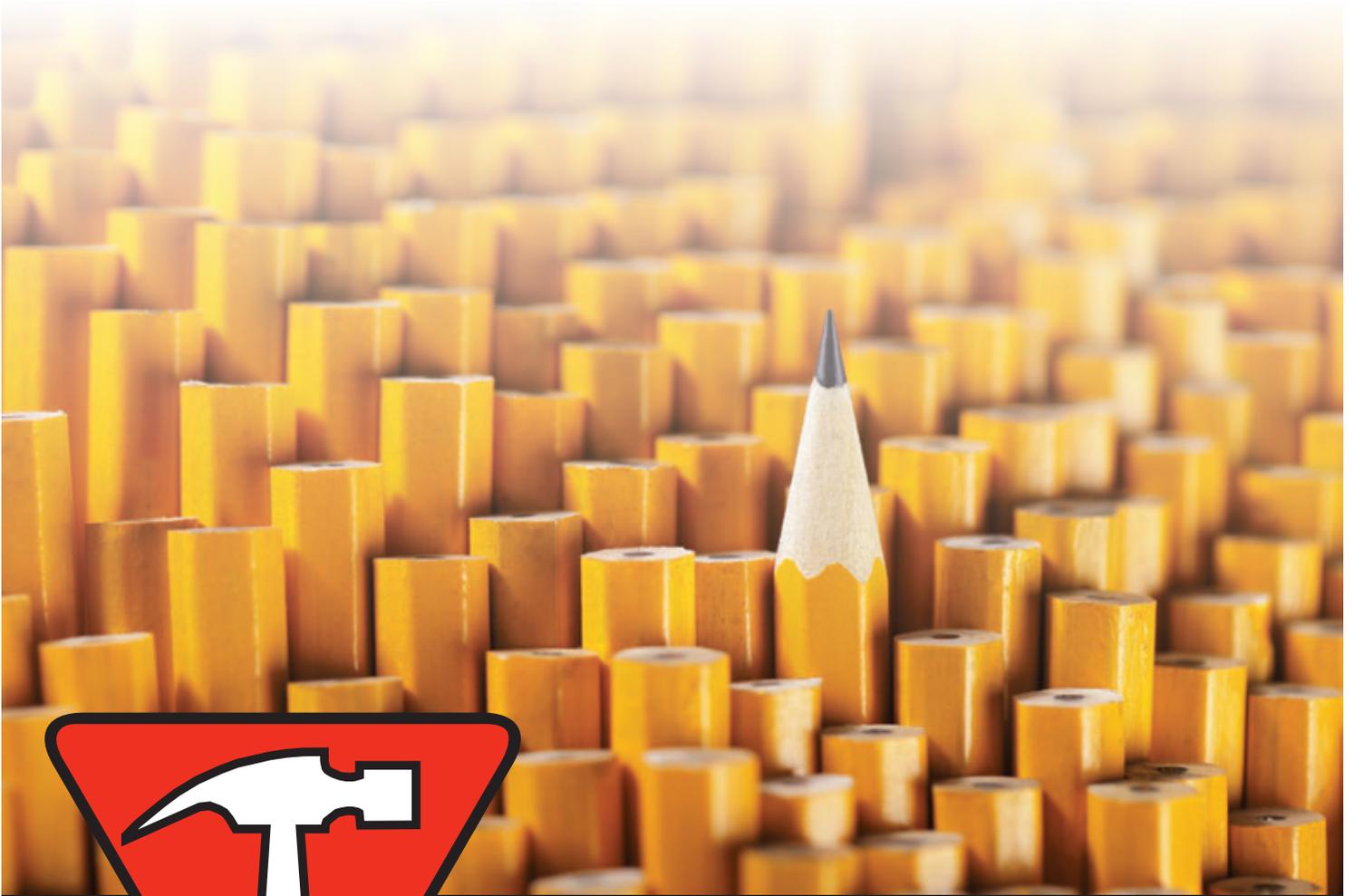
Employers and employees share a genuine mutual concern for the safety and well-being of workers in the workplace. They know and appreciate the value of each worker's knowledge and experience to their business or industry and the importance of that worker to their family and society.

As part of the SAFE Work strategy, SAFE Work Manitoba has developed this manual to assist supervisors or those who are in charge of workers with an understanding of their legal obligations to provide a safe and healthy workplace for their employees. Our workshop, Supervisors and SAFE Work, will provide an overview of:

- Why safety is important
- Why supervisors are important
- Legal obligations and duties of supervisors
- Supervisor safety responsibilities
- Supervisors' influence on safety culture
- Resources for supervisors.

It is our goal that participants will leave this workshop with clarity of their role as supervisors in creating a safe and healthy workplace. The workshop will provide supervisors with new tools and resources to help them implement key concepts into their workplace as we continue to work together to create our vision of SAFE Work – A Way of Life.

PRE-WORKSHOP ASSESSMENT



PRE-WORKSHOP ASSESSMENT

Before completing the workshop, please rate your level of knowledge in the following areas. At the end of the workshop, you will complete the same quiz to assess your learning today.

What is your level of knowledge of:	Level of knowledge				
	Low				High
1. Why safety is important	1	2	3	4	5
2. The three pillars of safety	1	2	3	4	5
3. A supervisor's role according to the internal responsibility system	1	2	3	4	5
4. A supervisor's role according to <i>The Workplace Safety and Health Act</i>	1	2	3	4	5
5. How supervisors play a role in workers' rights	1	2	3	4	5
6. Hazard identification requirements of supervisors	1	2	3	4	5
7. Inspection requirements of supervisors	1	2	3	4	5
8. Investigation requirements of supervisors	1	2	3	4	5
9. Reporting requirements of supervisors	1	2	3	4	5
10. Training requirements of supervisors	1	2	3	4	5
11. How supervisors can exercise due diligence	1	2	3	4	5
12. How supervisors can contribute to a culture of safety	1	2	3	4	5
Total Score					

SECTION 1: WHY SAFETY IS IMPORTANT

In this section

- The size of the problem
- Why safety?

Learning objectives

Upon completion of this section, participants should:

- Understand the importance of safety in the workplace
- Be able to identify the moral, financial and legal reasons for safety
- Be able to differentiate between overt and hidden financial costs associated with unsafe and unhealthy workplaces
- Be able to differentiate between legislation, regulations, standards, codes, policies and guidelines.



THE SIZE OF THE PROBLEM

There are multiple benefits to preventing injury and illness. Safe workplaces are good for business; principles of safety and health can be applied to production and operations; legal obligations are met; and costs associated with injuries (fines, replacement workers, Workers Compensation Board rates, etc.) are avoided. Most importantly workers can go home safely to their families and communities.

It is the mandate of SAFE Work Manitoba to work with our partners to reduce the number of Manitobans that are injured in the workplace. All workplace injuries are preventable.

Statistics – injuries by the numbers

Worldwide, occupational diseases and injuries impose enormous costs. They impoverish workers and their families, reduce work capacity and dramatically increase healthcare expenditures. The International Association of Labour (ILO) estimates that 2.34 million occupational fatalities occur every year. Of those 2.34 million occupational fatalities 321,000 are due to acute workplace accidents. The remaining 2.02 million deaths are caused by various types of work-related diseases, which correspond to a daily average of more than 5,500 deaths.

Worldwide estimates

Annual work-related deaths: >2.3 million

Annual deaths caused by work accidents: 350,000

Annual deaths attributed to work-related diseases: 2 million

Annual non-fatal work-related accidents: 313 million

Percentage of annual GDP lost to accidents and work-related diseases: 4 per cent

Source: International Labour Organization (ILO)

Canada (2014)

239,643 accepted time loss injuries

919 workplace fatalities

Source: Association of Workers' Compensation Boards of Canada (AWCBC), 2014



Number of accepted time loss injuries by jurisdiction (2014)

Source: Association of Workers' Compensation Boards of Canada (AWCBC), 2014



Manitoba (2015)

28,969 accepted injuries

14,442 accepted time loss injuries

3.0 time loss injuries per 100 full-time equivalent workers (preliminary estimate)

9 acute hazard fatalities (includes uncovered workplaces)

15 occupational disease fatalities

Source: Workers Compensation Board of Manitoba (WCB), 2015

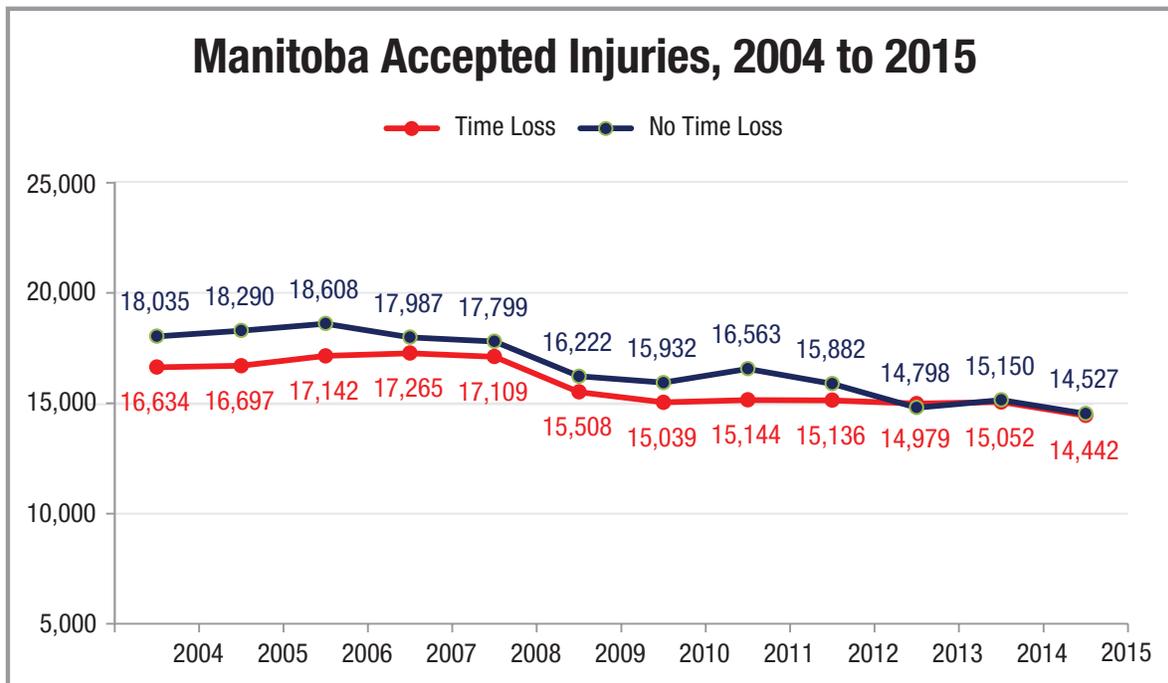
Manitoba injury statistics

Of the injuries that happened to Manitoba workers, approximately half of those injuries were time loss injuries. A time loss injury is defined as a claim that has been accepted by the Workers Compensation Board (WCB) of Manitoba for wage loss payments due to time missed from work beyond the day of the workplace injury.

A no time loss claim is a claim that has been accepted by the WCB for which healthcare costs are paid only. This type of injury also includes claims involving payments for permanent impairment only.

An accepted claim is a claim that the WCB has determined that the worker has suffered a work-related injury or illness.

Below is a graph that illustrates the distribution of time loss versus no time loss injuries in Manitoba. The WCB covers 75% of workplaces in Manitoba.



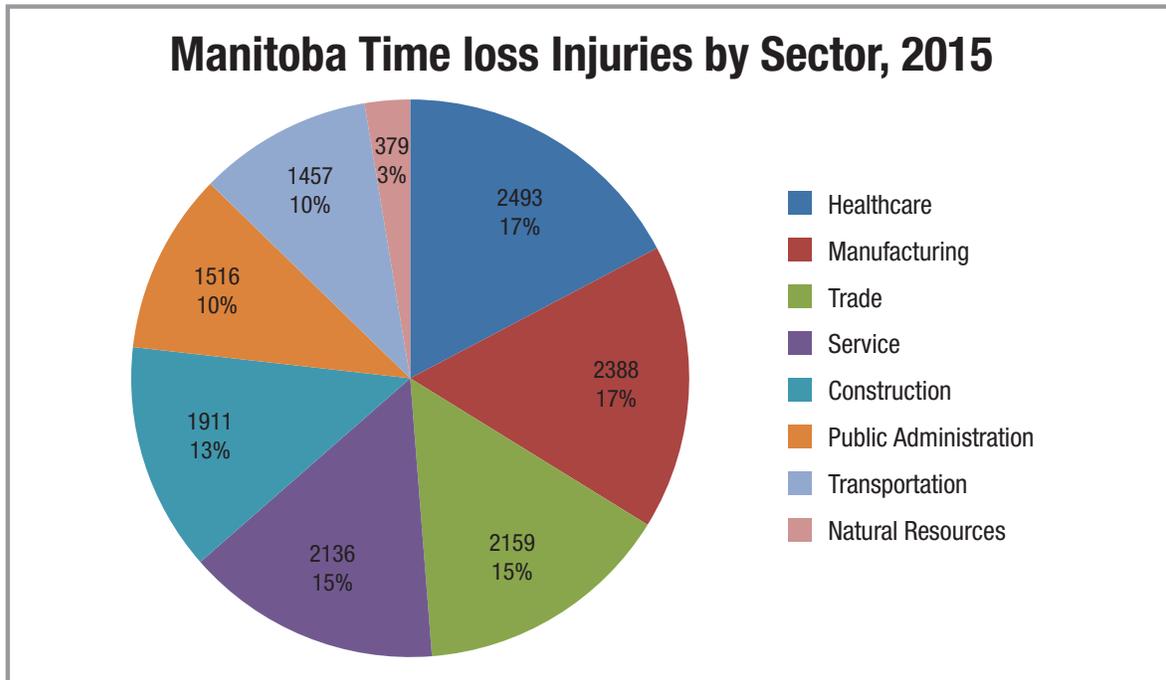


The next graph illustrates the distribution of time loss injuries by sector. Every workplace in Manitoba that is covered by the WCB is assigned to a sector.



Discussion question

Can you identify which sector your workplace would be assigned to?



WHY SAFETY?

The reason it is ideal to perform safe work in a safe environment comes from three streams of motivation: moral, financial and legal.



Moral

Injuries, illnesses and workplace fatalities have immeasurable life-altering impacts for workers and their families. Recovery can be a long and painful journey and a life lost can never be compensated.

There is growing social expectation for safety at work – a shift in ethics at the societal level. At the same time there are shifts in individual morals – someone’s innate sense of what is right and wrong – among both workers and employers. These expectations of safety are backed up by law.

The moral imperative for safety is based on the belief that workers and their safety and health is paramount: we expect our loved ones to return home from work the same way as when they left. Having a good injury prevention program promotes inclusiveness and mutual respect. Workers feel valued. Workplace morale is improved when workers feel secure, which in turn leads to productive and healthy workplaces.



Group learning activity

In the tragic event that a worker is injured in your workplace consider the personal or moral impact that workplace injury would have on the injured worker, the supervisor and the injured worker's co-workers.

Take a moment in your group to identify the personal or moral implications a workplace injury in your workplace would have on the following individuals. Participants will be assigned one group to discuss together and then share their answers with the larger group.

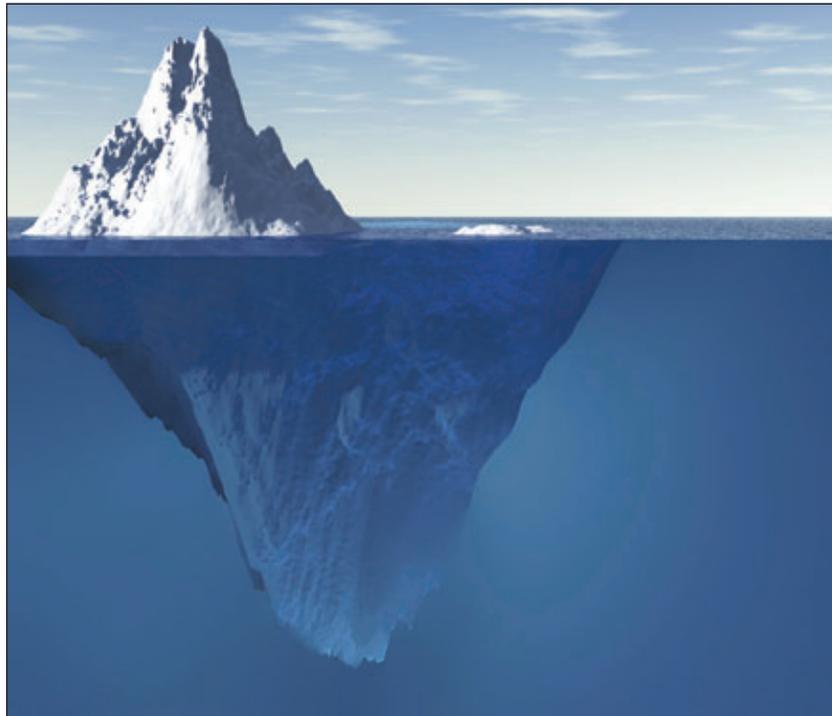
The Injured Worker	The Supervisor	The Co-workers

Financial

Safety and health programs are cost effective and make financial sense. There are initial costs to implementing prevention programming; your investments will be well rewarded with financial savings. As outlined in *Manitoba's Five Year Plan for Workplace Injury and Illness Prevention*, SAFE Work Manitoba is working to develop a rewards system for employers who invest in prevention and create a culture of workplace safety.

The iceberg effect

The hidden cost of workplace injuries



Mitigating hidden costs

Mitigating the costs of injuries and illnesses are just some of the ways you can be sure safety pays. For every dollar paid to cover the direct cost of injury or illness, there is an estimated five dollars of hidden costs. Some have estimated this ratio is closer to 1:20 and much higher depending on the situation. Of course, there are no dollar amounts that can truly capture the human and social costs. Consider the costs when a worker can no longer perform their duties. In addition to lost productivity there may be overtime expenses required to meet workplace demands. There may be training costs associated with bringing in a replacement worker. Customer service may be impacted resulting in reduced business. There may be plant shut down or partial plant shut down while the incident is investigated.



Cost: safety record – a prerequisite to contracts

Increasingly, businesses are asked to confirm their injury record as part of the tendering process and as a condition of contract. Firms with good safety records are more likely to be awarded contracts, resulting in more work and more profit. Likewise companies are often asked to provide copies of their safety program, training certificates and confirmation of methods used to ensure the safety of their workplaces.

Industries such as construction have safety accreditation programs. In construction the program is called COR™ or Certificate of Recognition. The COR™ program is an accreditation program that verifies a fully implemented safety and health program which meets national standards within the construction sector. COR™ certification is frequently used as a pre-qualification and/or condition of contract by public and private project owners.

COR™ accredited companies may be eligible for a 10 per cent discount for the first year on their WCB premiums and five per cent in subsequent years, based on other safety conditions. To maintain the five per cent discount, firms must demonstrate a safety record as good as or better than the previous year. Firms who have had a workplace fatality or have been non-compliant with an improvement order or stop work order can lose their discount.

As per *Manitoba's Five-Year Plan for Workplace and Injury Prevention* SAFE Work Manitoba is working to expand safety certification programs and implement a prevention incentive that rewards employers in all industries who invest in prevention and create a culture of workplace safety.

Cost: stop work orders, administrative penalties and prosecutions

We will review the legal requirements for supervisors and safety at length today. What is the cost to your business if a workplace safety and health (WSH) officer issues a stop work order? Or a piece of equipment is shut down following a serious incident to preserve the scene of the incident for an investigation?

Costs associated with fines and charges include lawyer fees and the time and effort that come with drawn-out court trials. Criminal charges will have long-lasting ramifications.

As we know, WSH can issue administrative penalties to workplaces that are non-compliant with safety laws. SAFE Work Manitoba publishes these prosecutions to inform and educate both employers and workers of their legal responsibilities in the hope that some may learn from the experiences of others. These prosecutions, including the names of the companies, a description of the contravention and the amount of the penalty, are published on the safemanitoba.com website under Prosecutions. In addition to the direct costs of a financial penalty, consider the impact of negative publicity to your business reputation.

Amount: \$25,050

Date of Penalty: April 7, 2015

A worker was involved in a workplace incident that resulted in injuries to two fingers on his right hand. At the time of the incident the worker was operating a foil/wire winding machine. The machine is used to form conductors, which are used in electrical transformers. The worker's fingers came in contact with a pinch point on the machine resulting in the loss of skin on the tips of his middle and ring fingers of the right hand. The employer pleaded guilty to the charge of allowing a worker to operate a foil/wire winding machine without sufficient safeguards in place to protect workers from contact with moving parts of the winding machine.

Amount: \$43,800

Date of Penalty: December 11, 2014

A worker was attempting to clean a piece of equipment used to cut dough. The worker's hand made contact with a moving scraper blade, resulting in the amputation of three fingers. The employer pleaded guilty to the charge of failing to ensure that a worker did not clean a dough dividing machine without the moving parts of the machine being physically guarded to prevent worker contact with a moving part.

Amount: \$187,500

Date of Penalty: April 25, 2015

A worker suffered fatal head injuries when he was struck by a metal bar in the process of removing a fabric panel from a temporary structure. The employer pleaded guilty to a charge of failing to provide the necessary equipment to dismantle a temporary structure.

Cost: public image

Business image is important regardless of company size. A high concern for safe operation and the health and well-being of employees is a positive message that is carried into the community not only by employees, but also by suppliers and customers. It helps attract and retain higher calibre employees. It may help improve the image of the quality of the products. It creates a positive image when the company needs to influence local government or the surrounding community.

Incidents put a "cloud" over a business and have a negative effect on its reputation. A reputation of a poor safety record may result in lower customer trust. A poor safety record is a reflection of how well a business is managed and that may result in customers questioning how well other fundamentals of the business are managed, such as quality, reliability and ability to plan, schedule and meet deadlines.

Cost: building organizational capacity

Injuries, occupational illnesses and incidents causing losses are often symptoms of defects in the workplace systems. Superior performing companies have realized that the underlying defect that has allowed an injury, illness or incident to occur is probably affecting one or more of the reliability of the operation, productivity or product quality.

Industry leaders have recognized the essential contributions of effective safety and health management to a safe operation. They understand safe operation requires a management system. A system integrated with operational efficiencies will ultimately lead to improved employee relations, enhanced public trust and improved organizational capacity, which in turn will have a profound financial impact and advantage in today's competitive global marketplace.



Cost: workplace morale – employee relations and retention

Demonstrating management concern and commitment to ensuring safe operation is a critical component in building better employee relations. Safety and health management programs improve a company's bottom line, including productivity and employee morale.

A proactive commitment to safe operation will help attract and retain quality people. Increasingly, quality applicants look for and are motivated to work for a company that values safety and health. Safety and health is part of their decision to join or stay with an organization.

Cost: WCB Premiums

In addition to the impact to operational costs to a business, workplace injuries and illnesses also influence the WCB premiums that an employer will pay. Safe workplaces where injuries and illnesses are prevented are more likely to pay lower WCB premiums than workplaces with high injury costs.

The WCB system is an injury and disability insurance system for workers and employers, paid for by employers. Manitoba employers share the costs needed to pay the claims of injured workers and the cost of running the workers compensation system based on their own claims experience, the claims experience of their industry, and how these circumstances compare to average employers throughout the province. The WCB rate model determines the rates for all covered employers in Manitoba. There are limits in place to ensure that excessive claims costs do not hinder employers ability to continue in business while still ensuring there is a connection between their claims experience and their rates.

In Manitoba, about 75% of workplaces are required by law to have WCB coverage. Some workplaces and workers not covered by WCB include business owners, banks, teachers, insurance companies, doctor and dentist offices, churches and reserves; however, any workplace that is not covered by WCB can voluntarily take out coverage.

WCB rates are assessed every year and will go up or down depending on the firm's experience. A WCB rate is the charge levied per \$100 of payroll. For example, if a firm's WCB rate is \$2.05 and their payroll is \$1,000,000 they will pay (\$1,000,000 x \$2.05 = \$20,500) for that assessment year. The goal of the WCB rate-setting system is to assign rates that are based upon claims experience, encourage employers to prevent injuries from occurring and to promote efficient and appropriate return to work programs.

Industry Risk Categories

The WCB classifies employers based on their industry rather than individual occupations. All employers are assigned to an industry based on their business activities. Each industry is assigned to one of nine risk categories based on claim cost trends over a period of several years. Each risk category has a range from 30 percent below to 120 percent above the category average rate.

Category – Fixed Percentage of Average Rate	Category Average	Highest Rate in Category	Lowest Rate in Category
15%	.19	.42	.13
25%	.31	.68	.22
40%	.50	1.10	.35
70%	.88	1.94	.62
120%	1.50	3.30	1.05
200%	2.50	5.50	1.75
300%	3.75	8.25	2.63
500%	6.25	13.75	4.38
800%	10.00	22.00	7.00

2016 Average Rate = \$1.25



Legal

There are a number of legal and best practice documents that guide safe work in Canada and Manitoba.

Legislation, regulations, standards, codes, policies and guidelines: what's the difference?

There are many different guiding documents when it comes to safe work – some are legally binding and some are not.

Legislation

Legislation refers to written laws, often called Acts, which are enacted by Parliament, the legislative arm of government. The Act that governs workplace safety and health is *The Workplace Safety and Health Act W210 Workplace Safety and Health Regulation 217/2006*.

All workplaces and workers in Manitoba are covered by either provincial or federal workplace safety and health legislation regardless of whether they are paid or not, full-time or part-time. Self-employed persons who are working in provincially regulated industries are also covered by workplace safety and health legislation.

Safety and health legislation applies to all workplaces. There are provincially regulated workplaces and federally regulated workplaces. Legislation references in this workbook and workshop are all provincial, *Manitoba Workplace Safety and Health Act and Regulation W210*, unless otherwise noted.

Federally regulated workplaces fall under the legislation of the *Canada Labour Code, Part II*. Examples of federally regulated workplaces: inter-jurisdictional trucking, Canada Post, airlines, railways, telecommunications, banks, broadcasting and many Aboriginal activities. For more information visit labour.gc.ca.

Jurisdiction	Legislation	Website
Federal	<i>Canada Labour Code, Part II</i>	http://www.labour.gc.ca/eng/health_safety/index.shtml
Provincial	<i>The Workplace Safety and Health Act W210, Workplace Safety and Health Regulation 217/2006</i>	https://web2.gov.mb.ca/laws/statutes/ccsm/w210e.php

There are a number of pieces of legislation and regulations – both federal and provincial – that outline a workplace’s legal obligations relative to safety and health. Federally, the *Canada Labour Code Part II and Regulations* and provincially the *Manitoba Workplace Safety and Health Act and Regulation* are the most comprehensive in outlining the details of your legal obligations as supervisors.

The purpose of the law and ancillary documents is to create safe and healthy workplaces and to avoid work-related injury, illness and death. This is a significant priority for Canadian governments and for Canadians.

The Workplace Safety and Health Act (WSH Act)

The Workplace Safety and Health Act sets out its broad purpose as follows:

**“Sec. 2(1) The objects and purposes of this Act are
(a) to secure workers and self-employed persons from risks to their safety, health and welfare arising out of, or in connection with, activities in their workplaces.”**

The *WSH Act* is legislation that asserts that every worker is entitled to a safe and healthy workplace. It serves to:

- Outline worker rights, responsibilities and duties of everyone in the workplace
- Establish a framework for all workplace parties to share responsibility in identifying and controlling hazards
- Provide an enforcement mechanism (and penalty for non-compliance).

The *Manitoba Workplace Safety and Health Act and Regulation* is the law and details the significant role and legal responsibilities that the supervisor has in workplace safety and health. Supervisors need to have a working understanding of the *Manitoba Workplace Safety and Health Act and Regulation* and how they pertain to them.

Regulations

Regulations are a form of law, sometimes called subordinate legislation, which define how legislation is applied and enforced.

The Workplace Safety and Health Regulation (WSH Regulation)

The *Workplace Safety and Health Regulation* tells employers and workers exactly how they are to achieve the purposes of the *WSH Act* by, for example, providing potable drinking water:

Part 4.6(1) An employer must ensure that an adequate supply of potable drinking water is available to workers at a workplace.

There are 44 parts to the *WSH Regulation*. The first 11 have some relevance to most workplaces while the rest are more specialized.

Codes of practice

A Code of Practice provides practical guidance for the requirements of the regulations. When a workplace fails to comply with the regulations, codes of practice are admissible as evidence.

There are four codes available at safemanitoba.com:

- Code of Practice for Confined Space Entry Work
- Code of Practice for Safe Operation of Powered Lift Trucks
- Code of Practice for Working Alone and in Isolation
- Code of Practice for Working with Explosives

Standards

Standards are developed by different organizations or agencies with the relevant technical expertise. Examples of these types of agencies are the Canadian Standards Association (CSA) and the American National Standards Institute (ANSI). The standards developed by these and other agencies are not, themselves, law; however, if legislation references a standard the standard is law. In that way, standards can have the force of law.

For example, part 6 of the *WSH Regulation* requires safety apparel that meets the requirements of CAN/CSA 796-02 High Visibility Safety Apparel. Since the CSA standard is in legislation, in this case the CSA standard is law.



Guidelines and policies

Guidelines are issued for the purpose of providing practical guidance and further details to all workplace parties in order to comply with the regulations. Although guidelines come from legislation and are often used to advise how one might comply with a regulation, they are not law.

For example, WSH has published a number of guidelines such as **Fall Protection, Thermal Stress** and **Preventing Harassment in the Workplace Guidelines** to name a few. They are available at safemanitoba.com.

Following these guidelines is likely to result in compliance with the relevant legislation; however, the guidelines and policies are not, themselves, law. They are best practice based and not admissible as evidence, but would be an expected part of effective safety and health due diligence.

Document	Examples	Purpose	Legally Binding
Legislation	<i>The Workplace Safety and Health Act W210</i> <i>Canada Labour Code Part II</i> <i>Criminal Code of Canada</i> <i>Employment Standards Act</i>	Broad overarching laws	Yes
Regulations	<i>Workplace Safety and Health Regulation</i> <i>Canada Labour Code Regulations</i>	More practical explanations of how the laws are applied in real life	Yes
Codes of practice	Code of Practice for Confined Space Entry Work Code of Practice for Safe Operation of Powered Lift Trucks Code of Practice for Working Alone and in Isolation Code of Practice for Working with Explosives	Developed by WSH to provide practical guidance on the requirements of Manitoba regulations and how to meet those legislated requirements	No*
Standards	CSA ANSI	Best practices usually tied to accreditation	No*
Guidelines and policies	Fall Protection Guideline	Published by the authority responsible for enforcing legislation, or other agencies, to assist in complying with the law	No

*If referenced by legislation, then they are legally binding.

SUMMARY

The rationale for injury prevention can be organized on three pillars. These are:

1. Moral – keeping workers safe is a moral obligation.
2. Legal – the law sets out legal requirements to prevent injury and illness.
3. Financial – safety makes good financial sense.

Overt costs of unsafe and unhealthy workplaces are those paid to cover the direct cost of the injury or illness such as lost productivity. Hidden costs are those indirect costs that crop up as a result of the injury or illness such as additional training costs for a new worker or lost contracts due to poor safety and health records.

When it comes to safety, the legal requirements and how to meet those requirements are set out in many different documents. Legislation is the broad Act that governs safety and health. The accompanying regulations explain in more detail how to follow the Act. Both the *Manitoba Workplace Safety and Health Act and Regulation* are the law.

Codes of practice are developed by government to provide practical guidance on the requirements of regulations and how to meet them. The codes are not law.

Standards are developed by industries to outline best practices and are usually tied to some type of accreditation; however, they are not law by themselves unless referenced by legislation.

Policies and guidelines are published by the authority responsible for enforcing legislation, or other agencies, to assist in complying with the law. Policies and guidelines are not law.

SECTION 2: WHAT SETS SUPERVISORS APART?

In this section

- Why supervisors?
- Safety structure: internal responsibility system

Learning objectives

Upon completion of this section, participants should:

- Have a broad understanding of the role and position of a supervisor
- Understand the internal responsibility system and how it works
- Understand the role and duties of the supervisors within the internal responsibility system.



WHY SUPERVISORS?

Supervisors assign and direct work. They are responsible for ensuring that all safety and health standards set by the legislation and the employer are met, which allows them to influence the attitudes and behaviours of workers. Supervisors must know their regulatory responsibilities to be effective.

When a person is hired or promoted to the position of a supervisor, it usually means a pay raise, but it also means more responsibilities, including legal responsibilities relating to the safety and health of all workers under supervision.

The WSH Act defines a supervisor as a person who has charge of a workplace or authority over a worker.

Supervisors can also be viewed as the liaison between staff and senior management of an organization. When senior management wants buy-in for initiatives they must get supervisor buy-in. Supervisors are critical to ensure that the lines of communication are kept open from top to bottom and bottom to top, for a safe, productive workplace with a positive working environment.

A supervisor is one person who can take immediate, direct action to make sure his or her work area is safe and healthy for all employees. Supervisors often bear the greatest responsibility and accountability for implementing the safety and health program because he or she is in the most direct contact with the employee.

Every supervisor is also considered to be a worker and has the same workplace duties and rights as a worker. Section 4.1 of the WSH Act outlines specific duties of supervisors.

One of the many tasks as a supervisor is to put your workplace safety and health program into action. Here are some ways to ensure that this happens:

1. Know the *WSH Act* and the various regulations that apply to your workplace.
2. Make sure workers wear and use the right protective equipment.
3. Tell workers about the hazards in their work.
4. Plan the work so that it can be done safely.
5. Make sure workers know and follow through on their safety and health duties.



SAFETY STRUCTURE: INTERNAL RESPONSIBILITY SYSTEM (IRS)

Internal Responsibility System (IRS):

Under the law, everyone in the workplace has a role in creating a safe workplace. This includes workers, supervisors, employers, safety and health committee members and worker representatives. The internal responsibility system (IRS) puts in place an employee-employer partnership in ensuring a safe and illness-free workplace. The IRS is based on the principle that everyone has a personal and shared responsibility to work together cooperatively to prevent workplace injury and illness. Simply put, IRS means that everyone in the workplace has a duty to actively ensure that all workers are safe.

IRS is a philosophical foundation of the *WSH Act*. It is based on the principle that all persons in the workplace have a responsibility for safety and health in their workplace. When all workers are aware of hazards and can contribute to improving safety and health, there are fewer incidents.

The heart of the IRS is the participation of workers and employers to cooperatively identify hazards and find solutions. Supervisors play a critical role in the IRS and have specific responsibilities outlined in legislation since supervisors are often a conduit of information between workers and management in an organization. Due to their proximity to front line work, supervisors are also in the best position to make immediate corrections or resolutions to safety and health hazards and concerns.

IRS does the following:

- Establishes a system of responsibilities
- Promotes safety culture
- Promotes best practice
- Helps develop self-reliance
- Promotes compliance.

Basic structure of the IRS

Delegate:



Responsibilities in the workplace

The *WSH Act* supports every worker's right to a safe and healthy workplace. It assigns responsibility to each person in the workplace for creating and maintaining a safe and healthy workplace, to the extent that they have the authority and ability to do so. Everyone has a personal and shared responsibility to work together to prevent workplace injuries and illness. The main duties of the various types of people in the workplace are listed below.

Employers:

Because employers have the greatest degree of authority and control over the operations of the workplace, employers also have the greatest degree of responsibility for workplace safety and health.

- Take necessary precautions to ensure the safety, health and welfare of workers
- Provide and maintain a safe workplace, including equipment, tools and systems
- Ensure all workers and supervisors are aware of hazards and appropriate precautions
- Provide workers with competent supervision
- Provide the necessary training to protect workers' safety and health before they begin a new job
- Take precautions to ensure that others are not exposed to workplace safety and health risks
- Consult and cooperate with the WSH Committee or representative
- Cooperate with other people on workplace safety and health matters
- Comply with the *Manitoba Workplace Safety and Health Act and Regulation*.

Supervisors:

Supervisors have the responsibility and authority to oversee a group of workers within a workplace. The legal safety and health duties of supervisors include:

- Take necessary precautions to protect the safety and health of workers under their supervision
- Ensure that workers comply with safety and health procedures and use safety equipment, clothing and devices
- Advise workers of safety and health hazards in the work area
- Cooperate with the workplace safety and health committee or representative
- Cooperate with other people on workplace safety and health matters
- Comply with the *Manitoba Workplace Safety and Health Act and Regulation*.

Workers:

Workers are responsible for their own actions or inaction. Workers' legal safety and health responsibilities include:

- Take reasonable care to protect themselves and others who may be affected by their actions or omissions;
- Ensure proper use of safety equipment, clothing and devices
- Cooperate with the workplace safety and health committee or representative
- Cooperate with other people on workplace safety and health matters
- Comply with the *Manitoba Workplace Safety and Health Act and Regulation*.



Prime Contractors:

Prime Contractors are required on construction projects where more than one employer or self-employed person is involved. The legal safety and health responsibilities of prime contractors include:

- Coordinate, organize and oversee work on the project to ensure the safety and health of workers and others who may be affected by activities on the project (this includes coordinating the safety and health programs of employers working on the project)
- Set up an effective system to ensure everyone working on the project fulfills their legal safety and health responsibilities
- Cooperate with other people on workplace safety and health matters
- Comply with the *Manitoba Workplace Safety and Health Act and Regulation*.

Self-Employed Persons:

Self-employed persons are responsible for their own actions or inaction. Their legal safety and health duties include:

- Take necessary precautions to ensure that their activities do not create a safety and health risk to themselves or others who may be affected by their activities
- Cooperate with other people on workplace safety and health matters
- Comply with the *Manitoba Workplace Safety and Health Act and Regulation*.

Contractors:

Contractors are described under the *WSH Act* as persons who enter into a contract to serve as the prime contractor with the owner of the construction project site or if there is no contract in effect, the owner of the construction project site. Contractors' legal safety and health duties include:

- Take necessary precautions to ensure that activities and hazards within their control do not create a safety and health risk
- Cooperate with other people on workplace safety and health matters
- Comply with the *Manitoba Workplace Safety and Health Act and Regulation*.

Owners:

The owners of buildings or land used as a workplace have legal safety and health responsibilities which include:

- Take necessary precautions to ensure that property under their control does not create a risk to safety and health
- Cooperate with other people on workplaces safety and health matters
- Comply with the *Manitoba Workplace Safety and Health Act and Regulation*.

Suppliers:

The legal safety and health duties of suppliers include:

- Take necessary precautions to ensure that tools, equipment and other materials supplied to a workplace are safe when used according to instructions provided
- Cooperate with other people on workplace safety and health matters
- Comply with *Manitoba Workplace Safety and Health Act and Regulation*.

Employer	Supervisor	Worker
Take necessary precautions to ensure the safety, health and welfare of workers. (Sec. 4(1)-4(6) pg. 6 in the WSH Act)	Take all precautions to protect the safety and health of workers. (Sec. 4.1 pg. 8 in the WSH Act)	Take reasonable care to protect themselves and others who may be affected by their actions or omissions. (Sec. 5 pg. 8 in the WHS Act)
Provide and maintain a safe workplace, including equipment, tools and systems	Ensure workers perform their duties in accordance with procedures, as well as with safety and health laws	Use safety equipment, clothing and devices properly
Ensure all workers and supervisors are aware of hazards and appropriate precautions	Ensure workers use all safety devices and wear all personal protective equipment	Cooperate with WSH Committee or representative
Provide workers with competent supervision	Advise workers of safety and health risks in the work area	Cooperate with other persons regarding workplace safety and health matters
Provide the necessary training to protect workers' safety and health before they begin a new job	If workers move to different areas or duties, train them before they begin the new work	Report hazards
Take precautions to ensure that others are not exposed to workplace safety and health risks	Comply with the <i>Manitoba Workplace Safety and Health Act and Regulation</i>	Comply with the <i>Manitoba Workplace Safety and Health Act and Regulation</i>
Consult and cooperate with the WSH Committee or representative		
Cooperate with other people on workplace safety and health matters		
Comply with the <i>Manitoba Workplace Safety and Health Act and Regulation</i>		



Group learning activity

1. What are some ways that you as a supervisor can promote the IRS in your workplace?

2. In your opinion what changes could be made in your workplace that would have a positive impact on the IRS?

SUMMARY

Supervisors serve as the connection between the employer and the worker. When it comes to safety, supervisors have specific duties. In general terms, those duties include:

1. Knowing the appropriate legislation
2. Making sure workers wear and use the right protective equipment
3. Telling workers about the hazards in their work
4. Planning work so that it can be done safely
5. Making sure workers know and follow through on their safety and health duties.

The Internal Responsibility System (IRS) is a philosophical foundation of the *WSH Act*. It does the following:

- Establishes responsibilities sharing systems
- Promotes safety culture
- Promotes best practice
- Helps develop self-reliance
- Promotes compliance.

The role of the supervisor includes:

- Taking precautions for workers
- Ensuring workers comply with safety and health legislation
- Ensuring workers wear PPE
- Advising workers of risks in their jobs
- Training workers
- Complying with the appropriate legislation.

SECTION 3: THE ACT, REGULATIONS AND SUPERVISORS: SAFETY STARTS HERE

In this section

- *The Workplace Safety and Health Act*
- *Workplace Safety and Health Regulation*
- *Workers' Rights*

Learning objectives

Upon completion of this section participants should:

- Be familiar with the *Manitoba Workplace Safety and Health Act and Regulation* and associated legislation
- Know the significant responsibilities and duties for the Supervisor
- Understand the sections of the *Manitoba Workplace Safety and Health Act and Regulation* that apply to supervisors
- Understand the sections of the *Manitoba Workplace Safety and Health Act and Regulation* that apply to their workplace
- Know the four worker rights and how they relate to supervisors.



In order to comply with safety and health legislation and standards, and ensure other workers are in compliance, supervisors must be familiar with all Sections of legislation and other guiding documents that pertain to their workplace. These documents will help supervisors provide the appropriate training, information, equipment, planning and follow-up to the workers they supervise.

THE WORKPLACE SAFETY AND HEALTH ACT



The provincial *WSH Act* Section 4.1 outlines the duties of supervisors.

DUTIES OF SUPERVISORS

- 4.1 Every supervisor shall
- (a) so far as is reasonably practicable,
 - (i) take all precautions necessary to protect the safety and health of a worker under his or her supervision,
 - (ii) ensure that a worker under his or her supervision works in the manner and in accordance with the procedures and measures required by this *Act* and the Regulations, and
 - (iii) ensure that a worker under his or her supervision uses all devices and wears all clothing and personal protective equipment designated or provided by the employer or required to be used or worn by this *Act* or the Regulations;
 - (b) advise a worker under his or her supervision of all known or reasonably foreseeable risks to safety and health in the area where the worker is performing work;
 - (c) co-operate with any other person exercising a duty imposed by this *Act* or the Regulations; and
 - (d) comply with this *Act* and the Regulations.

In short, Section 4.1 states that supervisors must take reasonably practicable steps to ensure that the health and safety of the workers under their supervision are protected and that they and the workers are complying with the *Manitoba Workplace Safety and Health Act and Regulation*. As such, although the entire *WSH Act* is important, some of the key issues necessary for supervisors to become familiar with can be found in the following table.



Group learning activity

The first 60 pages of the *Manitoba Workplace Safety and Health Act and Regulation* are the *WSH Act*. With your group, find the section numbers of the *WSH Act* that correspond to the sections described below. Write the section number (and subsection if applicable) in the column on the right. Some examples are given.

Title	Summary	Section/Subsection
1. General Objects and Purposes	The general purpose of the <i>WSH Act</i> is to make sure workers are safe.	2(1) (a) (b)
2. Specific Objects and Purposes	The specific purpose of the <i>WSH Act</i> is to promote well-being, prevent ill health, protect workers, ensure safe work environments and promote workers' rights.	2(2) (a)-(e) (i-iv)
3. Duties of Employers	Employers must ensure the safety and welfare of workers and comply with the <i>WSH Act</i> . They do this by providing equipment, tools, information and training; ensuring employees are informed; limiting risks; working with the safety committee; working with safety and health representatives; co-operating with safety officers; ensuring supervisors are competent with the <i>WSH Act</i> ; communicating pertinent information to the prime contractor.	
4. Duties of Supervisors	Supervisors have to ensure safety of workers; make sure workers comply with the <i>WSH Act</i> ; ensure workers are wearing proper equipment; inform workers of safety risks associated with their job; co-operate with safety officers and comply with the <i>WSH Act</i> .	
5. Duties of Workers	Workers must take steps to protect themselves and any others their work may affect; wear personal protective equipment; cooperate with the health and safety committee, representatives and safety officers; and comply with the <i>Manitoba Workplace Safety and Health Act and Regulation</i> .	
6. Duties of Prime Contractors	Prime contractors must ensure all workers involved in the project – including themselves – comply with the <i>Manitoba Workplace Safety and Health Act and Regulation</i> ; ensure workers are not exposed to safety risks; and co-operate with safety officers.	7(3)
7. Duties of Owners	Owners must ensure their premises do not risk anyone's safety; co-operate with safety officers; and comply with the <i>Manitoba Workplace Safety and Health Act and Regulation</i> .	
8. Duties of Suppliers	Suppliers must ensure that their products are safe; provide instructions on their products; comply with the <i>Manitoba Workplace Safety and Health Act and Regulation</i> .	

Title	Summary	Section/Subsection
9. Content of a Safety and Health Program	Safety and health programs must identify: safety policies; existing dangers and procedures; emergency resources; personnel responsibilities; inspection schedule; biological and chemical control plan; safety plan for other employers and contracted workers; safety training plan; investigation procedure; worker participation procedure; safety and health program review procedure; and any other requirements of the <i>WSH Regulation</i> .	
10. Workplace Safety and Health Committees	A workplace safety and health committee must be established for workplaces that have at least 20 regularly employed workers.	
11. Employer response to recommendations	Employers must respond to the safety committee's recommendations within 30 days with a timetable or implementation; interim control measures; and any reasons for disagreement with the recommendations.	
12. Discriminatory Action	No worker should experience discrimination or the threat of discrimination for exercising their rights as outlined by the <i>WSH Act</i> ; testifying in a proceeding under the <i>WSH Act</i> ; giving information about workplace safety conditions; performing committee duties; refusing dangerous work; taking reasonable action to ensure safety; complying with the <i>WSH Act</i> or <i>WSH Regulation</i> ; or attempting to have the <i>WSH Act</i> or <i>WSH Regulation</i> enforced.	42
13. Right to Refuse	A worker may refuse work if he or she believes it is dangerous to their safety or health. The worker must report the dangerous work and the proper steps – as outlined in the <i>WSH Act</i> – must be taken to rectify the situation.	

WORKPLACE SAFETY AND HEALTH REGULATION

As noted above, supervisors must ensure that they and the workers they supervise are in compliance with the *WSH Regulation*. The *Workplace Safety and Health Regulation* contains 44 regulations in total. The first 11 regulations (in boldface type below) apply to almost every workplace; the remaining 33 may or may not apply. As a supervisor, a working knowledge and practice of the *relevant* regulations should be a minimum expectation.



Group learning activity:

The *WSH Regulation* starts on page 61 of the *Manitoba Workplace Safety and Health Act and Regulation*.

1. From the list below, which of Regulations #12 to 44 apply to your workplace? Check the ones that apply.
2. Does your workplace address these safety and health issues?

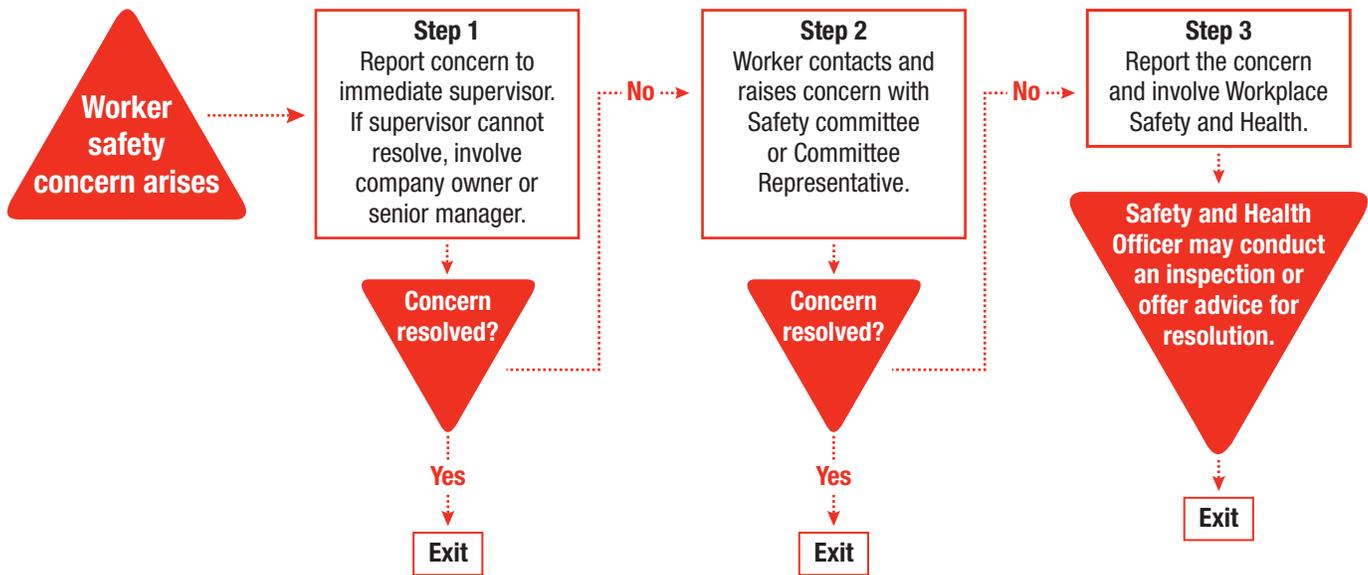
1. Definitions and General Matters	23. Cranes and Hoists
2. General Duties	24. Pile Driving
3. Workplace S&H Committees and Representatives	25. Work in the Vicinity of Overhead Electrical Lines
4. General Workplace Requirements	26. Excavation and Tunnels
5. First Aid	27. Work in a Compressed Air Environment
6. Personal Protective Equipment	28. Scaffolds and Other Elevated Work Platforms
7. Storage of Materials, Equipment, Machines and Tools	29. Falsework and Flyforms
8. Musculoskeletal Injuries	30. Temporary Structures
9. Working Alone or in Isolation	31. Roof Work
10. Harassment	32. Precast Concrete
11. Violence in the Workplace	33. Demolition Work
12. Hearing Conservation and Noise Control	34. Explosives
13. Entrances, Exits, Stairways and Ladders	35. WHMIS
14. Fall Protection	36. Chemical and Biological Substances
15. Confined Spaces	37. Asbestos
16. Machines, Tools and Robots	38. Electrical Safety
17. Welding and Allied Processes	39. Health Care Facilities
18. Radiation	40. Forestry and Aborigiculture
19. Fire and Explosive Hazards	41. Oil and Gas
20. Vehicular and Pedestrian Traffic	42. Firefighters
21. Emergency Washing Facilities	43. Diving Operations
22. Powered Mobile Equipment	44. Repeal and Coming into Force

ADDRESSING CONCERNS

Safety and health concerns are most effectively resolved within the workplace. The chart below illustrates the steps taken.

Addressing worker safety and health concerns procedure

Best Practice



This is a best practice guideline. At any time during the process the worker has the right to go directly to the committee or contact Workplace Safety and Health.

Below is a deeper look at workers' rights as they relate to supervisor duties. When it comes to ensuring these rights are upheld, the role of supervisors is to provide the time, commitment and awareness of the rights to the workers they supervise. By taking a proactive approach supervisors can help ensure that concerns are dealt with before or as they arise and not raised to the Workplace Safety and Health Branch.

WSH Act Sec 2(2)(e) provides every worker, including supervisors and managers, with four basic rights:

1. The Right to Know
2. The Right to Participate
3. The Right to Refuse Dangerous Work
4. The Right for Protection from Discriminatory Action



WORKERS' RIGHTS



1. The right to know

Every worker has the **right to know** about workplace hazards and how to control the risks. This includes the right to be:

- informed about the hazards at work
- trained to recognize those hazards
- trained to protect himself or herself
- informed about his or her rights under the law.

Part of the responsibility for informing workers falls to supervisors; according to Section 4.1(b) of the *WSH Act*, one of the duties accorded to supervisors is to:

advise a worker under his or her supervision of all known or reasonably foreseeable risks to safety and health in the area where the worker is performing work.

2. The right to participate

When it comes to the right to participate, supervisors must support and encourage the workers they supervise to take part in the safety and health committee and to voice their safety concerns.

Workers have the right to participate in safety and health activities at the workplace. This means having the ability to take part in keeping the workplace healthy and safe. Workers are the eyes and ears of the workplace. As they are performing the day-to-day tasks, they are well positioned to identify issues and concerns, making their input into your safety program essential. Supervisors can encourage participation in the committee by making time available to the worker, and ensuring that it is not perceived by the supervisor, worker or the rest of the team as an inconvenience.

Supervisors can also encourage honest and open discussion of safety and health issues. Workers should **ALWAYS** be encouraged to share any safety concerns and to immediately report their concerns to their supervisor. In most cases, workers concerns can be satisfactorily addressed at this level.

3. The right to refuse dangerous work

A worker has the right to refuse work for anything that they believe will cause immediate and serious or long term effects on their safety and health or the safety and health of others. This is found in Section 43 of the *WSH Act*.

An employer or supervisor cannot force a worker to perform work they feel is dangerous. The employer may assign alternate temporary work while the situation is being remedied. The worker must remain at work unless they have permission to leave. If the worker is given permission to leave, they must be paid for their full day's work.

A worker cannot be disciplined for exercising their right to refuse and they are entitled to the same wages and benefits they would have received had the refusal not taken place.

Right to refuse incidents need to be investigated. If the concerns are not addressed, the Workplace Safety and Health Branch should be contacted and a WSH officer will investigate and help correct the problem.

The following outlines the steps to follow when work is refused:

Step 1: Report to the employer

The worker reports immediately to their employer, supervisor or to any other person in charge at the workplace, giving their reasons for refusing to work. If the matter is solved to their satisfaction, they go back to work. If the employee is not satisfied with the proposed solution they go to Step 2.

Step 2: Involve the safety and health committee, representative or another worker

If the employer does not correct the dangerous condition immediately to the worker's satisfaction, the person who received the report of refusal to work (or a person designated by them) must inspect the dangerous condition in the presence of the refusing worker and one of the following persons:

- If there is a safety and health committee in the workplace, the worker co-chair, or if they are unavailable, a committee member who represents workers
- The workplace safety and health representative
- If there is no safety and health committee member or representative available, another worker selected by the refusing worker.

If this inspection results in the matter being solved to the worker's satisfaction, they go back to work. If the dangerous condition is still not remedied to their satisfaction, go to Step 3.



Step 3: Notify Workplace Safety and Health Branch

If, after the inspection in Step 2, the dangerous condition has not been resolved, any of the persons present during the inspection may notify the Workplace Safety and Health Branch by calling 204-957-SAFE (7233) in Winnipeg or 1-855-957-SAFE (7233) outside of Winnipeg. The notification of the right to refuse is given high priority within the branch to resolve (a safety and health officer is available 24 hours a day, 7 days a week to respond to emergencies). A safety and health officer will investigate the matter promptly and decide whether the job situation or task the worker has refused is dangerous to the safety or health of the worker or any other person in the workplace.

If the officer decides that the job situation or task the worker has refused is dangerous to the safety or health of the worker or any other worker or person at the workplace, they will provide the refusing worker, each committee co-chairpersons, or the representative, and the employer with a written report stating their findings. They will also issue improvement orders or stop work orders to the employer, as necessary, to correct the dangerous condition.

If the officer decides that the work being refused is not dangerous, they will inform the employer and the refusing worker of that decision in writing and inform the worker that he or she is no longer entitled to refuse the work.

Appeal if required

If after the safety and health officer has ruled the work safe and the worker still continues to reasonably believe that the work is dangerous they may appeal the decision to the Director of Workplace Safety and Health Branch. While the appeal is in process the worker may request, from Workplace Safety and Health Branch, to do other work until the appeal process is complete.

Workplace safety and health determination

If the Director of Workplace Safety and Health determines the work to be safe but the worker continues to reasonably believe the work remains dangerous, the worker may appeal the decision to the Manitoba Labour Board.

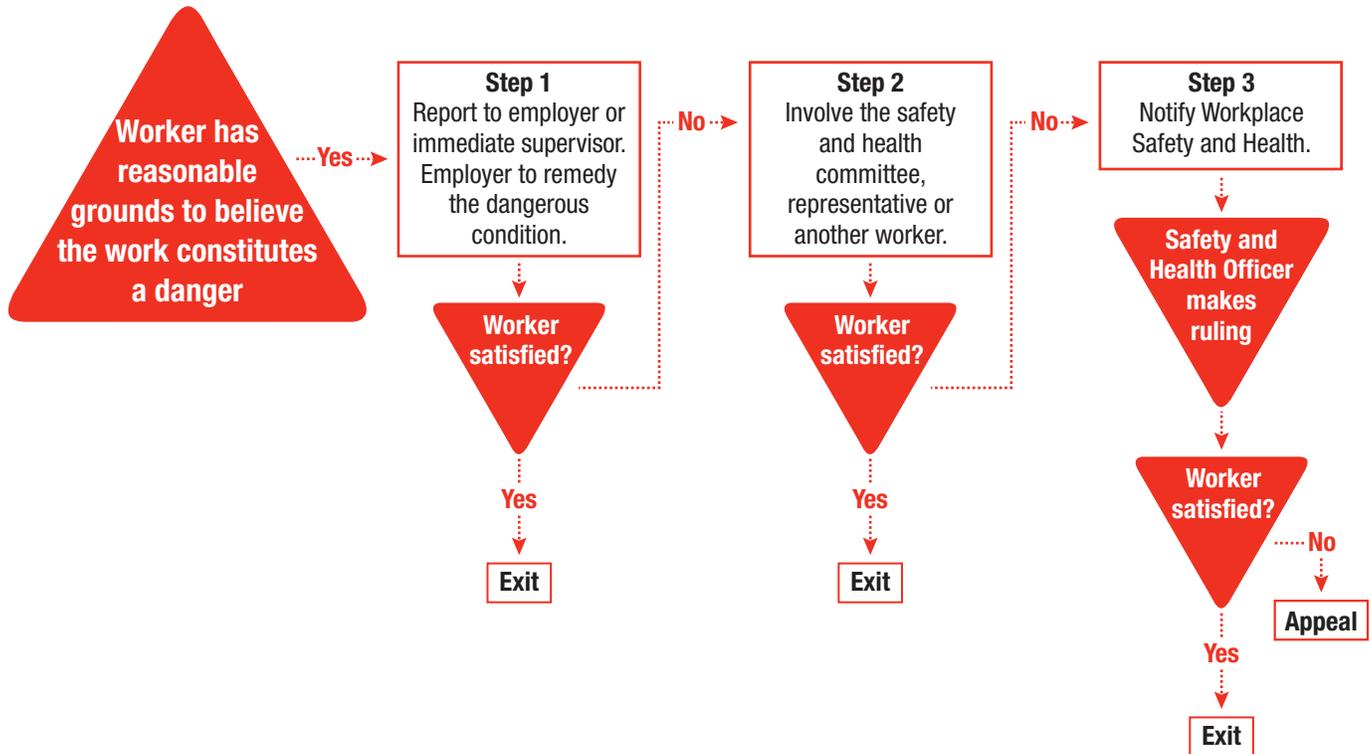
Reassign work to another worker if required

The worker may continue to refuse work or do suitable alternate work until an inspection of the dangerous condition has occurred and remedial action has been taken to correct the condition. Employers/Supervisors must ensure the following have taken place before assigning work that has been refused for safety and health reasons to an alternate worker:

- The employer has provided the alternate worker with a written copy of the reasons for the first worker's refusal, information on the worker's right to refuse dangerous work and the reason why the task does not present a danger to the safety and health of the alternate worker, another worker or any person
- In addition, where practicable, the worker who has refused work has advised the alternate worker of the work refusal and the reasons for it
- An inspection of the dangerous condition has occurred and remedial action has been taken to correct the condition.

Procedure summary for investigating right to refuse situations

Reference: *The Workplace Safety and Health Act* Section 43





4. The right for protection from discriminatory action

Workers have the right not to be penalized for exercising any of their other rights under the *WSH Act*.

Prohibition against discriminatory actions is outlined in Section 42 of the *WSH Act*. An employer/supervisor or union (or persons acting on their behalf) cannot threaten or take discriminatory action against a worker for:

- Exercising a right under the *WSH Act* or *WSH Regulation*
- Testifying in a proceeding under the *WSH Act*
- Giving information about workplace conditions
- Performing duties as a member of a committee
- Refusing dangerous work
- Taking reasonable action to protect the safety or health of another person
- Complying with the *Manitoba Workplace Safety and Health Act and Regulation* and/or attempting to have *WSH Act/WSH Regulation* enforced
- In addition, an employer is deemed to commit a discriminatory action if they do not pay a worker for items specified in the *WSH Act*, including participating on a safety and health committee.

Protection from discriminatory action is a fundamental right and is the cornerstone of developing and maintaining a positive safety culture. It is critically important for workers to feel safe raising safety and health issues or when exercising a safety and health right. For this reason, Workplace Safety and Health takes discriminatory action complaints very seriously. Once a complaint is received, a safety and health officer responds right away to determine whether or not a worker has been penalized for exercising one of their safety and health rights. If the officer determines that discriminatory action has taken place, the employer can be ordered to do one or more of the following:

- Stop the discriminatory action
- Reinstate the worker to his or her former employment under the same terms and conditions
- Pay lost wages and benefits
- Remove any reprimand or other reference to the matter from the worker's employment record.

In addition to the above orders the employer may also be fined an administrative penalty for having taken discriminatory action against a worker. Penalties for taking discriminatory action range from \$1,000.00 to \$3,000.00.

Workers carrying out duties or exercising rights set out under the legislation, including the right to refuse, are protected from discriminatory action as defined in Section 1 and set out in Section 42 of the *WSH Act*.



Group learning activity

Each group will get one scenario to discuss. Within your group, talk about the rights and responsibilities involved in your scenario and what you as a supervisor would do to address the situation. Be prepared to report back to the larger group.

Scenario #1

You are the supervisor for a catering company and deli. During the summer, you often have to reassign workers to cover those who are on vacation. Today, you have an important order to fill and have assigned Ben to operate a meat slicer that is usually operated by Karen. You also have a pile of month-end paperwork on your desk that is due by end of day. Ben started working for your company about four months ago and has performed well. He is eager to take on new tasks and learn as much as he can. Jim, one of your chefs, tells you that he doesn't think Ben has been trained on the slicer. What do you do?

Scenario #2

You are the supervisor for a manufacturing company. At work today, a worker reported a broken guard on a lathe – one of only two in your area. You locked out the machine and put in a repair order, but it's going to put production behind schedule. A worker comes to you because the vice president of sales has ordered them to use the broken lathe to ensure completion of a crucial order for a multi-million dollar customer. What do you do?



Scenario #3

You are a supervisor for a construction company. Today you have a Bobcat operator coming in on a contract to grade the driveway and tomorrow the cement truck is coming to pour the driveway. You arrive at your worksite to find the Bobcat sitting idle and the worker you'd assigned to assist the Bobcat in a confrontation with the operator. When your worker sees you, he runs over and tells you he believes the Bobcat operator is intoxicated and he refuses to assist, citing danger to himself, the operator and others on the site. What do you do?

Scenario #4

You are a supervisor in a large hotel. Wanda has worked for you for about six months. Since her probation ended three months ago, she is often late and has had several complaints from guests. You have been working on these issues with her, with mixed success. Wanda would like to take on more responsibility, but you have told her you won't promote her until her performance improves. One day, she tells you she would like to become a worker representative on the safety and health committee and asks you how she can go about becoming a committee member. What do you do?

Scenario #5

You are a supervisor in a long term care facility on the night shift and you are short staffed. A patient that requires a two-person assist has fallen out of bed. The healthcare aid refuses to help the patient on her own due to fear of being injured. As the supervisor you must ensure that care is provided to the patient and that your staff are safe. What do you do?



SUMMARY

The *Manitoba Workplace Safety and Health Act and Regulation* legislates the roles of employers, supervisors and workers as they relate to workplace safety and health. According to Section 4.1 of the *WSH Act* duties of supervisors are as follows:

Duties of supervisors

4.1 Every supervisor shall

- (a) so far as is reasonably practicable,
 - (i) take all precautions necessary to protect the safety and health of a worker under his or her supervision,
 - (ii) ensure that a worker under his or her supervision works in the manner and in accordance with the procedures and measures required by this *Act* and the Regulations, and
 - (iii) ensure that a worker under his or her supervision uses all devices and wears all clothing and personal protective equipment designated or provided by the employer or required to be used or worn by this *Act* or the Regulations;
- (b) advise a worker under his or her supervision of all known or reasonably foreseeable risks to safety and health in the area where the worker is performing work;
- (c) co-operate with any other person exercising a duty imposed by this *Act* or the Regulations; and
- (d) comply with this *Act* and the Regulations.

There are 44 regulations in the *Workplace Safety and Health Regulation* supervisors should be familiar with. The first 11 are pertinent to all workplaces and supervisors should become familiar with those of the remaining 33 that pertain to their workplaces.

According to Sec 2(2)(e) of the *WSH Act* every worker, including supervisors and managers, have four basic rights:

- The Right to Know
- The Right to Participate
- The Right to Refuse Dangerous Work
- The Right for Protection from Discriminatory Action

Supervisors have specific roles when it comes to ensuring these rights are upheld for their workers including, but not limited to:

- Informing
- Training
- Enabling participation
- Reporting
- Involving the safety and health committee
- Reassigning dangerous work.

SECTION 4: SUPERVISOR DUTIES

In this section

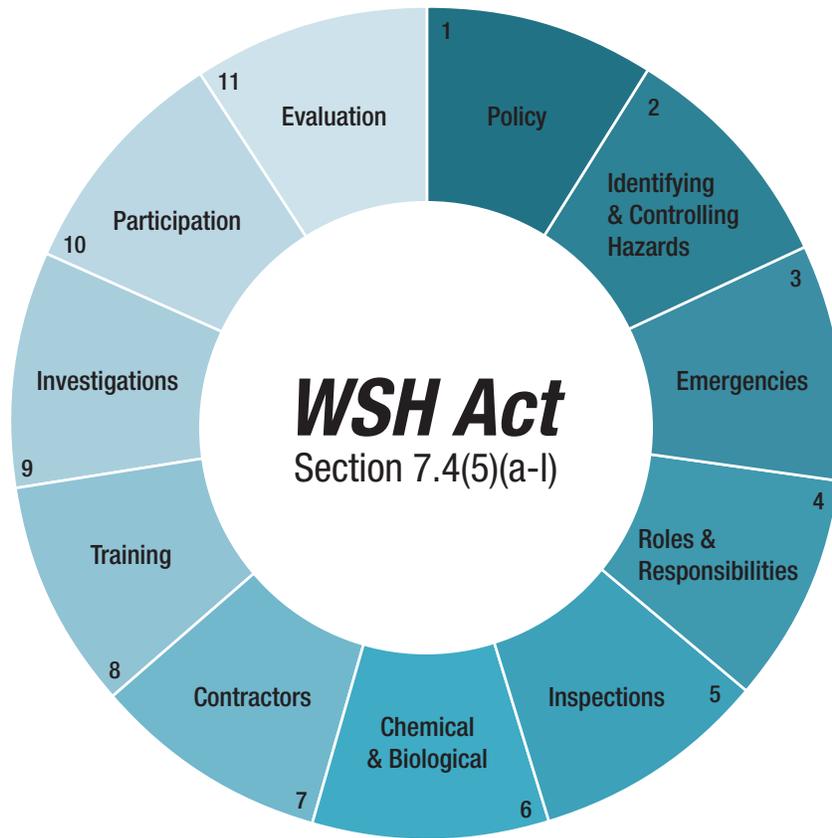
- Safety and health programs
- Hazard identification
- Inspections
- Investigations
- Reporting
- Training

Learning objectives

- Know the SAFE acronym
- Understand how to spot the hazard
- Be able to define and prioritize risk
- Be able to define the different types of control measures
- Be able to differentiate between formal or planned inspections and informal or spot inspections
- Understand the underlying principles of investigation
- Be able to differentiate between the four types of investigations
- Be familiar with the steps involved in an investigation
- Understand the legal requirements for reporting workplace incidents
- Be familiar with supervisors' role in supporting proper reporting
- Understand the legal requirements for training
- Understand the importance of developing strategies to ensure vulnerable worker groups are trained



SAFETY AND HEALTH PROGRAMS



Under the law workplaces with 20 or more workers are required to have a safety and health program. The *WSH Act* outlines 11 basic elements. Regardless of the size of your workplace, the eleven elements will help ensure that you have an effective injury prevention system.

A safety and health program is a proactive plan of action designed to prevent workplace incidents and occupational diseases. A safety and health program must include the elements required by safety and health legislation as a minimum. Every organization is unique; a program that was developed for one organization will not necessarily be expected to meet the needs of another.

Supervisors play an important role in the implementation and monitoring of a workplace safety and health program because of their direct influence over the attitudes and behaviours of workers. Out of the 11 basic elements come some key supervisor duties:

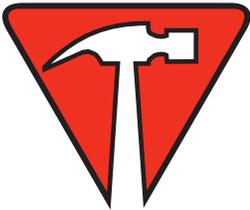
1. Hazard Identification and Risk Control
2. Inspections
3. Investigations
4. Reporting
5. Training



1. HAZARD IDENTIFICATION AND RISK CONTROL

SAFE: An Injury Prevention Model

What does SAFE in SAFE Work stand for?



S _____
A _____
F _____
E _____

The message in the SAFE acronym offers a risk management model you can use in your workplace to help support your safety and health program.

Remember!
What you don't know can hurt you.
What you do know can save your life



As a supervisor you are responsible to protect the safety and health of all the workers under your direction. In order to create a safe workplace you need to know what hazards exist (Spot the Hazards) and what risks those hazards pose to your workplace (Assess the Risk). Only then can you take the necessary steps to control the hazards (Find a Safer Way) and ensure all workers who may be at risk are aware of hazards and working in a way to ensure they are protected (Every Day).

Since supervisors assign work they are in the best position to:

- Identify hazards on the job.
- Handle and resolve worker concerns.
- Assess risk and make corrections.
- Enforce safe work practices, procedures and policies.
- Ensure workers receive proper orientation and safety training.





1. Spot the hazard

What are hazards?

A **hazard** is any source of potential damage, harm or adverse health effects on something or someone under certain conditions at work.

To prevent injuries and illnesses from occurring, it is necessary to identify the hazards that may be present. Once the hazard is identified, it may be eliminated or controlled.

Workplace hazards can come from a wide range of sources. General examples include any substance, material, process, practice, etc. that has the ability to cause harm or adverse health effect to a person under certain conditions.

Some workers work in an environment where some of the hazards are considered obvious. Working at heights might be an example. Not all hazards are readily apparent. Hazards exist in many forms; they can be visible or hidden. Many workplace injuries can be attributed to hazards and risks within tasks or environments people have come to consider routine.

To spot hazards, it is helpful to examine work tasks. Every aspect of each task should be considered, including the long term effects of performance, to ensure a complete understanding of any associated hazards and what types of incidents might occur. This includes considering: what is the purpose of the work task, what does it involve?

In addition to examining work tasks, you can consider hazards by various categories. Hazards can be grouped in a number of different categories. These categories can help to identify all the possible dangers in the workplace and in the work performed.



People

What processes are the workers using that pose a risk?

What resources and demands are provided by management (supervisors, PPE, training, quotas, production, safety, etc?)



Equipment

What tools, machines, vehicles are present?

What equipment emergencies might occur?



Material

What harmful exposures do chemicals, products and/or raw materials pose?

How might materials cause loss of safety, productivity or quality? Are there chemical or biological materials or substances being handled?



Environment

What are the potential problems with housekeeping?

What are the potential problems of sound, lighting, heat, cold, ventilation or radiations?

Is there anything in the general area that would be seriously affected if there are problems with the tasks?

Has the external as well as the work and surrounding environment been considered?

Hazard categories

Physical Hazards: These types of hazards tend to be the most obvious and are most likely to have acute effects. Contact with a physical agent that may cause harm to the human body. Examples include machinery with moving parts, blocked doorways, unguarded saws, slippery floors and live wires are all examples of mechanical hazards. Produced by energy sources and/or the work environment, physical hazards include conditions that may pose risks. Examples include air quality, temperature and noise.

Musculoskeletal Injury (MSI) Hazards: MSI hazards exist when physical work demands cause stress to a worker's body. These hazards may stem from the physical activities required of the job such as heavy lifting, manually handling materials and prolonged sitting. They may also be due to the design of the tools and equipment such as low work stations, poor fitting handles or vibration. Short term exposure may result in periods of sore muscles or aches and pains, but continued exposure may result in serious long term injuries. Ergonomic interventions can help reduce the risk for these hazards.

Chemical and Mineral Hazards: Chemical hazards are present in the form of solids, liquids or gases. There can be acute and chronic effects of chemical and mineral hazards. Examples include gas vapors, ammonia, asbestos and welding fumes and may include cleaning solutions, floor strippers, paint or drywall dust.



Biological Hazards: Sources of biological hazards may include bacteria, viruses, insects, plants, birds, animals, and humans. Biological hazards can cause a variety of health effects ranging from skin irritation and allergies to infections such as tuberculosis, AIDS, Ebola, or H1N1.

Psychosocial Hazards: Social hazards are linked to workplace stressors and human behavior. The impact of these hazards can be acute such as violence in the workplace or chronic such as burnout. Hazards may include workload demand, social relations at work, harassment and bullying.

How can are hazards be identified?

Hazard identification should be done proactively so that hazards in the workplace can be identified and either eliminated or the risk posed mitigated. There are several different ways to identify hazards in a workplace. A job hazard analysis (JHA) is one assessment tool to identify potential hazards. It is done by reviewing each step of a job and recommending the safest way to do the job. Other terms used to describe this procedure are job safety analysis (JSA) and job hazard breakdown.

When performing JHAs it helps to work as a team and include workers familiar with the work area, as well as people who are not – this way you have both the experienced and fresh eyes to help with the identification. Even the most routine tasks may carry an element of risk.

Four basic steps to JHAs

1. Select the job to be analyzed.
2. Break down the job into a sequence of steps.
3. Identify potential hazards for each step.
4. Determine preventative measures and controls to overcome these hazards.

Appendix A is SAFE Work MB Bulletin 249. It outlines the JHA and contains a sample. Appendix B is a sample JHA form.

How do you select which jobs to review?

Ideally, all jobs should be subjected to a JHA. In some cases there are practical constraints posed by the amount of time and effort required. Even if analysis of all jobs is planned, this step ensures that the most critical jobs are examined first.

Factors to be considered in setting priorities for analysis of jobs include:

- Accident **frequency** and severity: jobs where accidents occur frequently or where they occur infrequently but result in disabling injuries
- Potential for severe injuries or illnesses; the consequences of an accident, hazardous condition, or exposure to harmful substances are potentially severe
- Newly established jobs: due to lack of experience in these jobs, hazards may not be evident or anticipated
- Modified jobs: new hazards may be associated with changes in job procedures
- Infrequently performed jobs: workers may be at greater risk when undertaking non-routine jobs, and analysis provides a means of reviewing hazards.



Group learning activity

In your workplace what are some immediate and long term hazards? Be prepared to share with the group.



2. Assess the Risk

Once you have identified a hazard you must assess the risk of injury or illness associated with it. **Risk** is the chance or probability that a person will be harmed or experience an adverse health effect if exposed to a hazard. Risk also applies to situations with property or equipment loss. Keep in mind not only workers may be exposed to risk; customers, visitors, contractors and the general public may also be at risk.

Workplace safety and health legislation states that when there is a risk to the safety or health of a worker, the goal for an employer must be to eliminate the risk.

Assessing risk also protects businesses from potential damage to property, material, equipment, tools and the environment caused by uncontrolled hazards in the workplace.

Factors to consider when assessing risk:

- manufacturer product information
- legislated requirements and applicable standards
- safety data sheets (SDS)
- work environment (layout of workspace, physical demands to perform tasks)
- information from incident reports
- workers' discussion about the task or situation
- environmental conditions such as weather.

Hazard vs Risk

Hazard = Vehicle Traffic

When doing construction on a road, traffic is a hazard.

Let's assume the vehicles are traveling at the same speed in each scenario so the severity of the incident remains constant.

If only 10 cars travel on the road each day, the risk in this scenario might be considered low because there is very low probability and low frequency of being exposed to the traffic hazard.

If the work was being done on a busy freeway with thousands of cars passing by every hour the risk would be much higher because of the greater traffic volume. Since the frequency and probability increase, the risk of this scenario is much higher.

Prioritizing Risk

Ranking or prioritizing hazards helps determine which hazard is the most serious and should be controlled first. Priority is usually established by taking into account employee exposure and the potential for accident, injury or illness. Assigning a priority to hazards creates a ranking or an action list. The following factors can play an important role:

- percentage of workforce exposed
- frequency of exposure (how often)
- duration of exposure (how long)
- degree of harm likely to result from the exposure
- probability of occurrence

There is no one simple or single way to determine the level of risk. Ranking hazards requires knowledge of the workplace activities, urgency of situations and, most importantly, objective judgment.

Factors to consider when prioritizing risk include:

- how often a hazard is observed
- the percentage of workforce exposed to the hazard
- the severity of the consequence the hazard may have
- the likelihood the incident will occur.

A risk assessment matrix may be used to provide a risk rating score to prioritize which workplace hazards will be mitigated or eliminated first. There are many different versions of risk assessment matrices, some more complex than others. Some workplaces will have a matrix for this purpose. The example provided is based on materials from the Canadian Centre for Occupational Health and Safety (CCOHS)

Once you have identified and ranked the hazards, a communication process should be put in place to ensure follow through to minimize or control the hazard.



Risk Assessment Table

		Frequency			
		Very Likely	Likely	Possible	Unlikely
Consequence Severity	Catastrophic	1	1	2	3
	Critical	1	1	2	3
	Marginal	2	2	3	4
	Negligible	3	3	4	4

Priority levels

1	High	Extremely important immediate action
2	Medium High	Receive top planning priority
3	Medium	Receive planning priority
4	Low	Receive low planning priority

3. Find a safer way

Once hazards have been identified and their level of risk has been assessed supervisors are often responsible for or involved in the process of finding a safer way to eliminate or reduce the risk of the hazard.

The best prevention plan is to eliminate hazards completely. When this is not possible a principle in safety is that investment will be made to reduce the risk to the lowest possible level. Generally speaking there are three main types of control measures:

1. Remove or control the hazard at the source

These are measures in the work environment designed to prevent contact with a hazard through elimination, automation, substitution, redesign or isolation. This is the ideal method to correct a hazard because it provides a permanent solution.

Example of removing a hazard by automation: roofing companies now have shingles delivered directly onto the roof of a home using a mechanical lift. This eliminates the need for workers to physically carry the shingles up ladders.

Example of substitution: replacing a toxic cleaning solution with a non-toxic cleaner.

Example of redesign: having standing desks to reduce MSIs.

Example of isolating hazards: storing flammable products in a fireproof cabinet.





2. Control the hazard along the path

When a hazard cannot be eliminated, automated, substituted, redesigned or isolated we look to minimize the risk of the hazard before it reaches a worker.

Example of relocation: moving machinery to a dry area.

Example of barriers: guarding machinery and using screens to block welding flash.

Example of equipment: provide workers with ergonomic assessments and ergonomic office furniture to minimize the risk of static postures or repetitive work such as using a mouse repetitively to do computer work.

Example of absorbing: using a paint booth.

Example of dilution: working outside with chemicals.

3. Limit harm at the level of the worker

Sometimes it is not possible to remove risk or control it along the path. The next level of control is at the worker. These controls involve education, training, controlling the degree or amount of exposure a worker has to a hazard. They may be administrative or may involve personal protective equipment (PPE).

Example of administrative controls: a company has a working alone policy which includes a form, emergency contact information and check-in times for the worker.

Example of safe work procedures: clearly outline safe work practices to operate a machine or perform a specific task. Safe work procedures will outline very specific measures such as the guard on the machine must be down when operating a saw.

Example of emergency planning: written fire plans.

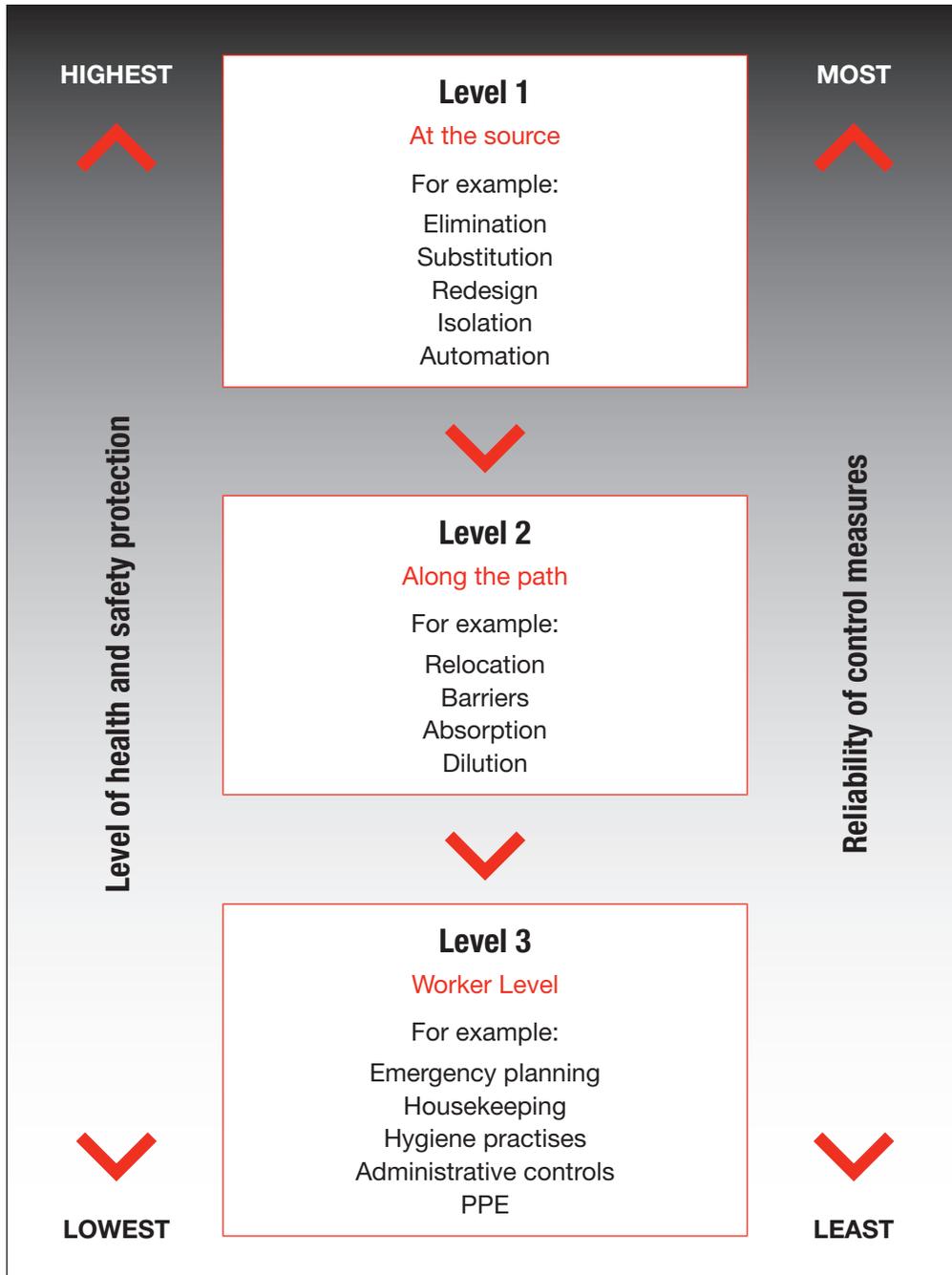
Example of housekeeping: sharp instrument disposal containers.

Example of hygiene: handwashing.

Example of personal protective equipment (PPE): this is the last resort against hazards. PPE must be used properly and consistently to be effective. PPE has limitations and in some instances creates new hazards. PPE examples include steel-toed boots, Kevlar gloves, fall arrest systems, hearing protection, eye protection.

Remember!

**It is always best to eliminate hazards completely.
PPE should be the last resort to protect against a hazard.**





Hazard Control Worksheet

1. How would you control the hazard at the source (most effective)?

Elimination – First, try getting rid of the hazard.

Substitution – If elimination is not practical, try replacing hazardous substances with something less dangerous.

Redesign – Engineering can sometimes redesign the layout of the workplace, workstations, work processes and jobs to eliminate or control hazards.

Isolation – Isolating, containing or enclosing the hazard is often used to control chemical hazards and biohazards.

Automation – Dangerous processes can sometimes be automated.

2. How would you control the hazard along the path (between the hazard and the worker)?

Relocation – Relocation can include moving the hazardous process, tools, machinery, or equipment somewhere safer.

Blocking the hazard – Barriers, control rooms, etc. can block the hazard.

Absorbing the hazard – Absorbing could be using local ventilation to remove the hazard where it is generated.

Dilution – General ventilation in the entire work area can be used for dilution.

3. How would you control the hazard at the worker's level (least effective)?

Administrative controls – These include introducing new policies, safe work procedures and training and supervision.

Emergency planning – Written plans should be in place to handle fires, chemical spills and other emergencies. Workers should be trained to follow these procedures and use appropriate equipment. Refresher training should be provided regularly.

Housekeeping, repair and maintenance programs – Housekeeping includes cleaning, waste disposal and spill cleanup. Tools, equipment, and machinery are less likely to cause injury if they are kept clean and well maintained.

Hygiene practices and facilities – These can reduce the risk of toxic materials being absorbed by workers or carried home to families.

PPE and clothing – These are used when other controls aren't feasible, additional protection is needed or the task or process is temporary. The employer must require workers to use PPE wherever the Regulations or organizational work procedures prescribe its use. Workers must be trained to use, store and maintain their PPE properly. The employer, supervisor and workers must be informed about the limitations of their PPE.



Group learning activity

Each group will be assigned a case scenario, or if you prefer, select a scenario from your workplace.

Step 1: Spot the hazard – review your case scenario; identify the hazards; and write them down in the first column of the table on page 66.

Step 2: Assess the risk – what could happen if worker exposed to the hazard identified in step 1? Write the consequences in the second column of the table on page 66.

Step 3: Use the definitions below to select a severity of consequence rating and write it down in the third column of the table on page 66.

Severity of consequence categories

Category	Category Definition
Catastrophic	Death or fatal injury
Critical	Permanent disability, severe injury or illness
Marginal	Injury or illness that requires medical attention and time loss from work
Negligible	Treatable first aid injury no time loss from work

Step 4: What is the likelihood frequency of the consequence occurring? This rating is based on how frequently the hazard is observed. Use the definitions below to select a frequency rating that best fits and write it down in the fourth column on page 66.

Frequency categories

Category	Category Definition
Very Likely	The hazard is very probable or observed daily.
Likely	The hazard is probable or observed weekly.
Possible	The hazard is possible or observed monthly.
Unlikely	The hazard is likely to be observed on a yearly basis.



Step 5: Use the risk matrix to determine the level of risk and assign a priority level and write it down in the fifth column on page 66.

Risk Assessment Table

		Frequency			
		Very Likely	Likely	Possible	Unlikely
Consequence Severity	Catastrophic	1	1	2	3
	Critical	1	1	2	3
	Marginal	2	2	3	4
	Negligible	3	3	4	4

Priority levels

1	High	Extremely important immediate action
2	Medium High	Receive top planning priority
3	Medium	Receive planning priority
4	Low	Receive low planning priority

Step 1 Hazard <i>(Refer back to section 3)</i>	Step 2 Consequence of hazard <i>(what is likely to happen?)</i>	Step 3 Severity of consequence <i>(Catastrophic, critical, marginal, negligible)</i>	Step 4 Frequency <i>(Very likely, likely, possible, unlikely)</i>	Step 5 Priority level
Example: Noise	Long term hearing loss	Critical	Likely	1

Step 6: Which hazard will be addressed first? Refer back to the hazard control worksheet and chart (pages 65 and 66). How would you control the hazard? Think of long term and short term controls. Be prepared to share with the group:

- the hazard you will attend to first
- the control measures you will implement.



2. INSPECTIONS



Effective safety and health inspections are one of the most important incident prevention tools in a company's safety and health management system. Regular workplace inspections have been shown to reduce incidents and improve the IRS and overall safety culture of a workplace. For inspections to be effective they must take place in the workplace during its day-to-day status. There are two types of inspections:

1. Formal or planned inspections

- committee inspections
- workplace inspections

2. Informal or spot inspections

Supervisors may be asked to participate in formal or planned inspections of a workplace. Supervisors should also be the driving force to ensure that informal or spot inspections take place on a daily basis and are a part of their team's work culture.

Formal or planned inspections

Formal or planned workplace inspections are regularly scheduled examinations that are formally documented with the use of a checklist and report that includes recommendations for corrective actions. The entire workplace must be inspected by the workplace safety and health committee at regular intervals. The minimum standard outlined in the *WSH Act* is that committee inspections must be conducted by both an employer and worker member at least once every 90 days. The employer must also conduct formal inspections which supervisors will be involved in. The frequency at which a workplace requires additional formal inspections will depend on its level of risk and safety management system.

There are two types of formal inspections:

- committee inspections
- workplace inspections.

Formal inspections reports:

- Ensure that safety and health standards and legal requirements are being met – in both the working environment and worker practices.
- Identify hazards to be controlled.
- Demonstrate to workers that safety and health is important to the supervisor and the company.
- Provide evidence of due diligence.

There are four key areas to inspect:

1. People (training and work practices)
2. Vehicles, tools and equipment (including machines and mobile equipment)
3. Substances and materials
4. Work environment (work area design, light, heat).

Informal or spot inspections

Informal workplace inspections are routine checks of the workplace or equipment usually carried out on a daily basis to prevent injury, illness and property damage. Examples include supervisor walkthroughs or a worker's daily equipment check. Informal inspections are not usually scheduled and may not require formal documentation.

Informal inspections are an important and proactive method to recognize hazards. It is critical that all workers know how to report and are supported in reporting hazards identified in informal or spot inspections. Supervisors play an important role in supporting their team members by reporting hazards found through informal or spot inspections.



When planning inspections, you will also want to consider:

- What hazardous tools, equipment and machinery must be inspected at regular intervals set by legislation and product manufacturers?
- What dangerous processes might require frequent, special or complicated inspections?
- What variation in work might take place on different shifts?
- What situations require special inspections (such as the introduction of new equipment or inexperienced workers)?
- What recurring problems might be indicated by incident reports, first aid registers or injuries?
- What tools, equipment and materials will be required for the inspection?
- What concerns must be followed up?
- Who should be involved in the inspection?
- How can you avoid disruptions in workplace activities?

Difficult hazards may have to be handled by experts; professional associations, consultants and the government can help.

A workplace may use noise monitors, chemical sensing equipment and other devices to evaluate specific hazards. The employer must provide equipment and training on how to use these devices correctly. Inspections may include reviewing data from this equipment or conducting tests to ensure it is working properly.

Checklists

A checklist will help keep track of what to inspect and document what is seen. When preparing your checklist, make sure it includes:

- What hazards are present
- What risks those hazards pose
- What controls should be in place
- What controls are working
- What improvements are needed.

Supervisors can prepare checklists of what (and how) to inspect from legislation, industry standards and equipment manuals. Checklists can also be purchased and amended them to make workplace-specific lists. Your checklist should include the controls and safe work practices outlined in your workplace's safety and health program to ensure that your area is meeting the standard and that the program is effective in protecting workers. Make sure to review the checklist before each inspection to ensure it is up to date.

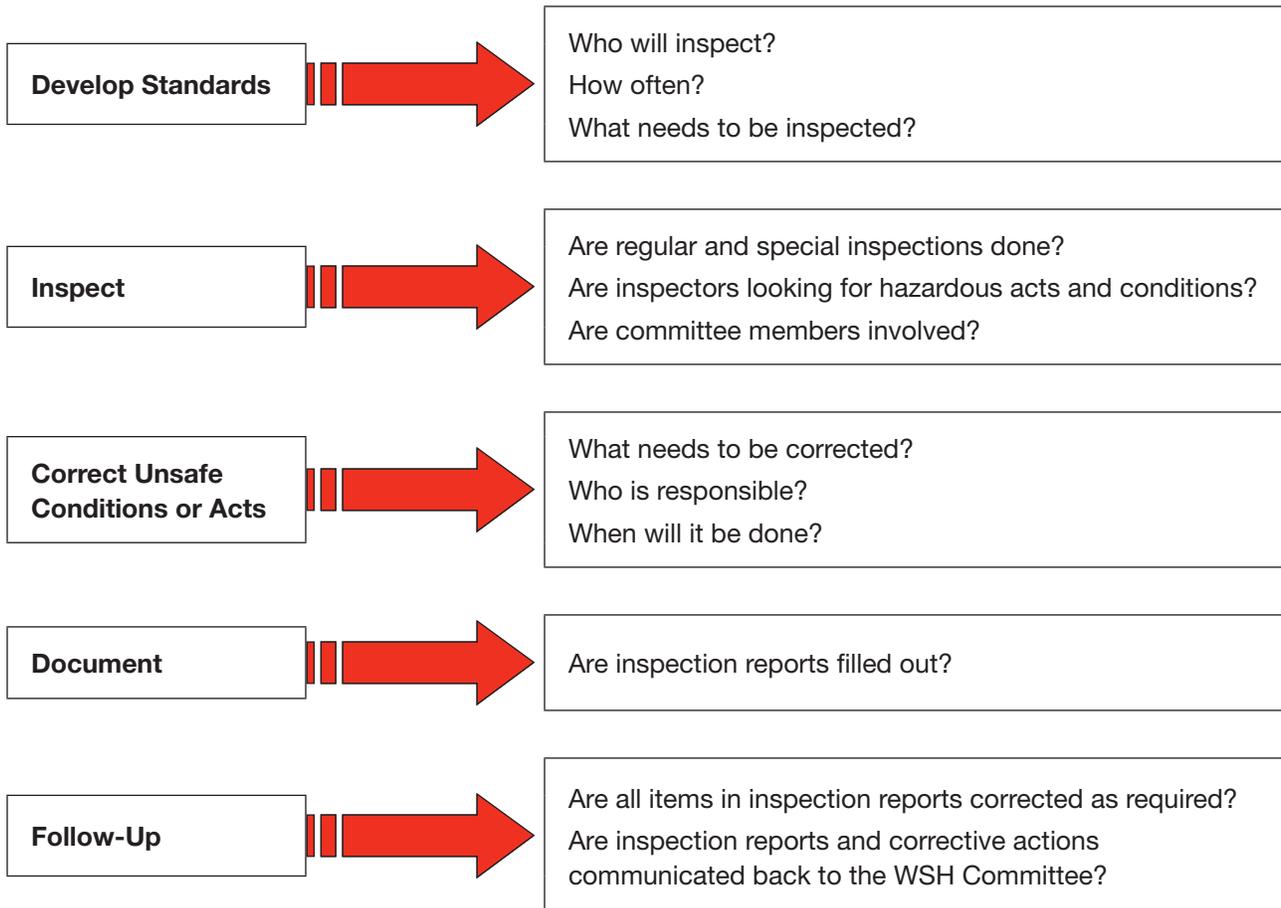
While a checklist is a useful tool, remember to look beyond the checklist when conducting your investigation. It is important to look for issues that may not be captured on the checklist and engage with the workers – they often have very useful information about the specific safety and health situation in their workplace.

Conducting inspections

When conducting an inspection, these tips will help supervisors achieve their objectives as a supervisor: to ensure their area is up to standard, practise due diligence and demonstrate commitment to safety and health.

- **Communicate with workers.** Make sure the inspection doesn't feel like a pop quiz. Supervisors should talk to workers as they conduct their inspections. Tell them about the hazards you identified and ask them if they have any concerns or ideas. Workers are an essential source of information on the tasks that are done in your area. Discuss the applicable regulations, standards and safe work practices. Provide individual coaching as needed. When a worker is following safe work practices, let them know their efforts are appreciated.
- **Correct what you can immediately.** When equipment is out of place, PPE is missing or a worker is not following SAFE Work procedures, take action to correct the issue immediately wherever possible.
- **Take careful notes.** Record the findings of the inspection. Note where conditions and practices are up to standard as well as where they are not. Record any corrective actions taken during the inspection. Inspection notes are a snapshot of what was seen – don't omit an item because the worker promises to correct it in the future. Recording notes helps identify trends in the workplace. Supervisors can also use documentation to communicate with their team what they observed during the inspection; recognize those who set a good example; and discuss corrective actions for the future.
- **Follow up on past inspections.** Remember to inspect any corrective action taken during or as a result of the last inspection to make sure it is effective and continues to protect workers.

Formal safety inspection flow chart





3. INVESTIGATIONS



Workplaces must develop a procedure for the investigation of incidents, dangerous occurrences and refusal to work. Investigation of incidents provides valuable information needed to prevent similar incidents in the future. The workplace safety and health committee worker chair (or designate) and the employer co-chair (or designate) must also be involved in the investigation of incidents. The underlying principles of incident investigation are:

- Incidents don't just happen. They are caused.
- Incidents can be prevented if causes are eliminated.
- Causes can be eliminated if all incidents are investigated properly.
- Unless the causes are eliminated, the same situation will reoccur.

Serious and fatal injuries are usually preceded by warning signs. For every serious or fatal injury in a workplace there are typically many other incidents that take place before it.



When an incident happens in a workplace supervisors are often the first decision maker to arrive on the scene. Oftentimes, notifying the supervisor is what triggers the process for reporting and investigating an incident. The supervisor of the area where the incident takes place should be extensively involved in conducting the investigation. Since supervisors are responsible for worker training and on-the-job activities, they know the work assignments and have issued the work instructions. The supervisor will also be responsible for ensuring that the appropriate corrective actions are implemented to prevent the possibility of recurrence.

There are typically four types of investigations:

- 1. Investigation of near misses and incidents**
- 2. Investigation of serious incidents**
- 3. Investigation of right to refuse incidents**
- 4. Investigation of worker safety and health concerns.**



Investigation of near misses and incidents

- **Near miss** is an unplanned event that causes little or no personal or property damage, but had the potential to cause major damage and/or injury.
- **Incidents** are any unplanned event that causes injury. The term “incident” will be used to describe both near misses and incidents.

An incident investigation is the account and analysis of an incident based on information gathered by a thorough examination of all contributing factors and causes involved. Prevention is the purpose of any investigation.

The process of investigating an incident involves gathering evidence, analyzing it then making recommendations in a written report.

Remember! Priority is to attend to the injured and ensure first aid and/or transportation to an appropriate medical facility has taken place.

Steps in an investigation:

1. Care for the injured.
2. Secure the scene and report the incident.
3. Activate investigation process.
4. Visit the scene.
5. Conduct interviews.
6. Examine physical evidence.
7. Prepare the report.

Investigation of serious incidents

When a serious incident occurs at a workplace, the employer is required to notify the Workplace Safety and Health Branch immediately by the fastest means of communication possible. The branch will determine if they need to send out an officer to investigate. The workplace must always complete its investigation process and report regardless of whether an officer attends the scene or not.

Bulletin 119 provides the definition of serious incident as per the *WSH Act* and the process for reporting to the branch.



No. 119

Reporting serious incidents

When a serious incident occurs at a workplace, the employer is required to notify the Workplace Safety and Health Branch **immediately**, by the fastest means of communication possible.

What is a serious incident?

A serious incident is defined as one:

- in which a worker is killed;
- in which a worker suffers
 - an injury resulting from electrical contact,
 - unconsciousness as the result of a concussion,
 - a fracture of his or her skull, spine, pelvis, arm, leg, hand or foot,
 - amputation of an arm, leg, hand, foot, finger or toe,
 - third degree burns,
 - permanent or temporary loss of sight,
 - a cut or laceration that requires medical treatment at a hospital, or
 - asphyxiation or poisoning; or
- that involves
 - the collapse or structural failure of a building, structure, crane, hoist, lift, temporary support system or excavation,
 - an explosion, fire or flood, an uncontrolled spill or escape of a hazardous substance, or
 - the failure of an atmosphere-supplying respirator.

Note: Please see page 2 for specific reporting requirements.

What information needs to be provided?

When reporting an incident, the following information should be provided:

- (a) the name and address of each person involved in the incident;
- (b) the name and address of the employer, or any other employers involved;
- (c) the name and address of each person who witnessed the incident;
- (d) the date, time and location of the incident;
- (e) the apparent cause of the incident and the circumstances that gave rise to it

If you realize that any of the above information you provided was incorrect or incomplete, you must immediately contact the Workplace Safety and Health Branch again with the new information.

The scene of the incident must not be disturbed:

The scene of an incident must be preserved for at least 24 hours after the Workplace Safety and Health Branch has been notified. No equipment or materials that were involved in an incident may be altered or moved, unless it is necessary to free an injured or trapped person or to avoid creating additional hazards.

(see next page)

SAFE Work Manitoba contact information:

Winnipeg: 204-957-SAFE (7233)

Toll-Free: 1-855-957-SAFE (7233)

Publications and resources available at: safemanitoba.com





Reporting requirement clarifications:

The following information is intended to clarify the requirements of reporting serious incidents:

- When electrical contact results in a worker(s) being transported to hospital.
- When burns result in a worker(s) being transported to hospital.
- When a fire or flood results in a worker(s) injury.
- When failure of an atmosphere-supplying respirator results in a worker(s) injury.

Reporting serious incidents contact information:

Phone: 204-957-SAFE (7233)
Toll-free in Manitoba: 1-855-957-SAFE (7233)

A safety and health officer is available 24 hours a day, 7 days a week to respond to your emergency calls.

Reference to legal requirements under workplace safety and health legislation:

- General Duties: Manitoba Regulation 217/2006 Part 2

Additional workplace safety and health information available at: safemanitoba.com

SAFE Work Manitoba contact information:

Winnipeg: 204-957-SAFE (7233)
Toll-Free: 1-855-957-SAFE (7233)

Publications and resources available at: safemanitoba.com

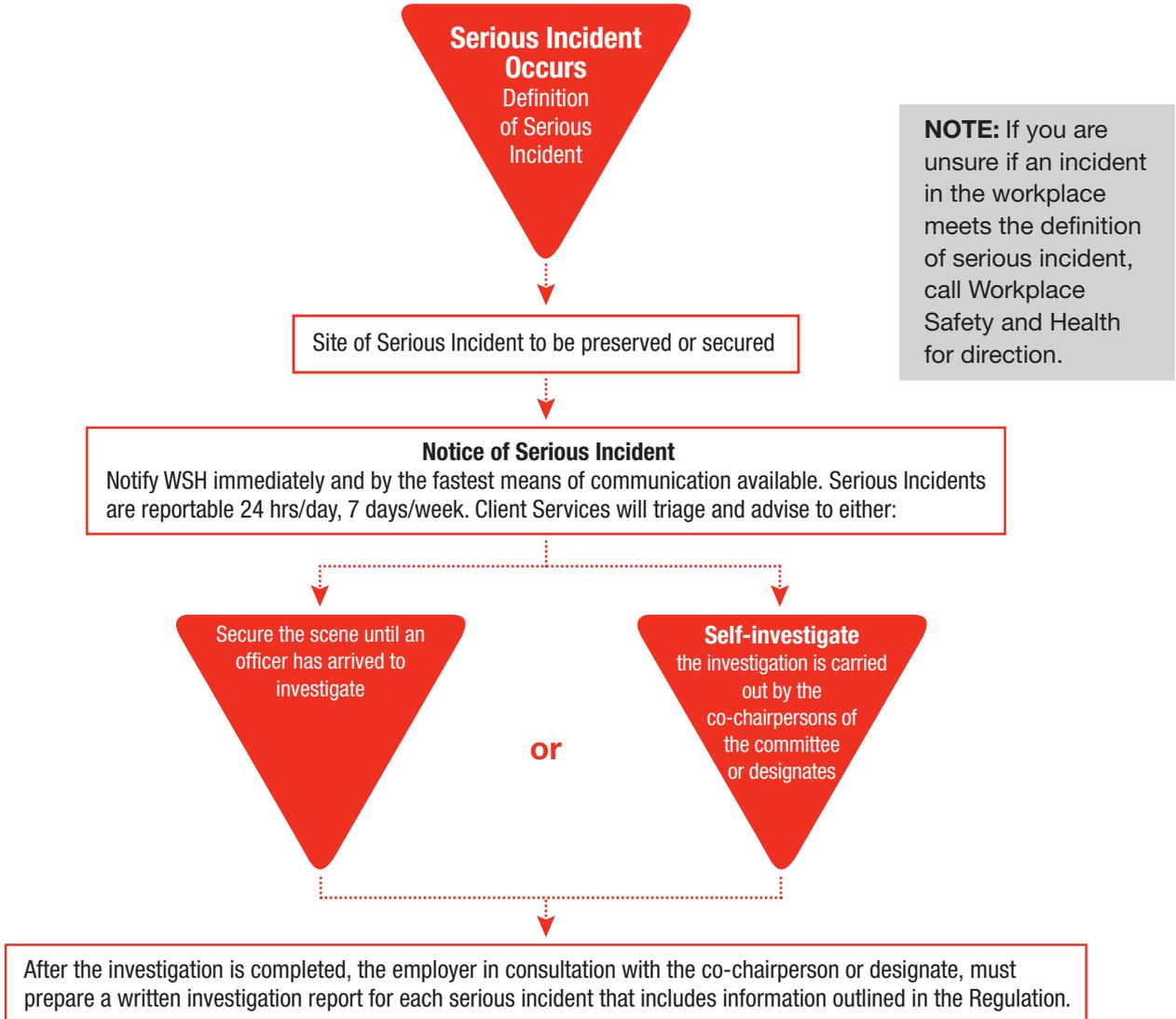


Serious incident investigation process

Reference:

Manitoba Regulation 217/2006 Workplace Safety and Health Act and Regulation, Serious Incidents at Workplace, 2.6-2.9(3)

Manitoba Regulation 212/2011 Operation of Mines Regulation, Notices in Cases of Serious Injury or Incident, 2.11(1)-2.15



Investigation of right to refuse

Under the law, workers (remember! supervisors are all also workers) can refuse any task that a worker has reasonable grounds to believe is dangerous to their safety and health or to the safety and health of others. The first step in the right to refuse process is for a worker to report the dangerous condition to their immediate supervisor. It is hoped that the situation can be corrected immediately at this level of the investigation.



Investigation of worker safety and health concerns

Supervisors are on the front lines and are the first person for a worker to report their safety and health concerns to. An underlying value or principle of a workplace safety and health program is encouraging workers to report safety and health concerns to their employer. Supervisors must ensure that workers feel safe to raise concerns freely. Once a concern is reported, ideally the supervisor will resolve the concern immediately or may have to bring in the expertise of their workplace's safety and health professional and/or raise the concern with the committee. It is important that safety and health concerns are documented, and corrective actions are taken and communicated back to the workers.

4. REPORTING

Incident

Complete this form as soon as possible to investigate a recent injury or new illness

report of a: Death Lost Time Dr. Visit Employee

This report is made by: Employee

Sex: Male Female

Job title at time of incident:

Part of injury: (check all that apply)

Scrapes

Step 1: Injured employee (complete this part for each injured employee)

Name:

Department:

Part of body affected: (shade all that apply)

Describe the incident

Reporting is a crucial component of a good safety program and the IRS (internal responsibility system) in the workplace. Reporting is a form of communication to let supervisors, management and the workplace safety and health committee know where incidents are occurring and where there is potential risk for greater injury. Incident reporting is a critical piece of communication for workplaces to identify areas of risk and develop proactive strategies to eliminate risk. Insisting on and encouraging reporting sends a message to workers that the employer is committed to ensuring the workplace is safe.

Best practices in establishing a near miss reporting system

- Leadership must establish a reporting culture reinforcing that every opportunity to identify and control hazards, reduce risk and prevent harmful incidents must be acted on.
- The reporting system needs to be non-punitive.
- Investigate near miss incidents to identify the root cause and weaknesses in the system.
- Use the results of the investigation to improve safety systems, hazard controls, risk reduction and lessons learned. All of these represent opportunity for training, feedback on performance and commitment to continuous improvement.
- Near miss reporting is vital to preventing serious, fatal and catastrophic incidents that are less frequent but far more harmful than other incidents.

Why workplaces should implement near miss reporting systems

- Capture data for statistical analysis, correlation studies, trending and performance measurement (improvement over baseline).
- Provide an opportunity for employee engagement.
- Create a participatory culture whereby everyone shares and contributes in a responsible manner to their own safety and safety of fellow co-workers.
- Can be considered a leading indicator of performance used in balance with other leading and lagging measures of performance.

How can workplaces encourage workers to participate in near miss reporting?

- Create a policy and procedure that is communicated to all employees with the backing of senior management.
- Promote a culture of reporting with the support and help of all managers and supervisors.
- Educate supervisors and managers on the importance of reporting near miss incidents and hold them accountable through performance appraisals.
- Ensure that the near miss reporting process is accessible, easy to use and understand.
- Continue to communicate the importance of near miss reporting and encourage participation of all employees.
- Use the near miss statistics as a leading indicator and report back to the organization on the steps taken to improve safety.
- Reinforce with employees that near miss reporting is non-punitive.
- Include near miss reporting as part of employee orientation.
- Celebrate the success and value of the near miss reporting process with all employees!



A starting point for a company to develop a reporting system is to create a form to track incidents and near misses. The standard WCB form is below; however, many workplaces develop their own.

NOTICE OF INJURY TO EMPLOYER



WCB
Workers Compensation
Board of Manitoba
wcb.mb.ca

Injured Worker Name _____

Injured Worker Address _____

Date of Injury _____ Time _____ a.m. p.m.

Location of Incident _____
(site address and location on site)

Description of Incident _____

Description of Injury _____

Time Off Work Due to Injury Yes No

Names of Witnesses (if any) _____

Supervisor Signature _____

Injured Worker Signature _____

Date _____

IMPORTANT: Do not send this form to the WCB. Keep one copy for yourself and provide a copy to your employer.

If the workplace incident has resulted in an injury requiring healthcare attention or time off from work, please report the injury to the WCB by calling:
204-954-4100 or toll free 1-855-954-4321 (8:00 a.m. – 7:00 p.m., Monday – Friday)

WCB 4106-25/11/2014

Having a solid reporting system established in the workplace will assist workplaces with meeting the legal requirements outlined in both the *WSH Act* and *WCB Act*. A well-run reporting and incident tracking system has moral benefits to the workplace, financial benefits to the workplace, and will also assist the workplace to meet their legal requirements.

Reporting to Workplace Safety and Health

The *Manitoba Workplace Safety and Health Act and Regulation* outlines specific requirements for incidents that need to be reported to the WSH. Requirements for workplaces are outlined in *WSH Regulation 2.6-2.9(3)* in the *WSH Act*.

To report a serious incident or find out more information call:

Phone: 204-957-SAFE (7233)

Toll free Manitoba: 855-957-SAFE (7233)

A safety and health officer is available 24 hours a day, 7 days a week to respond to emergency calls.

WCB reporting responsibilities

When?

When the incident or conditions result in:

- time off work
- medical treatment
- situations where the worker has been exposed to a harmful substance

Why?

- It's the right thing to do.
- It is the law.
- Reporting injuries immediately will help reduce time for a claim to be adjudicated and paid.

Who?

There are three sources who notify the WCB of a workplace injury, resulting in a claim being created:

- Employers
- Workers
- Healthcare providers

Supervisors are often the first person on site and the first point of contact for a worker to report an incident to. Supervisors often initiate the reporting process for the employer.

5. TRAINING



Training is an important aspect of a supervisor's job. Supervisors must receive training in order to be able to properly perform their role. They are also responsible for training workers they supervise, or ensuring they have been properly trained by someone else.

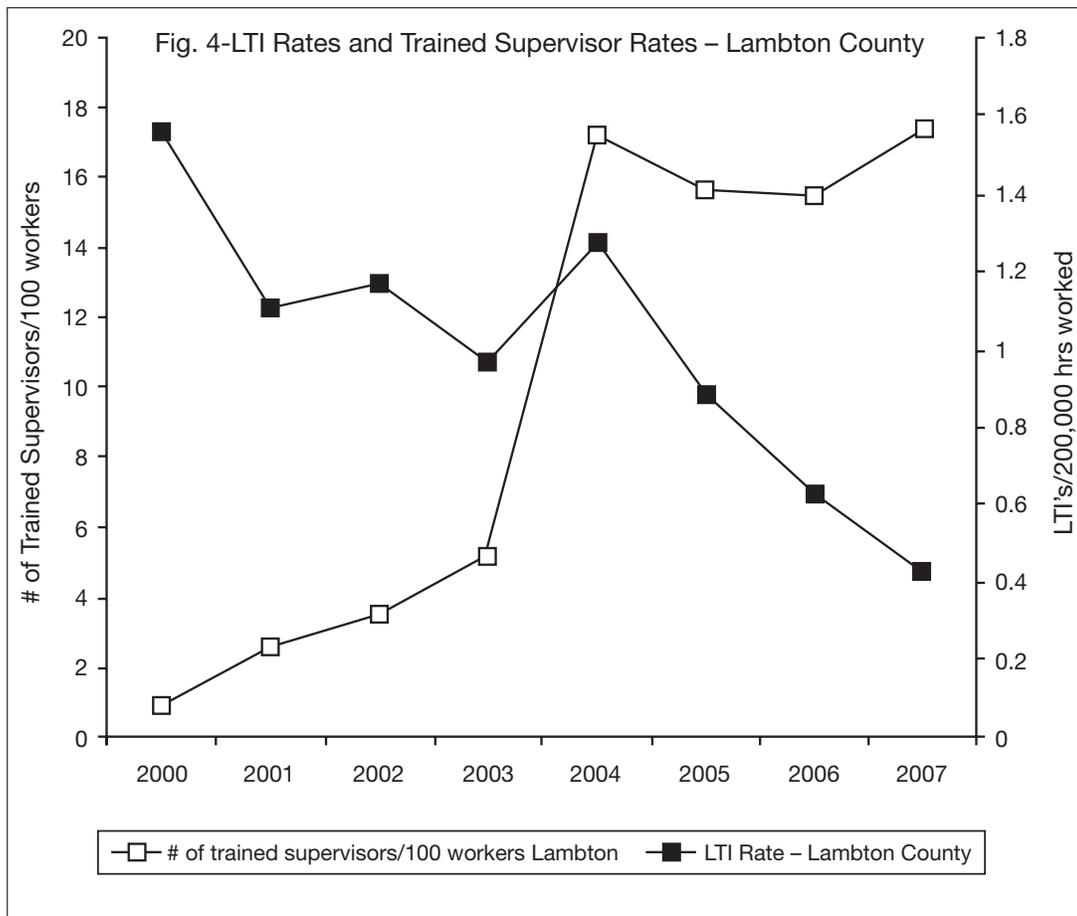
Training for supervisors

As discussed earlier supervisors are arguably the most influential person to their organization or department's safety culture. For supervisors to walk the talk while facilitating and enabling training for their staff, they must also be supported to make their own safety training a priority. A 2004 study done in Sarnia, Ontario, assessed the correlation between supervisor training and the lost time injury rate for construction workplaces. Construction firms that participated in the study had to ensure that their supervisors had completed the three-day CSAO's Basics of Supervising training; otherwise, the contractor would have to look elsewhere for work. The results showed that when supervisors were trained in safety and health, the lost time injury rate went down.



Supervisors give direction to workers. If supervisors are unfamiliar with safety and health and their related responsibilities, how can we expect them to give workers safe directions or to ensure that workers follow safe practices?

If your organization is serious about preventing injuries and illness, ensure supervisors are knowledgeable about job site safety and familiar with the *Manitoba Workplace Safety and Health Act and Regulation*, especially the sections that apply directly to your workplace.



Construction Safety Magazine. *Supervisor Training*. Winter 2008/2009.

Worker training and new worker orientation

Workplaces must have a method to inform and train workers. Training is necessary to ensure workers are aware of their basic rights and responsibilities, know the hazards and how to control them and are empowered to participate in making every day safe. Supervisors are typically responsible to either facilitate training or to make sure that workers have access to the necessary training to do their job safely.

Training must be provided by a competent person and should include methods to evaluate training needs, checks for understanding and a mechanism to ensure training is implemented and updated as required. Safety training is required for all people in an organization. Workers must be trained prior to being exposed to risk on the job. Training must take place when new workers start, when jobs, tasks or work areas are reassigned and when new or updated equipment or procedures are introduced. Training is linked to continuous improvement in an organization.

General training and new worker orientation is an opportunity to let workers prioritize workplace safety even before they begin work. There are certain topics and safety issues which apply to all workers regardless of their job or where they work. When a new worker begins at a workplace, or when a worker is starting in a new position, they will require a general introduction to safety and health. Workers starting out in a new occupation or at a new workplace are more vulnerable to workplace injury. Studies show that workers on the job for less than a month have four times as many claims as those who have held their position for more than a year.

Often referred to as a worker orientation, an overview of workplace safety and health is the starting point for training new workers.

New worker orientation for workers must include:

- Worker safety rights and responsibilities
- Explanation of on the job hazards as well as how to find safer ways
- Safe work practices and procedures
- Fire and emergency procedures
- Location of first aid kits
- Safety rules
- Reporting procedures for reporting hazards, incidents, near misses and injuries
- Location and content of plans and policies such as workplace safety and health programs
- General requirements of the *WSH Act*, Regulations, Codes and Guidelines
- Other special policies on lifting, WHMIS, working alone, harassment, etc.



Job specific training

Never assume a worker is able to safely perform work until they have demonstrated their abilities. Workers need to be able to practise and model their training in a controlled environment. This might occur in a classroom, a practical training area or in the workplace under close supervision.

Job prerequisites

Employers can require, as a condition of employment, that applicants have certain prerequisites or qualifications before they are considered for employment.

Examples include:

- journeyman electrician designation
- registered nurse designation
- valid driver's licence
- first aid level 2 certificate
- air brakes license

The onus is on the employer to demonstrate due diligence that a worker does in fact have the stated qualifications prior to hiring. Even after all qualifications are checked, an employer is still required to provide workers with an orientation and task-specific training.

Hands-on training

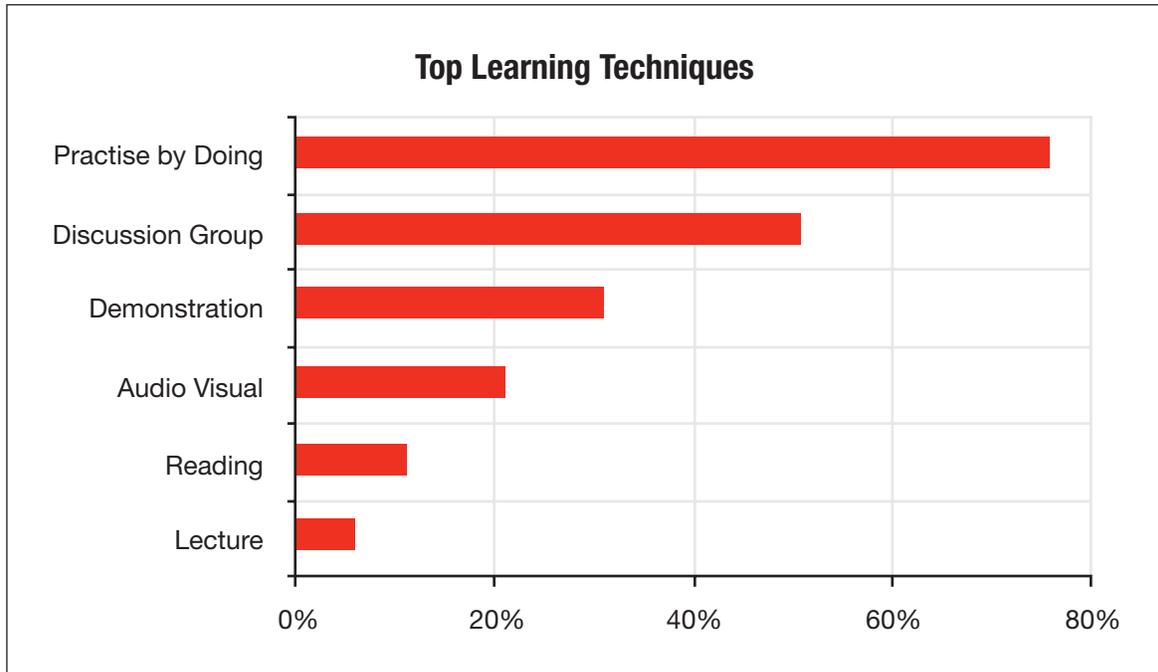
Hands-on training occurs within the workplace. Employers have a responsibility to ensure that the person providing training is competent and that the worker understands what is being demonstrated. Once task-specific training is provided, the trainee should be tested to demonstrate or confirm their knowledge.

Examples include:

- ladder training with the specific equipment and surroundings of your workplace
- training simulation environments such as CPR training using mannequins
- training for cleaning staff on how to properly empty a mop pail specific to the set-up at your workplace

Checking for understanding

It is important to include methods to evaluate training needs, ways to check for understanding and mechanisms to ensure training is implemented and updated as required. This may include written and oral tests or a practical demonstration. When checking for understanding it is important to consider language and literacy issues. People learn in different ways; therefore, different training styles are helpful. Workers need to feel confident and supported in their learning and this will be reflected back through the application of new information and skills on the job.



Vulnerable workers

What is a vulnerable worker?

Vulnerable workers are those who have a greater exposure to unsafe or hazardous conditions and who lack the power to alter those conditions. We will take a look at four vulnerable worker groups:

1. Young workers
2. Workers new to Canada
3. Workers with limited literacy
4. Aging workers



1. Young workers

Young workers under the age of 25 are at greater risk for injury. This is due to age-related issues such as risk taking behaviour, inexperience, reluctance to ask questions and the type of work that they are most likely to be employed in (jobs that are physically demanding and/or higher risk). Young workers have five to seven times the risk of injury in the first four weeks of a new job. There is a pronounced seasonality among young worker injuries, with peaks occurring in the summer months.

Supervisors play a critical role in ensuring that young workers are trained and competent before being exposed to on-the-job hazards. A recent study showed that the supervisor is the most influential person to a young worker in relation to safety. Having a safety discussion on the first day of work has been shown to increase a young worker's comfort to ask future questions about safety. A supervisor's interpersonal skills can mean the difference between a young worker feeling comfortable to ask a question about safety versus a young worker feeling too intimidated to ask a safety question and then sustaining a serious or fatal injury.

Vulnerability	Protection
Young and new workers tend not to ask questions because they want to make a good impression and look "smart"	<ul style="list-style-type: none">• Encourage workers to have an open dialogue with their supervisors and managers• Provide training where the worker has to show that they understand the process (not just reading a manual)• Provide an on-site mentor who is always accessible to the young worker for any questions
Young workers may think they are "invincible" (it won't happen to me) and are more likely to take risks	<ul style="list-style-type: none">• Provide training to teach them the safe way of performing their job duties from day one• Ensure all staff are aware of the consequences of taking an unsafe shortcut (discipline and risk of injury)
Young and new workers are not aware of the risks on the job or what is needed to protect themselves	<ul style="list-style-type: none">• Educate, train and provide ongoing support• Ensure the orientation is provided by an educated staff member

2. Workers new to canada

Recent immigrants are new to their work and to the country. They face numerous challenges that leave them more vulnerable to workplace injury such as language, culture shock, learning styles, work habits and ability to navigate systems such as WCB and WSH.

New workers to Canada are two times more likely to suffer workplace injuries as compared to their Canadian-born counterparts. They may be reluctant to report hazards for fear of job loss because they are not aware of their rights and responsibilities.

A Health and Safety Coordinator from a Manitoba workplace shared this story: “In my office, I have a box full of ‘makeshift’ tools we’ve confiscated mostly from new Canadian employees. Broken tools were fixed with duct tape or wires, or whatever they could find to use. When asked, many of the employees said they didn’t want to ‘bother’ the supervisor for a new tool because back home they never replaced broken tools with new ones.”

In 2014, Manitoba welcomed over 16,000 immigrants. Projections indicate that in the next few decades Canada’s labour force will be increasingly dependent upon immigration to support the economy. Keeping immigrant workers safe and healthy at work will benefit workers, employers and all community stakeholders.

Vulnerability	Protection
New workers to Canada may not be able to read or write the English language	<ul style="list-style-type: none"> • Have training available in the workers’ first language
New workers to Canada may be hesitant to speak up or question authority	<ul style="list-style-type: none"> • Have an open communication style • Partner the new worker with another employee who can communicate in their first language
New workers to Canada may not be familiar with their rights as a worker	<ul style="list-style-type: none"> • Ensure their orientation covers their rights and responsibilities as a worker
New workers to Canada may be reluctant to say they do not understand information or instructions	<ul style="list-style-type: none"> • Have the worker perform the activity to ensure they understand how to do it safely



3. Literacy

Literacy is the ability to understand printed information in daily activities at home, at work and in the community. Statistics show that close to 42 percent of Canadians aged 16-65 are living with a literacy rate that requires material to be simple and clearly laid out. Literacy is not just the ability to read and write and hiring someone with a grade 12 education does not guarantee they have strong literacy skills.

Workplace literacy is an important issue that is often overlooked. As an employer you must make certain that workers comprehend and are able to demonstrate their understanding. Asking workers to simply read your safety policies and safety procedures is not adequate.

Workers with literacy issues are reluctant to self-identify for a number of reasons including fear of losing their job or not being hired for a position. Cultural factors may make workers from at-risk populations (such as immigrants or Aboriginal peoples) especially unlikely to self-identify. Individuals with literacy issues develop sophisticated coping mechanisms to deal with their low literacy skills. All of these factors may make it difficult for employers to identify and assist individuals with literacy issues.

Vulnerability	Protection
Workers with literacy issues are unlikely to self-identify that they have a low level of literacy	<ul style="list-style-type: none">• Ensure that training is available in multiple mediums (e.g., reading, video, hands-on)• Have different methods of testing for comprehension
Individuals with literacy issues develop sophisticated coping mechanisms making it difficult to detect or measure literacy levels	<ul style="list-style-type: none">• Use different styles of communication (e.g., verbal, pictures and video)
Literacy is an issue in all workplaces and across all ages, cultures and genders	<ul style="list-style-type: none">• Make information available to workers about literacy programs in the community or through the workplace

4. Aging workers

The time loss injury rate for workers aged 55 and over has increased from 2.6 in 2013 to 2.8 in 2014. Most studies show that older workers tend to have fewer workplace accidents, but when an older worker does get injured, their injuries are often more severe. An older worker may also take longer to recover.

Older workers tend to experience physical changes such as loss of muscular strength, cardiovascular and respiratory changes, decreased balance and difficulties with sleep. Vision and hearing also naturally change with age. Long term health issues increase with age. Workplaces can help by providing a safe work environment that reduces the chance of injury or occupational illness.

Vulnerability	Protection
Older workers may not want to discuss physical challenges they are experiencing at work for fear of negative repercussions	<ul style="list-style-type: none"> • Ensure open communication is being promoted at all levels • Use their knowledge and experience to train other workers
Older workers may be susceptible to repetitive strain injuries	<ul style="list-style-type: none"> • Perform reviews of all jobs to find a safer way • Implement ergonomic changes to benefit all employees
Older workers may have many health issues that are unrelated to their employment	<ul style="list-style-type: none"> • Communicate the ability to accommodate restrictions (both work and non-work related) with all workers



Group learning activity

1. Each group will be assigned a category of vulnerable workers. Identify ways that a supervisor can support and prevent injuries to this group of workers.

SUMMARY

The SAFE acronym stands for:

- Spot the hazard
- Assess the risk
- Find a safer way
- Every day

Hazards come in five categories: physical, musculoskeletal injury (MSI), chemical and mineral, psychosocial and biological. Hazards can be identified by a job hazard analysis in which a job is selected to be analyzed, broken down into steps, hazards identified and preventative measures are determined and implemented.

Risk is the chance that someone will experience any sort of harm while doing a task. It can be determined by looking at frequency of exposure, severity of consequences and probability that negative effects will occur. Risks can be controlled at the source, along the path or at the worker level.

Inspections can be planned or unplanned. The key areas to inspect are:

- People
- Vehicles, tools and equipment
- Substances and materials
- Work environment.

Investigations occur when there has been an incident, dangerous occurrence or refusal of dangerous work. The four types of investigations are:

- Near misses and incidents
- Serious incidents
- Right to refuse dangerous work
- Worker safety and health concerns.

Investigations start with caring for the injured worker then conducting the rest of the investigation.

The *Manitoba Workplace Safety and Health Act and Regulation* outline specific procedures and requirement for reporting. The requirements can be found in *WSH Regulation 2.6-2.9(3)*. Since supervisors are often the first person on site, they are often instrumental in starting the reporting process.

The *Manitoba Workplace Safety and Health Act and Regulation* also outline training requirements. New workers, supervisors and vulnerable workers all require training – supervisors can play a large role in the training process. Vulnerable workers such as young workers, newcomer workers, workers with limited literacy and aging workers require specific training because of their lack of power to alter their conditions.

SECTION 5: TOOLS AND CONCEPTS INVOLVED IN A SUPERVISOR'S SAFETY RESPONSIBILITIES

In this section

- Due diligence
- Supervisor influence on safety culture
- Supervisor competencies

Learning objectives

Upon completion of this section participants should:

- Understand due diligence and its underlying principles
- Understand how due diligence applies to them as supervisors
- Be able to define safety culture
- Be able to describe a supervisor's role in influencing and promoting a positive safety culture
- Understand how supervisor competencies play a role in safety and health.



DUE DILIGENCE



What is due diligence?

Due diligence is the level of judgment, care, prudence, determination and activity that a person would reasonably be expected to practise under particular circumstances to prevent harm to other persons or their property.

Supervisors must have a clear understanding of their responsibilities within the safety and health program at their workplace. Due diligence simply means taking all reasonable care to protect the well-being of employees and co-workers. To meet the standard of due diligence, supervisors must take all reasonable precautions to carry out their work and their health and safety responsibilities. This is the standard of care required to comply with the *Manitoba Workplace Safety and Health Act and Regulation*.

Due diligence in safety management can be described as a “system approach that provides information, instruction, training, supervision, verification of knowledge and correction of physical and human hazards.” Another term used to describe diligence is that employers must do what is “reasonably practicable.”



Reasonably practicable refers to 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 on a case by case basis.

Section 4(1) Every employer shall in accordance with the objects and purposes of this Act
a) ensure, so far as is reasonably practicable, the safety, health and welfare at work of all his workers; and
b) comply with this Act and Regulations.

Elements of due diligence

Written safety and health policies, practices and procedures

These are developed and implemented by the company to demonstrate their commitment to safety and health in the workplace. Policies demonstrate and document that the employer has carried out workplace safety audits, identified hazardous practices and hazardous conditions, made necessary changes to correct these conditions and provided employees with information to enable them to work safely.

Training and education

Employers must provide the appropriate training and education to ensure workers understand and carry out their work according to the established policies, practices and procedures.

Competent supervisors

Competent means possessing knowledge, experience and training to perform a specific duty.

The employer must ensure they train supervisors to ensure they are competent in the workplace. Supervisors must:

- talk to new employees about safety during orientation
- meet regularly and discuss safety and health matters
- inspect work areas under their responsibility and promptly respond to unsafe conditions and activities
- pay attention to routine and non-routine activities
- ensure employees understand the hazards and preventative measures to be followed.

Monitor and enforce policies, practices and procedures

The workplace must be monitored to ensure that employees are following policies, practices and procedures. Written documentation of progressive discipline for breaches of safety rules is an example of due diligence. Monitoring can be achieved through observation, audits, inspections and performance evaluations.

Outline worker responsibilities

Worker responsibilities need to be communicated and outlined in policies and procedures. Workers have a duty to take reasonable care to ensure the safety of themselves and their co-workers.

Incident investigation and reporting system

Workers should be encouraged to report incident and near misses and these must be investigated. Incorporating information from investigations into revised, improved policies, practices and procedures will help establish due diligence.

Contractors, visitors, students, interns and volunteers

Workplaces must ensure that all people at the workplace are included in their safety and health policies, procedures and practices. This includes contractors, visitors, students, interns and volunteers.

Documentation

Documentation will provide a history and evidence of how the company's safety and health program has progressed over time.

Proactive approach

Due diligence requires a proactive and systematic approach to safety and health. This can best be met by implementing an effective Safety and Health Program, which is in effect their "**plan of action.**" No safety and health program will be effective without the support of all involved and the supervisor has a principal role to play. The supervisor is the management liaison between the workers and front office. They are in a position to have a firsthand view of hazards on the job, make corrections, enforce the safe work procedures and train workers as required. It is crucial that supervisors have good relationships with their staff and positive, proactive attitudes about safety and health in their workplace.

Demonstrating due diligence

In the case of an inspection or investigation by a workplace safety and health officer, it is up to the employer/supervisor/worker to establish that **all reasonable precautions were taken in the circumstances** to comply. This is the defense of due diligence.

The standards applied in determining whether due diligence has been exercised are not absolute – employers/supervisors are not expected to anticipate and prevent every possible accident, however, they must take all the precautions that a reasonable and prudent person would take under the same circumstances.



Due diligence checklist

All this sounds fine in theory, but how can employers feel confident they are taking all reasonable precautions?

If you can answer yes to the following questions without hesitation, you should feel confident that you have met the requirements for due diligence.

Yes	No	Due Diligence Checklist
		Do you know and understand your safety and health responsibilities?
		Do you have systems in place to identify and control hazards?
		Have you integrated safety and health into all aspects of your work?
		Does your organization and department set objectives for safety and health just as you do for quality, production and sales?
		Have you committed appropriate resources to safety and health?
		Have you implemented appropriate control measures for identified hazards?
		Have you explained safety and health responsibilities to all workers and ensured that they understand?
		Have workers been provided proper training to work safely and use proper protective equipment?
		Is there a hazard reporting procedure in place that encourages employees to report all unsafe working conditions?
		Are managers, supervisors and workers held accountable for safety and health just as they are held accountable for quality?
		Is safety a factor when acquiring new equipment or changing a process?
		Are contractors, volunteers and others held accountable for safety?
		Do you keep records of your safety program activities and improvements?
		Do you address concerns and recommendations made by workers and the safety and health committee (or representative) and others?
		Have items from reports such as inspections or incident reports been reviewed and corrective actions taken? Have the corrective actions been documented?
		Do you keep records of the education and training each employee has received?
		Do you monitor to ensure that all policies and procedures are being followed regularly?
		Do your records show that you take disciplinary action when necessary?
		Do you review your safety and health management system regularly and make improvements as needed?



Group learning activity

1. Review the due diligence checklist.
2. In small groups, discuss what areas of the due diligence checklist can be improved in your workplace.



SUPERVISORS' INFLUENCE ON SAFETY CULTURE



Duties all stem from what is written in legislation; however, supervisors have further roles to play when it comes to reinforcing safety in the workplace. Safe work cultures start with simple common beliefs supported by the entire organization, i.e. employees, supervisors, managers and employers:

- Every incident could have been prevented.
- No job is ever worth getting hurt over.
- Every job will be done safely.
- Safety is everyone's responsibility.

Workplace culture can be described as “the way we do things.” It is a powerful component to any organization and has both explicit and implicit characteristics. Interpersonal relationships within a workplace define culture.

Every workplace has its own **culture** – a set of shared attitudes, values, goals and practices that characterize an organization or group. The culture in a workplace helps define what is prioritized, how problems are solved, how decisions are made and how people in the workplace interact with each other. Even though two workplaces may be engaged in the same work, their workplace cultures may be very different from each other. An organization will have many cultures within itself such as in different departments, shifts, locations, etc.

Components of safety culture

Psychological aspects – how people feel, safety climate of the organization.

Behavioural aspects – what people do, safety-related actions and behaviours.

Situational aspects – what the organization has – policies, procedures, structures, management systems.

Having a positive safety culture will dictate whether injury prevention strategies are implemented and successful. It is more than having a program. It doesn't matter how many safety rules and policies are in place, workplace culture is what determines whether these are followed.

One of the most powerful ways to influence the safety culture in a workplace is to “practice what you preach.” This means always complying with the *Manitoba Workplace Safety and Health Act and Regulation*, going beyond the minimum standards set in legislation and working to engage the entire organization in safe work philosophies and practices.

A positive safety culture means that everyone, from top management to contract labourers, believes safety is a priority and conducts their work according to this value. A positive safety culture means safety is integral to every aspect of your business operations and processes. It means safety is fundamental to how the workplace is defined and how it functions. Organizations with a positive safety culture take pride in keeping their workers safe and that pride is felt by managers and workers alike.

It can be argued that supervisors hold the most critical position when it comes to safety and health and are most able to influence the safety culture of an organization. Supervisors are at the intersection of work and leadership, with a unique understanding of how the work is done and the inherent risks involved. Supervisors are also connected to the decision making process in an organization and, if processes are changing or new resources are being procured, supervisors can influence these procedures.

A supervisor is in charge of leading a group of people within the organization. Especially for new employees, the supervisor sets the tone. Directors or executive management can talk about safety and provide resources, but if the supervisor does not implement those philosophies and resources, it will unravel even the best efforts to maintain a positive safety culture.



Group learning activity

1. What are some words that describe a positive safety culture in a workplace?

2. What could you as a supervisor do to promote a positive safety culture in your workplace?

Key safety culture themes

- **Leadership**

Leadership must be on board and ensure safety and health does not have to compete against core business issues such as production and profitability. Leadership commitment is critical to ensuring accountability and appropriate resources are dedicated to safety and health.
- **Supervisors**

Supervisors are at the intersection of work and leadership with a unique understanding of how work is done and the inherent risks involved. Supervisors are very influential about what and how messages are communicated to front line staff. Supervisors are also connected to an organization's decision-making process. If processes are changing or new resources are being procured, supervisors can influence these procedures.
- **Communication**

Key policies, goals, measures and strategic and operational plans must be communicated to every worker within an organization. People in an organization must understand why they are being asked to change and what successful changes might look like. Effective communication tools include demonstrable safety policies and procedures; an emphasis on safety related issues and policies; and follow-up announcements to address any reported incidents or concerns.
- **Worker involvement**

Workers can provide valuable insight into the tasks they perform on a daily basis. Active staff participation is a positive step towards preventing and controlling hazards. Ownership for safety can be improved by providing effective training and forums to help staff take personal responsibility for safety. Organizations need to make it easy for staff to report concerns about decisions affecting them by establishing feedback mechanisms.
- **Co-worker behaviour**

Having a supportive culture where everyone believes in the same vision will ensure that everyone is on the same page and safety is just the way we do things in our organizations. Co-workers must have the knowledge and power to support each other to work safely.
- **Safety systems**

To demonstrate their commitment to safety, organizations must have effective resources and systems in place for the management and co-ordination of safety. These should be led by a senior person in the organization. Objectives should be established to monitor system performance and outcomes communicated regularly to all staff in the organization.
- **Safety equipment**

Safety equipment is a tangible investment in safety. Workers must be provided with the appropriate tools and resources to do their work safely. Only with these in place will a great organizational safety mission statement and vision have any value.
- **Training**

There is a natural link between employee training and safety. All staff must be trained to understand how and why to work safely. Safety training needs to reflect the desired safety culture of an organization; empower employees to participate in the company's prevention mandate; and must be continuous and ongoing for all staff.



Improving safety culture

The choice of style when it comes to workplace safety culture is up to the individual, but as a front-line worker, the supervisor must be prepared to live up to the demands of their commitment.

The organization's drive should be toward a generative culture in which safety is so deeply embedded in supervisor's and employees' ways of being, that safe outcomes can be relied upon.

Differences between a positive safety culture and a negative safety culture:

Positive Safety Culture:

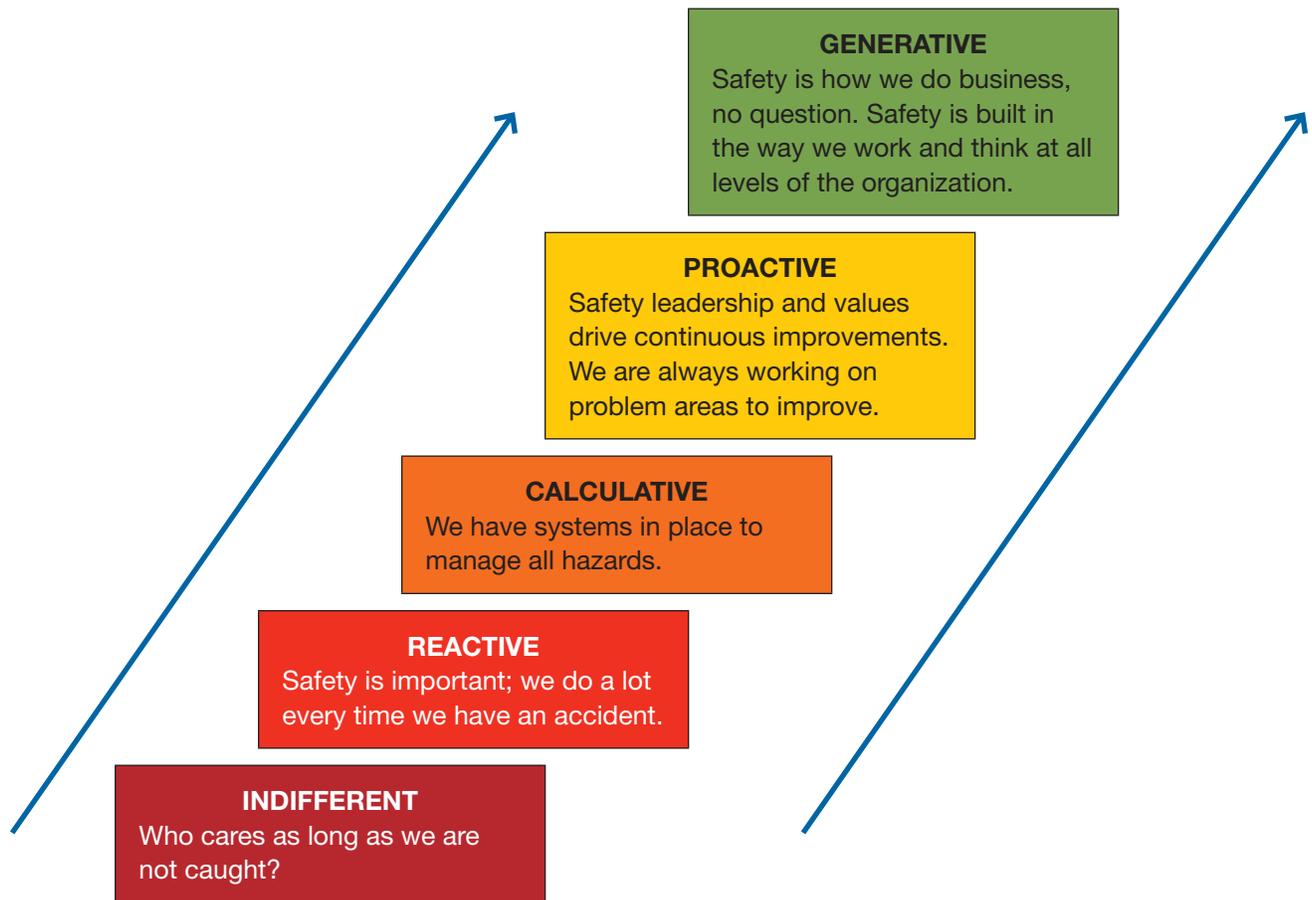
- Safety is an asset
- Employees want to work safely
- Evaluate the entire system first
- Employees know how to improve systems
- Address hazards immediately
- Safety and production go hand in hand; you can't have one without the other
- Employees are rewarded for good safety ideas and solutions
- Communication is encouraged at all levels
- Well-being is valued
- Management plays by the rules

Negative Safety Culture:

- Safety is a liability
- Employees can't be trusted
- Employees' ideas will cost the company money
- Production is more important than people/safety
- Employees are disciplined for using safety rules
- Fear or intimidation inhibits open communication
- Management is above the rules



Building a safety culture



Group learning activity

Take a moment to reflect on the safety culture in your workplace. When you are ready, come up to the front of the room and mark on the poster where you feel the safety culture in your organization falls on the Building a Safety Culture ladder.

SUPERVISOR COMPETENCIES

It is important to remember that a supervisor is also considered a worker and has the same workplace duties and rights as a worker. Supervisors, however, have three quite distinct additional roles – operational, leadership and communication – that all need to be performed simultaneously.

Operational

Supervisors manage the flow of work through decision making and problem solving to meet targets related to production and quality. Supervisors are constantly juggling short term priorities and long term outcomes that take into account the overall strategic direction of the company and its individual workers. From a safety perspective, this means incorporating safety and health into everyday practice, priorities and outcomes.

Leadership

The leadership competency is one of the most important attributes of a capable supervisor. In the traditional sense leadership means providing direction. Other attributes are directly linked to leadership such as providing a vision, being honest and demonstrating ethical conduct.

Leadership and management are often used interchangeably. Although managers should possess leadership skills, these two terms carry slightly different meanings. While management deals with directing and controlling resources, leadership deals with inspiring others to follow down a path that is beneficial to the organization as a whole. Leadership is a skill present throughout an organization and at all levels regardless of job title or rank in the company organizational structure. Leaders often establish goals, lead by example, solve problems, coach workers and other supervisors, manage risk and identify opportunities for improvement.

Communication

Communication serves as a two-way conduit between upper management and the people who make up the general workforce. It represents the “how” of leadership. Leaders cannot lead unless they can communicate.

Communication is the process by which people create and share information and ideas with one another to reach mutual understanding and get things done. Effective communication occurs when others understand precisely what you are trying to tell them and you understand exactly what they are trying to tell you.

Staff that have a good relationship with their supervisors or managers enjoy their job more and stay at a company longer. Great managers and supervisors share a common characteristic of excelling at communication. Studies show that positive communication between supervisors and employees improves safety performance. When employees feel comfortable raising safety concerns because their supervisor encourages communication, fewer workplace incidents occur, provided that when a concern is raised management takes action.



Communication is more than the words you speak. Communication includes:

- Tone
- Voice
- Body language
- Gestures

Effective communication implies that employees will listen and understand. Because people listen to leaders who listen to them, supervisors must work diligently at listening to their workers. Being a skilled listener is not easy and takes constant practice.

Listening and reporting to the employer is only a small piece of skilled communication. The process often requires many (if not all) of the following steps:

- Listening
- Reporting appropriately
- Problem solving
- Follow up with worker
- Follow up with employer



SUMMARY

Due diligence means that proactive efforts have been made to consider what hazards might be present and how to mitigate them. It is based on the idea that employers, supervisors and workers do what is reasonably practicable – what is suitable or rational given a certain situation.

The elements of due diligence are:

- Written safety and health policies, practices and procedures
- Training and education
- Competent supervisors
- Monitoring and enforcing policies, practices and procedures
- Outlining worker responsibilities
- Conducting incident investigations and reporting
- Ensuring safety and health of contractors, visitors, students, interns and volunteers
- Documentation.

Supervisors have a role to play in each of the elements of due diligence.

The safety culture of a workplace is the shared set of attitudes, values goals and practices held by the employer, supervisors and workers when it comes to safety. A positive safety culture means that safety is prioritized in every stage of production. Since supervisors are the connection between workers and employers, they have an important role to play in promoting a culture of safety by leading by example and making decisions with safety at top of mind.

The three supervisor competencies are:

- Operational
- Leadership
- Communication

Each supervisor competency helps provide leadership, demonstrates by example and serves as a connection between employers and workers. These competencies and associated outcomes are important in creating a culture of safety in the workplace.

CASE SCENARIOS





Group learning activity

Each group will be assigned one case scenario and accompanying questions to discuss. Be prepared to share your responses with the larger group.

Scenario #1

St. Mary's Nursing Home is a 75 bed facility that has both new and long term employees. Recently five new healthcare aids (HCAs) were hired. They are all new graduates of a local college program with the exception of one of the HCAs who recently came to Canada from the Philippines; her English is very limited. All new staff are required to read and sign all policy and safety manuals before they begin work at the facility. St. Mary's Nursing home has a patient lift and transfer program that is facilitated by a private company. The lift and transfer training workshop is offered every six months.

What are some of the challenges at St. Mary's Nursing Home?

What concerns might a supervisor at this facility raise with management to improve worker safety?



Scenario #2

Luca works at a local auto repair centre. Luca is a certified mechanic and has been very successful at his job. Luca gets unbelievable reviews from his clients and is always the mechanic with the highest gross earnings. The owner of the shop promotes Luca to lead hand. On a busy day at the shop there is a serious incident: one of the hydraulic lifts breaks and an employee is rushed to the hospital with serious injuries. A workplace safety and health officer shows up at the scene to do an investigation. Luca is not able to answer any of the questions that are being asked, such as: where the inspection and maintenance reports are located, where the training records are kept or if he can confirm that workers were properly trained.

What are some of the challenges at this repair centre?

What could happen to Luca?

Scenario #3

Gino is a well-respected production supervisor at the Brandon facility for a multinational metal manufacturing plant. Gino has been a supervisor for 20 years. Every spring Gino puts a lot of effort into planning for Safety Week. Executives from head office attend and present Gino with an award for having zero incidents. A picture gets published in the company newsletter and a public message is displayed on the board outside. Safety Week is the only time Gino focuses on safety and health with his workers; the rest of the year it is all about production and meeting quotas so that Gino and his workers make their company bonus.

What are some of the challenges with Gino's approach to safety?

Scenario #4

You are the supervisor on a construction site with multiple subcontractors. You are making the rounds of the homes you are responsible for. At one home, you find one of the framers (a subcontractor) operating the Bobcat. The other workers explain that the Bobcat driver (also a subcontractor) had called in sick. They need to get the Bobcat work done today as they are behind schedule and the crane is rented for the next day to raise the walls.

What are some of the challenges with the situation?

As a supervisor, what solution(s) would you propose?

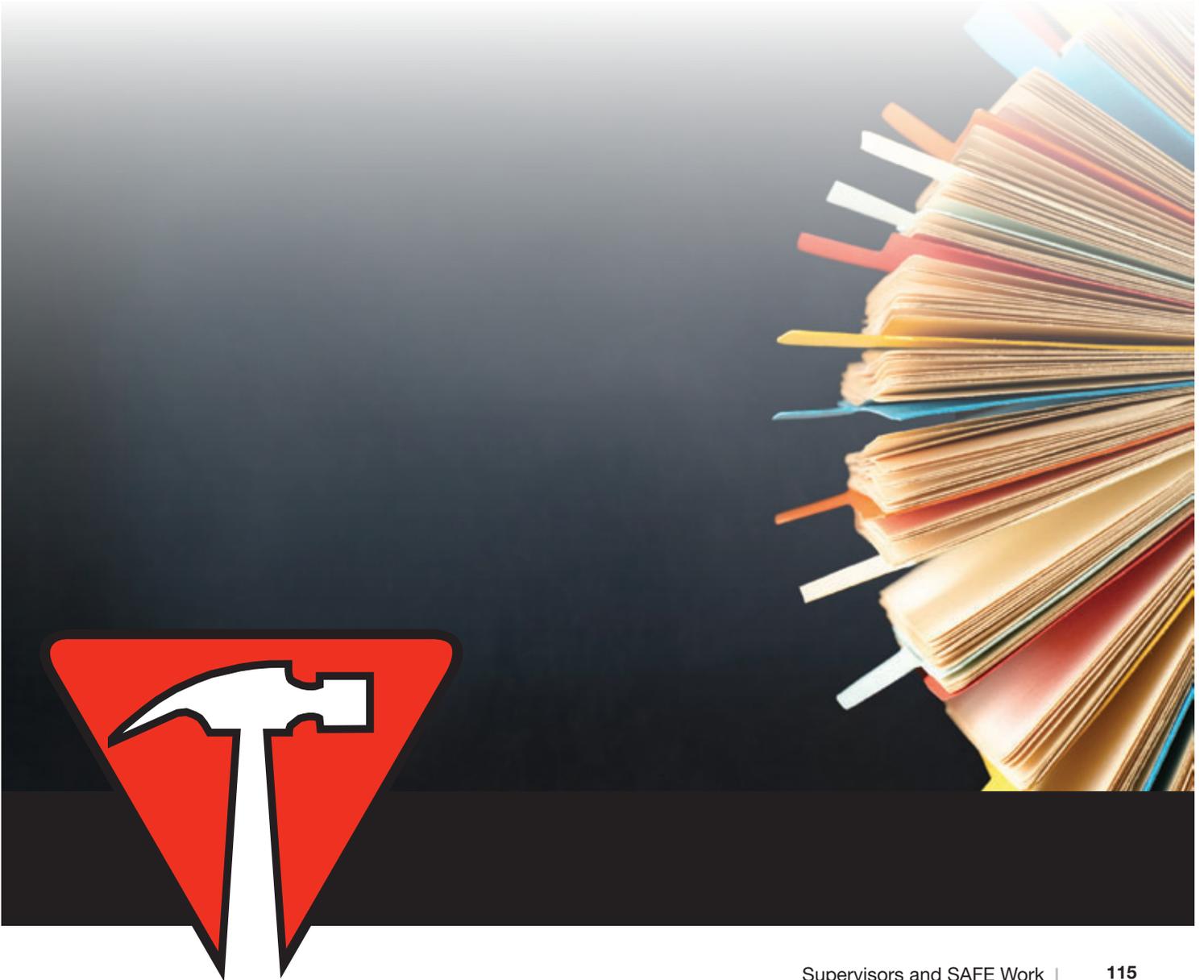
Scenario #5

On the weekend shift at a local food manufacturing facility the packaging machine is repeatedly jamming, requiring the worker to repeatedly shut down the line and free the machine. Nothing is reported about the mechanical failure. When the supervisor shows up on Monday morning the issue is brought to his attention. The supervisor adjusts the machine to stop it from jamming, disabling a safety feature on the machine to do so. They have a deadline to meet on Monday at 4:00 p.m. and he does not want to disappoint his customers.

What are some of the challenges with the situation?

As a supervisor, what solution(s) would you propose?

RESOURCES



RESOURCES

The SAFE Work Manitoba site also features hazard alerts and prosecution information designed to help members of the workforce learn from past incidents and near misses, sample procedures for developing health and safety policies and regulatory information to ensure that all Manitobans understand their rights and responsibilities. This site also includes **A Guide to Service Providers: Occupational Safety and Health Resource Guide**.

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Winnipeg, MB R3T 0P7

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Winnipeg, MB R3C 4M6

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Incident Prevention Association of Manitoba

P.O. Box 1709

Winnipeg, MB R3C 2Z6

T: 204-275-3727

F: 204-897-8094

info@preventaccidents.ca

preventaccidents.ca

Made Safe – Manufacturing Safety for Manitoba

67B Scurfield Blvd

Winnipeg, MB R3Y 1G4

T: 204-949-1451

madesafe.ca

Manitoba Motor Vehicle Safety Association

112 - 1790 Wellington Ave

Winnipeg, MB R3H 1B2

T: 204-779-8296

mvsam.ca

MHCA WorkSafely

3-1680 Ellice Ave

Winnipeg, MB R3H 0Z2

T: 204-947-1379

F: 204-943-2279

mhca.mb.ca

Manitoba Trucking Safety Association

25 Bunting St

Winnipeg, MB R2X 2P5

T: 204-632-6600

F: 204-697-7134

rpmsafety.ca

Mining Accident Prevention Association of Manitoba

700-305 Broadway

Winnipeg, MB R3C 3J7

T: 204-989-1890

F: 204-989-1899

mines.ca/safety

**Retail Safety Council**

210-1699 Kenaston Blvd
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Winnipeg, MB R3P 0Y4
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SAFE Workers of Tomorrow

Suite 1 - 884 Portage Ave
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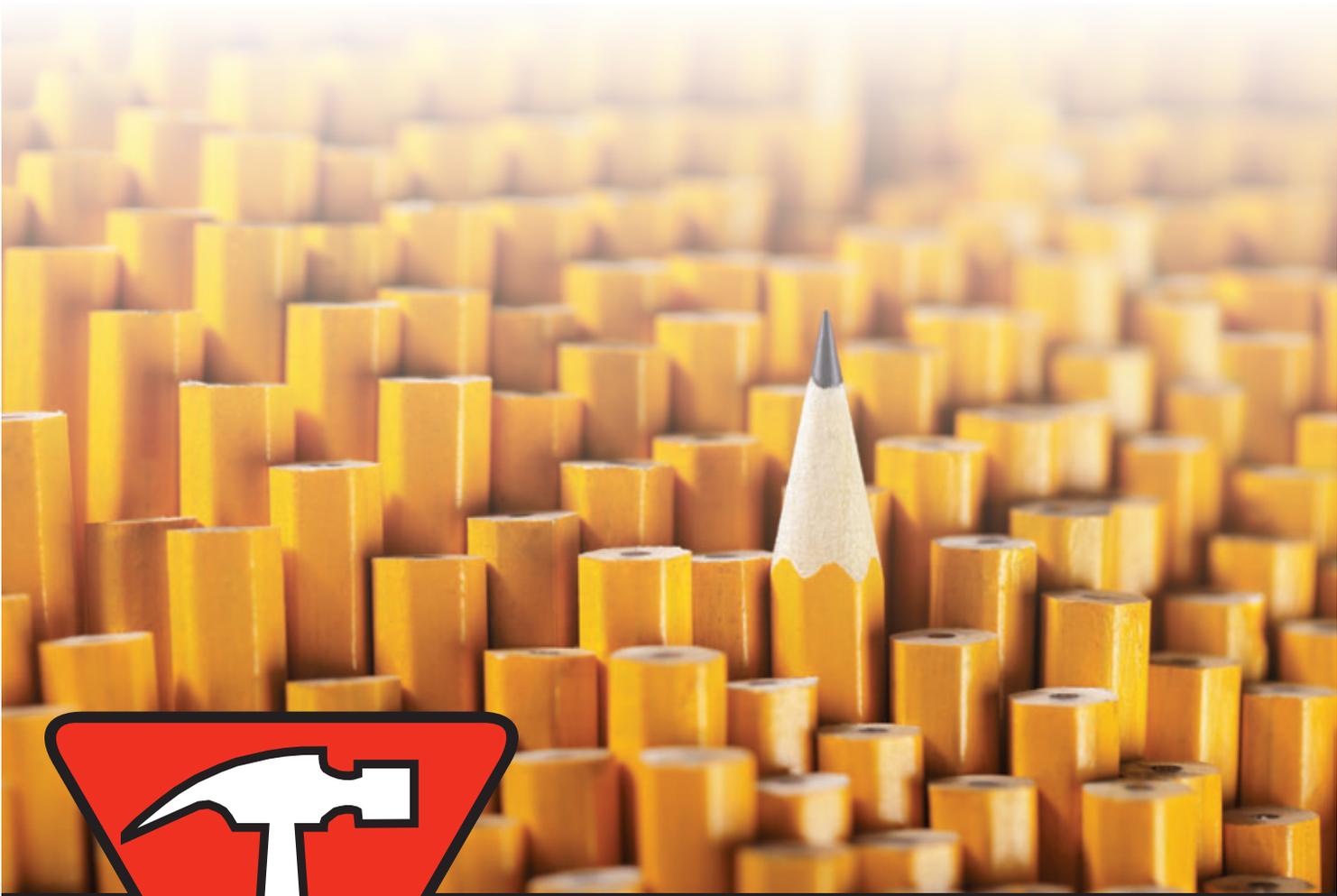
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Workers Compensation Board of Manitoba (WCB)

333 Broadway
Winnipeg, MB R3C 4W3
wcb.mb.ca

POST-WORKSHOP ASSESSMENT



POST-WORKSHOP ASSESSMENT

Now that you've completed the workshop, rate your level of knowledge on the following, compare it to your pre-workshop scores.

What is your level of knowledge of:	Level of knowledge				
	Low				High
1. Why safety is important	1	2	3	4	5
2. The three pillars of safety	1	2	3	4	5
3. A supervisor's role according to the internal responsibility system	1	2	3	4	5
4. A supervisor's role according to <i>The Workplace Safety and Health Act</i>	1	2	3	4	5
5. How supervisors play a role in workers' rights	1	2	3	4	5
6. Hazard identification requirements of supervisors	1	2	3	4	5
7. Inspection requirements of supervisors	1	2	3	4	5
8. Investigation requirements of supervisors	1	2	3	4	5
9. Reporting requirements of supervisors	1	2	3	4	5
10. Training requirements of supervisors	1	2	3	4	5
11. How supervisors can exercise due diligence	1	2	3	4	5
12. How supervisors can contribute to a culture of safety	1	2	3	4	5
Total Score					

ACTION PLAN



ACTION PLAN

My learning here today has inspired me to...

What	How	When

GLOSSARY



A

Access/Egress – Refers to entrance and exits from a workplace. There must be a safe means to enter and exit a workplace particularly in case of an emergency.

Acute Effect – A change that occurs in the body within a relatively short time (minutes, hours, days) following exposure to a substance.

Acute Exposure – A single exposure to a hazardous agent.

Administrative Controls – Controls that alter the way that work is done, including timing of work, policies and other rules, and work practices such as standards and operating procedures, including training, housekeeping, equipment maintenance and personal hygiene practices.

B

Biological Agent – Any living organism (for example, virus or bacteria) that affects the body, a part of the body or any of its functions. The effects may be beneficial or harmful.

C

Carcinogen – A chemical, physical or biological agent that can cause cancer in humans or animals.

Competent – Possessing knowledge, experience and training to perform a specific duty.

Compliance – Following the rules and regulations associated with *The Workplace Safety and Health Act* and with the rules in a particular workplace.

Confined Space – A space in which a hazardous gas, vapour, dust or fume may collect or in which oxygen may be used up because of the construction of the space, its location, contents or the work activity carried out in it. It is an area which is not designed for continuous human occupancy and has limited opening for entry, exits or ventilation.

Controlled Product – Any product or ingredient that meets the criteria for one or more of the classes of hazards established by the Workplace Hazardous Materials Information System (WHMIS). The classes are:

- compressed gas
- flammable and combustible materials
- oxidizing materials
- poisonous and infectious materials
- corrosive materials
- dangerously reactive materials

Use of these materials in the workplace is regulated under provincial workplace health and safety laws.

Controls – Measures designed to eliminate or reduce hazards or hazardous exposures. Examples include: engineering controls, administrative controls, personal protective equipment. Hazards can be controlled at the source, along the path to the worker or at the worker.

Culture – A set of shared attitudes, values, goals and practises that characterize an organization or group.



D

Disabling Injury – An injury that prevents a person from coming to work or doing his or her usual job duties.

Due Diligence – The taking of every precaution reasonable in the circumstances for the protection of the health and safety of workers.

E

Engineering Controls – A category of hazard control that uses physical/engineering methods to eliminate or minimize the hazard. Examples of engineering controls include: ventilation, isolation, elimination, enclosure, substitution and design of the workplace or equipment.

Equipment/Property Damage – Incidents that result only in damage to tools, equipment, machinery, vehicle, building or facility.

Ergonomics – The study of how a workplace and the equipment used there can be best designed for comfort, efficiency, safety and productivity. Ergonomics includes: job design, tools and equipment, the management of physical environments and worker capabilities and limitations.

F

Frequency – How often an event occurs.

G

Globally Harmonized System (GHS) – Is a system that defines and classifies the hazards of chemical products and communicates health and safety information on labels and material safety data sheets (called Safety Data Sheets, or SDSs, in GHS). The goal is that the same set of rules for classifying hazards and the same format and content for labels and safety data sheets (SDS) will be adopted and used around the world. An international team of hazard communication experts developed GHS.

Guarding – Use of any device or combination of devices designed to keep any part of a worker's body out of the danger zone of a machine during its operating cycle. This usually involves guarding the point of operation, guarding power transmission components by fixed enclosures and/or protecting the operator and nearby workers from flying fragments.

H

Hazard – The potential of any machine, equipment, process, material (including biological and chemical) or physical factor to cause harm to people or damage to property or the environment.

Hazardous Material – Any substance that may produce adverse health and/or safety effects to people or the environment.

Housekeeping – A way of controlling hazards along the path between the source and the worker. Good housekeeping means having no unnecessary items in the workplace and keeping all necessary items in their proper places. It includes proper cleaning, control of dust, disposal of wastes, clean-up of spills and maintaining clear aisles, exits and work areas.

I

Improvement Order – Where a safety and health officer is of the opinion that a person:

- a) is contravening any provision of the *Manitoba Workplace Safety and Health Act and Regulation*; or
- b) has contravened any provision of the *Manitoba Workplace Safety and Health Act and Regulation* in circumstances which make it likely that contravention will continue or be repeated.

Incident – Any unplanned event that causes injury.

Incident Investigation – The process of systematically gathering and analyzing information about an incident. This is done for the purposes of identifying causes and making recommendations to prevent the incident from happening again.

Internal Responsibility System – Puts in place an employee-employer partnership in ensuring a safe and disease-free workplace. A safety and health committee is a joint forum for employers and employees working together to improve workplace safety and health.

Isolated Workplace – A workplace:

- a) that is normally accessible only by air; or
- b) from which, under normal travel conditions and using the means of transportation used at the workplace in an emergency, an ill or injured worker cannot be transported from the workplace to a medical facility within two hours or less.

J

Job Rotation – Moving an employee to one or more related jobs during a work shift.

Joint Health and Safety Committee – A committee established under provisions of *The Workplace Safety and Health Act*. Joint health and safety committees are generally required in workplaces with 20 or more workers. At least half the members of the committee must be workers who do not exercise managerial functions; the worker members must be selected by the workers or, where there is one, the trade union. Management must appoint the remaining members from among persons who exercise managerial functions. The responsibilities and powers of joint committees include: obtaining information on workplace hazards, identifying workplace hazards and recommending how to make the workplace safer and healthier.

L

Lockout – A specific set of procedures for ensuring that a machine, once shut down for maintenance, repair or other reason, is secured against accidental start-up or movement of any of its parts for the length of the shutdown.

M

Musculoskeletal Injuries (MSIs) – Injuries to the system of muscles, tendons, ligaments, joints, bones and related structures of the human body.

Minor Injury – An employment injury or occupational illness where medical treatment is given, but there is no lost time from work other than on the day of occurrence.



N

Near Miss – An unplanned event that causes little or no personal or property damage, but had the potential to cause major damage and/or injury.

O

Occupational Disease – A harmful condition or sickness that results from exposure in the workplace to a biological, chemical or physical agent or an ergonomic hazard.

P

Personal Protective Equipment (PPE) – Any device worn by a worker to protect against hazards. Some examples are: respirators, gloves, ear plugs, hard hats, safety goggles and safety shoes.

Prevention – The systematic application of recognized principles to reduce incidents or the potential for incidents in a system or organization.

Preventive Maintenance – A system for preventing machinery and equipment failure through:

- scheduled regular maintenance
- knowledge of reliability of parts
- maintenance of service records
- scheduled replacement of parts
- maintenance of inventories of the least reliable parts and parts scheduled for replacement.

R

Repetitive Strain Injury – A problem with the muscles, tendons or nerves that happens over time due to overuse. Examples of repetitive strain injuries include: carpal tunnel syndrome and tendonitis.

Reasonably Practicable – Taking precautions that are not only possible, but that are also suitable or rational given the particular situation.

Risk – The chance or probability that a person will be harmed or experience an adverse health effect if exposed to a hazard.

Root Cause – The real or underlying cause(s) of an event. Distinguished from immediate cause(s) which are usually quite apparent.

S

Safety and Health Program – A plan of action designed to prevent injury and occupational diseases. Some form of a program is required under occupational safety and health legislation in most Canadian jurisdictions. A safety and health program must include the elements required by the safety and health legislation as a minimum. In Manitoba, there are 11 required elements of a safety and health program.

Serious Injury – Fracture of a major bone; amputation; loss of sight; internal hemorrhage; third degree burns; unconsciousness resulting from asphyxiation, electrical contact; poisoning; cuts, injuries or other work related illnesses resulting in hospitalization or time off work; an injury resulting in paralysis; any other injury likely to endanger life or cause permanent disability.

Severity – How severe the effect of a hazard can be.

Supervisor – A person who has charge over a workplace or authority over a worker

V

Vibration – The back and forth motion of an object (for example, tool, machinery or other piece of equipment) that occurs in a predictable pattern or manner. Over-exposure to vibration can harm a part of the body (for example, the fingers) or it can affect the whole body.

W

Wellness Program – Workplace programs aimed at reducing all injuries and illness including non-occupational injuries and illness by promoting and encouraging positive and healthy lifestyle choices. Wellness programs are voluntary in nature. Examples of wellness programs may include a workout room on site for staff use, smoking cessation programs, lunch hour walking teams, etc.

Working Alone – Means the performance of any work function by a worker who:

- a) is the only worker for that employer at that workplace at any time, and;
- b) is not directly supervised by the employer, or another person designated as a supervisor by the employer, at any time.

Working in Isolation – Working in circumstances where assistance is not readily available in the event of injury, ill health or emergency.

Workplace – Any building, site, workshop, structure, mine, mobile vehicle or any other premise or location whether indoors or outdoors in which one or more workers, or self-employed persons, are engaged in work or have worked.

Workplace Hazardous Materials Information System (WHMIS) – An information system implemented under the federal *Hazardous Products Act* and provincial occupational health and safety laws to ensure communication of information on hazardous materials. The information delivery system under WHMIS requires 1) labels, 2) material safety data sheets (MSDSs) and 3) worker education and training programs.

Workplace Inspection – A regular and careful check of a workplace or part of a workplace in order to identify health and safety hazards and to recommend corrective action. Workplace factors that have the potential to cause injury or illness to employees include equipment, materials, processes or work activities and the environment.

Work Refusal – The right of a worker to refuse to work when the worker has reason to believe that he or she would be endangered by performing that work.

APPENDICES



APPENDIX A: BULLETIN 249



No. 249, 1 of 2

Job hazard analysis

Under *The Workplace Safety and Health Act*, employers must provide and maintain a workplace, necessary equipment, systems and tools that are safe and without risks to health, so far as is reasonably practicable. The identification of hazards and the development of safe work procedures are the responsibility of the employer in consultation with the workers at the workplace and/or their representatives.

This bulletin is the first in a two-part series that shows how to (1) conduct a job hazard analysis and (2) develop and implement safe work procedures.

Conducting a job hazard analysis

A job hazard analysis (JHA) is a method to perform an assessment of a job task by breaking the job task into steps to help identify hazards and measures to control workers' exposure to them.

To conduct a JHA:

1. Break the job task into its basic steps;
2. Identify and consider workers' exposure to the hazards at each of the steps; and
3. Determine controls for the hazards that you have identified which will reduce or eliminate the risk.

The following table is intended to illustrate some of the factors that should be considered when conducting a JHA. See page 2 for a sample of what an actual JHA could look like.

JOB HAZARD ANALYSIS FORM – DESCRIPTION		
Job steps	Hazards	Controls
<p>Break the job task into steps.</p> <p>Identify and analyze how the work is performed at each step. This is essential for an accurate assessment.</p> <p>Ensure you write down everything the worker does. Later, you can go back and combine things or eliminate unnecessary detail.</p>	<p>Identify the hazards present in each of the job steps.</p> <p>Material hazards</p> <ul style="list-style-type: none"> • Electrical • Sharp points or edges • Pinch points • Material falling • Surfaces causing falls • Working at heights • Moving machinery • Fire and explosion <p>Musculoskeletal hazards</p> <ul style="list-style-type: none"> • Awkward or sustained posture • Forceful exertion • Repetitive motions • Vibration • Skin compression 	<p>What controls can be implemented for each of the hazards that you identified?</p> <p>At the source</p> <ul style="list-style-type: none"> • Elimination • Substitution • Redesign • Isolation • Automation <p>Along the path</p> <ul style="list-style-type: none"> • Relocation • Barriers • Absorption • Dilution <p style="text-align: right;">(see next page)</p>

SAFE Work Manitoba contact information:

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Toll-Free: 1-855-957-SAFE (7233)

Publications and resources available at: safemanitoba.com





<p>Always identify if the tool or equipment is appropriate before beginning a job task.</p> <p>Workers may take an active role in this process.</p>	<p>Hygiene/health hazards</p> <ul style="list-style-type: none"> • Chemical hazards (acids, solvents, fumes) • Biological hazards (bacteria, viruses) • Physical agents (heat, noise, radiation) • Psycho-social hazards (harassment, time constraints, violence) 	<p>At the worker's level</p> <ul style="list-style-type: none"> • Administrative controls • Orientation, training and supervision • Emergency planning • Housekeeping • Hygiene practices • Personal protective equipment (PPE)
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EXAMPLE: JOB HAZARD ANALYSIS (SAMPLE ONLY)Company Name: ABC Carpentry Date: April 16, 2015

Job name:	Facility:	Conducted by:
Woodworking band saw	Shop 1	J. Carpenter
Job steps	Hazards	Control measure
1. Place material in front of blade on work platform	<ul style="list-style-type: none"> a) Debris on platform b) Accidentally start saw while preparing c) Awkward posture - lifting and twisting (material handling) d) Forceful exertion lifting heavier pieces of wood 	<ul style="list-style-type: none"> a) Inspect to ensure clean work platform and equipment b) Electrically isolate before starting anything else c) Describe safe lifting/materials handling (Also cover in lift/materials handling training) d) Identify proper hand positioning and safe zones. e) Locate and train on use of emergency shut off button/ procedures
2. Turn on saw	<ul style="list-style-type: none"> a) Electrical shock b) Exposed blade c) Noise d) Blade break 	<ul style="list-style-type: none"> a) Inspect electrical cord and switch b) Adjust guard to 1/8" above wood to be cut c) Hearing protection d) Inspect blade and wear eye protection
3. Push piece of material through blade	<ul style="list-style-type: none"> a) Knots/nails in wood – kickback b) Amputation or cuts – hands contact with blade c) Saw dust in eyes d) Saw dust inhaled (toxic – hardwoods) e) Awkward postures due to leaning and reaching 	<ul style="list-style-type: none"> a) Inspect wood and push through slowly b) Ensure safe zone is identified and jigs or push sticks are used if hand would leave the safe zone c) Eye protection d) Engage dust collection system and ensure it is included in exposure / maintenance program e) Position body to avoid exposure to awkward and sustained postures (Also cover in body posture training)
4. Remove material from platform	<ul style="list-style-type: none"> a) Exposed blade – cuts b) Material fall and strike feet 	<ul style="list-style-type: none"> a) Use proper hand positioning, shut off saw, use a push stick to remove pieces close to blade b) Wear safety footwear
5. Clean off saw	<ul style="list-style-type: none"> a) Saw dust in eyes b) Saw dust inhaled 	<ul style="list-style-type: none"> a) Eye protection b) Disposable respirator (N95)

Once you have determined the steps, hazards, and controls for the task, summarize the information and create a safe work procedure.

Additional workplace safety and health information available at: safemanitoba.com

- SAFE Work bulletin #249 Part 2: *Safe work procedures*
- SAFE Work bulletin #247: *Recognizing MSI risks*

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