



# Achieving Excellence

## Commitments For 2006



By William Gow

Our January 2005 Achieving Excellence Newsletter featured article was “**Predictions for 2005.**” The challenge was to maintain a positive attitude and to believe that you can make a positive difference in establishing and improving workplace standards.

The challenge for 2006 will be to make commitments that will assist in establishing programs and procedures for:

- ▶ ***Injury reduction,***
- ▶ ***Improving workplace standards,***
- ▶ ***Working toward “Due Diligence,” and***
- ▶ ***Developing guidelines and policies to meet those commitments.***

A company’s commitment to meet these goals must start with the highest Senior Executive on site. This position, by law and moral responsibilities, is the person who shall be held accountable to meet “Due Diligence” in the workplace. Every Supervisor and Leader must support that initiative and commit to establishing those objectives.

Many organizations have policies and procedures that set and maintain a healthy and safe work environment. They are making an impact in reducing workplace accidents and injuries. But what about the organizations that face Workwell Audits?

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## WELCOME!

**Brenda  
Robertson**  
**MSc, CHRP**



Training Services is pleased to welcome Brenda Robertson to our team.

Brenda joins Training Services with a combined background in Human Resources and Health & Safety. With a Master of Science degree from Indiana University and the Certified Human Resources Professional designation, Brenda takes particular interest in Occupational Health & Safety Management Systems. Brenda also has experience in Supervisory Training Programs for Due Diligence and the development of Joint Health & Safety Committees.

Brenda’s good nature and enthusiasm make her an ideal person to contact regarding your training and development needs.

To contact Brenda please call (905) 873-3031, or email [b Robertson@cybertrain.on.ca](mailto:b Robertson@cybertrain.on.ca)

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# Ministry of Labour News

**All Canada Aerials Limited fined \$125,000 & Supervisor fined \$10,000** for a violation of the Occupational Health and Safety Act that resulted in the death of a worker.

On Feb 18, 2004, a worker attempted to load a "genie boom" (a vehicle equipped with an elevating bucket designed to lift workers to various heights) onto a trailer. The worker was in the genie boom's bucket when the genie boom started to accelerate backwards off the trailer. The driver was not wearing a safety harness and was thrown out of the bucket as the genie boom rolled off the trailer's edge. The worker's head struck a tanker truck parked alongside the trailer. The worker received serious head injuries and died 10 days later. It was the worker's sixth day on the job.

A Ministry of Labour investigation determined the worker had no training or experience in operating the genie boom prior to being employed by All Canada Aerials Limited. The Ministry also found that operation of the genie boom was not covered by the brief training sessions provided to the driver by the company.

All Canada Aerials Limited pleaded guilty, as an employer, to failing to ensure the driver was competent to operate the genie boom, as required by Section 51(2)(a)(i) of the Industrial Regulations, contrary to Section 25(1)(c) of the Act.

**In addition, a Supervisor pleaded guilty to failing to ensure the driver was competent to operate the genie boom, as required by Section 51(2)(a)(i) of the Industrial Regulations, contrary to Section 27(1)(a) of the Act.**

**Rosko Forestry Operations Ltd. fined \$70,000 & Supervisor fined \$7,000** for a violation of the Occupational Health and Safety Act that resulted in serious injuries to a young worker.

On Nov. 27, 2002, a worker was using a chain saw to cut large branches off trees when a second worker swung a mechanical "delimber" (a machine that removes branches from trees) towards the first worker. The delimber was in the process of being used to move a large tree when the first worker was struck in the back by the tree and propelled forward into a pile of trees. The worker suffered serious facial injuries. It was the injured worker's first day on the job.

Following a trial, Rosko Forestry Operations Ltd. was found guilty of failing to ensure the delimber operator and/or chain saw operator were adequately trained and/or supervised to maintain a safety zone around the delimber, contrary to Section 25(2)(h) of the Act.

**In addition, a Supervisor was found guilty of failing to take the reasonable precautions of ensuring the injured worker was properly trained and/or supervised before starting work in proximity to the delimber, contrary to Section 27(2)(c) of the Act.**

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**Canada Brick Ltd. fined \$90,000** for a violation of the Occupational Health and Safety Act that resulted in serious injuries to a worker.

On March 8, 2000, a brick worker was talking to a maintenance worker when the brick worker inadvertently stepped backward into a pathway and was struck by the grips of a "dehacker

machine" (a machine equipped with a hydraulic arm that aligns and moves bricks for packing) as it moved overhead with a load of bricks. The worker did not have to pass through any gates or barriers to get to this area.

A Ministry of Labour investigation determined Canada Brick Ltd. had been ordered in Aug. 1999 by a Ministry Inspector to guard the moving parts of the dehacker machine and the company notified the Ministry in Oct. 1999 that it had complied with this order. However, when the March 2000 incident was investigated, the workplace parties indicated they were in the process of guarding the dehacker by installing permanent photoelectric eye system on the machine.

Canada Brick Ltd. was charged with failing to take the reasonable precaution of implementing interim safety measures to prevent access to the dehacker machine's moving parts while completing steps to comply with the Ministry orders, contrary to Section 25(2)(h) of the Act.

**The company was acquitted of the charge following a 7-day trial. However, the acquittal was overturned by the Ontario Superior Court and a conviction registered following an appeal of the Crown. An application by the company for leave to appeal the matter to the Ontario Court of Appeal was dismissed on Oct. 18, 2005.**

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**Premium Waters Canada Corp. fined \$65,000** for a violation of the Occupational Health and Safety Act that resulted in arm injuries to a worker.

On May 23, 2004, a worker got both arms caught in a rinsing, capping and filling machine between the capper and the star turret over the capper. The worker suffered a broken arm and injury to two fingers.

Premium Waters pleaded guilty to failing, as an employer, to guard a machine, contrary to Section 24 of the Industrial Regulations, contrary to Section 25(1)(c) of the Act.

**Try not to become a man of success,  
but rather try to become a man of value.**

**Albert Einstein**

## Managing For Results



by John Ford

There are great clichés for management styles, systems, methods, techniques and failures. Managing by objectives, one minute managers, management by walking around, project and process management and on and on. The word management inserted after almost any noun gives the idea of control, of success in handling. For example, add the word “management” after any of the following words: “risk,” “crisis,” “waste,” “property,” “pain,” “environmental,” “money,” “debt.” You now have the illusion of being able to attain specific results.



One cliché I particularly like is “*if you manage the excuses you can avoid managing the results.*” How often have you accepted an excuse for results that were unacceptable? “Our suppliers let us down,” “the equipment broke,” “there was a communications breakdown,” “collateral damage is to be expected.” The practice of confusing what you need (results) with what you will accept (excuses), leads to ongoing poor outcomes.

Traditionally in Health and Safety, we have done a very poor job of focusing attention on the results we need. We don’t want any injuries, but we talk about injury frequency and express it in lost time accidents per 200,000 hours. We don’t want injuries to be severe, if they occur, but we discuss severity and record the number of lost days per 200,000 hours. We focus attention on the results we do not want: injury frequency and severity. No wonder few people have a real passion for Health and Safety.

The results we want is no injuries. To achieve this result, we must “*take every precaution that is reasonable in the circumstances*”, while we are going about the business of our business. Health and Safety management is a process. The process can become very complex as we identify and define “*every precaution reasonable*”, allocate our limited resources establishing these precautions in every aspect of our operations, audit to ensure these precautions stay effectively in place, and correct deviations from these precautions in a way that prevents deviations from recurring. We must prove we have done this, and that management knows for certain we have done this. Success in Health and Safety is truly a process and not a destination.

A new Occupational Health and Safety Management System standard is about to be published by the Canadian Standards Association: CSA Z1000. For those of you who like to work toward managing results, it is recommended reading. For more information, please contact John Ford, 905 873-3031, email: [jford@cybertrain.on.ca](mailto:jford@cybertrain.on.ca)

### News Release!

#### **New Canadian Standard on Occupational Health and Safety Systems: CSA Z1000**

Publication of this NEW Canadian Standard is expected to be April 2006. This Standard has completed its draft by the Technical Committee and has completed Public Review. The Technical Committee was made up of representatives of business, organized labour, and government. Lisa Kozma of Ford Motor Co., Canada, chaired the committee, There are several options for a company to audit itself to this standard, including self-certification. Several other standards for OH & S were utilized by the committee to create a Canadian Version that reflects Canadian values and differences.

You can visit CSA online store at [www.shopcsa.ca](http://www.shopcsa.ca) or call 1 800 463-6727. Should you have any questions regarding the interpretations, the CSA Administrator is David Zimmerman

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# CSA Z1000: Occupational Health & Safety Management - 10 Questions for Compliance



By Brenda Robertson

As CSA Z1000 fast approaches publication, you may be asking yourself – what now?

The CSA Z1000 Standard outlines the necessary components of an Occupational Health and Safety Management System (OHSMS). The purpose is to allow any organization of any size to improve its Occupational Health and Safety (OHS) performance and reduce injuries, illnesses and fatalities. The real question at hand should be – do we comply?

**Use this Top Ten quiz to examine your OHSMS and determine your level of compliance.**

## YES / NO


- 1. Do you have an Occupational Health & Safety (OHS) Policy that is reviewed regularly and communicated at all levels of the organization?
- 2. Do you have an OHSMS that is documented and integrated with other management systems in your organization?
- 3. Have you assigned responsibility and accountability for your OHSMS, including senior management and worker participation?
- 4. Do you regularly identify and assess hazards and risks and utilize this information to develop objectives and targets to eliminate or reduce these concerns?
- 5. Do you have procedures to measure and record your OHS performance and the achievement of objectives and targets?
- 6. Do you have procedures to determine competency of workers, including documented records of training?
- 7. Do you have procedures for emergency prevention, preparedness and response?
- 8. Do you have procedures for reporting and investigating injuries, illnesses, fatalities and incidents (including near misses) that identify cause and document the implementation of corrective and preventive actions?
- 9. Do you have an internal audit program documenting auditor competency, auditing frequency and scope, including a system for reporting non-conformances and documenting implementation of corrective action?
- 10. Does senior management regularly review the OHSMS for effectiveness, assess opportunities for continual improvement, and document any decisions as well as action plans?

*(Continued on page 5)*

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*(CSA Z1000 10 Questions For Compliance; Continued from page 4)*

If you answered yes (with great confidence) to all ten questions, then you are well on your way to compliance. If this quiz left you wondering how you will ever demonstrate compliance if called upon to do so, Training Services is here to help.

With our recent partnership with W.D.L Associates, and John Ford's participation on the steering committee for the development of CSA Z1000, Training Services has expert knowledge that can assist you in the formalization of your Occupational Health and Safety Management System (OHSMS). For more information please contact Brenda Robertson at (905) 873-3031, or email [brobertson@cybertrain.on.ca](mailto:brobertson@cybertrain.on.ca) 

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*(Commitments For 2006; continued from page 1)*

What about organizations that are trying to find a workable method of creating policies and procedures that establish meaningful standards? What about organizations that are trying to get their workforce to accept those standards and commit to those policies and procedures?


The development of policies and procedures can be a challenge to many organizations. Can you answer these questions?

- ↪ ***What is a policy statement?***
- ↪ ***Who can develop a policy statement?***
- ↪ ***Where can I get information about policy statements?***
- ↪ ***Why should a policy statement be established?***
- ↪ ***When should a policy statement be communicated to all concerned?***
- ↪ ***How do I go about starting a policy statement?***



If you cannot answer some or all of these questions, Training Services can help. The "Hands-On Health and Safety Program Manual™," developed by W.D.L. Associates, can help you develop workable and acceptable Health and Safety policies and procedures. W.D.L. Associates has a wealth of knowledge regarding worker development, setting workplace standards, and the legal responsibilities of Leaders and Workers. Training Services believes this is a 'must' package for those organizations looking for support to start their Health and Safety Program. Many Training Services contacts that demonstrate good workplace standards have used this manual to create or maintain their Health and Safety Program.

The manual has 31 distinct topics and items to assist you in the development of a workable Health and Safety Policy and Procedures Program. The manual covers such topics as: H & S Policy Statement, Inspections, Lock Outs, Training Standards, Visitor Guidelines, P.P.E., Orientations, and Hazard/Risk Analysis & Control. The manual contains guidelines, forms, mission statements, and various checklists and procedures.

For help on getting started, or for additional information regarding how to purchase a copy of the "Hands-On Health and Safety Program Manual™," please contact William Gow at (905) 873-3031, or email [bgow@cybertrain.on.ca](mailto:bgow@cybertrain.on.ca) 

***Our greatest glory consists not in never falling,  
but in rising every time we fall.  
- Oliver Goldsmith***

***What if you have failed in the past? So, at one time did every  
man we recognize as a towering success.  
They called it "temporary defeat."  
- Napoleon Hill***

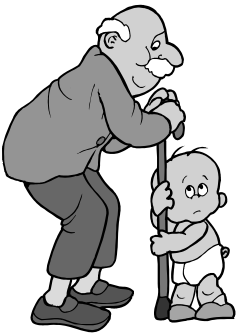


## You ARE LIVING IN 2006 when...

1. You accidentally enter your password on the microwave.
2. You have a list of 15 phone numbers to reach your family of 3.
3. You e-mail the person who works at the desk next to you.
4. Your inbox is on your computer monitor instead of on your desk.
5. You pull up in your own driveway and use your cell phone to see if anyone is home to help you carry in the groceries.
6. When you think of a mouse, you are not thinking of an animal.
7. Every commercial on television has a web site at the bottom of the screen.
8. Leaving the house without your cell phone, which you didn't have the first 20 or 30 (or 60) years of your life, is now a cause for panic and you turn around to go and get it.

**I've got seven kids. The three words you hear most around my house are: "Hello, goodbye, and I'm pregnant."**

**-- Dean Martin**



### **Just in case you weren't feeling too old today, this will certainly change things:**

- ▶ *The people who are starting university in February across the nation were born in 1988.*
- ▶ *They are too young to remember the space shuttle blowing up.*
- ▶ *Their lifetime has always included AIDS.*
- ▶ *Bottle caps have always been screw off and plastic.*
- ▶ *The CD was introduced the year BEFORE they were born.*
- ▶ *They have always had an answering machine.*
- ▶ *They cannot fathom not having a remote control.*
- ▶ *Popcorn has always been cooked in the microwave.*
- ▶ *They can't imagine what hard contact lenses are.*
- ▶ *They do not care who shot J. R. and have no idea who J. R. even is.*
- ▶ *They don't have a clue how to use a typewriter.*

**Do you feel old yet?**



When my cats aren't happy, I'm not happy. Not because I care about their mood but because I know they're just sitting there thinking up ways to get even.

**The laziest man I ever met put popcorn**



**in his pancakes so they would turn over by themselves!**

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