

Cntact

The logo for the Canadian Society of Safety Engineering (CSSE) is a circular emblem with a green cross in the center. The text "CANADIAN SOCIETY OF SAFETY ENGINEERING" is written around the perimeter of the circle. The logo is set against a green background with faint icons of people and arrows.

Canada's Safety, Health and Environmental Practitioners since 1949

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A close-up photograph of a black fountain pen with a silver nib, resting on a sheet of white graph paper. A wooden ruler is visible in the bottom left corner, and a calculator is partially visible in the background. The scene is lit with soft, natural light, creating a professional and focused atmosphere.

Evaluating Safety Management Systems

Through Six Sigma Safety

Despite working within a structured safety management system (SMS), many workplaces are still evaluating their level of safety without using a systems approach. That is, they measure a few different results from their system like the number of injuries or completion rates for inspections, but they don't measure the very processes that make up the actual system.

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CSSE & BCRSP: A New Working Partnership

2018 is already proving to be a monumental year for the **CSSE** – one of stronger collaboration and strengthened partnerships.

At our national Board meeting in February, as part of continued efforts for stronger collaboration, the full Boards of the Board of Canadian Registered Safety Professionals (BCRSP) and the Canadian Society of Safety Engineering (CSSE) conducted a full-day joint session. With a common view of safety and the profession in Canada, both Boards agreed to establish a new working partnership. BCRSP and CSSE completed the day with a shared commitment to work together to achieve the following outcomes:

- 1 Create a structure to formalize and coordinate the effective collaboration of BCRSP and CSSE
- 2 Position BCRSP as the certifying body and CSSE as the member services organization, providing education, professional development and resources
- 3 Collaborate and coordinate efforts to support the regulation of the safety profession in Canada
- 4 Identify and streamline areas of overlap between BCRSP and CSSE.

To be clear, this is not a merger. The resulting changes will sustain two autonomous organizations, which operate with greater role clarity under a unified, formal and comprehensive approach. This codified system of collaboration will ensure a more positive and effective impact on public safety and allow for a single, influential voice speaking on behalf of all stakeholders involved in the practice of improving workplace safety in Canada. This effort will eventually create a new distinct organization to oversee the accreditation of educational institutions offering OHS certificate, diploma, and degree programs.

Over the coming weeks, both BCRSP and CSSE will dedicate substantial time and resources to carefully develop our strategic plan for this new partnership, including identifying and creating opportunities to engage members of both organizations in our ongoing collaborative efforts. We will keep you posted as our plans progress and more details become available.

We are deeply committed to improving public safety and to advocate for all safety practitioners in Canada; we believe a partnership between the BCRSP and CSSE organizations is a major step forward for both.

I'm proud to say that every Board member of both CSSE and BCRSP has been working diligently to bring together this new working partnership. It's with both care and pride that each one of us on your national CSSE Board of Directors serves and represents you.

Kathy Tull, President

AQHSST / CSSE / BCRSP Statement of Commitment

Statement of Commitment / Engagement formel

<ul style="list-style-type: none"> Our organizations (BCRSP, CSSE & AQHSST) will promote the advancement and credibility of the OHS profession. 	<ul style="list-style-type: none"> Our organizations will recognize and promote the specific services and benefits that each organization offers. 	<ul style="list-style-type: none"> Our organizations will collaborate on arising issues in order to share knowledge and understanding.
<ul style="list-style-type: none"> Nos organismes (CCPSA, CSSE et AQHSST) feront la promotion de la profession en services d'hygiène du travail, et en favoriseront l'avancement et la crédibilité. 	<ul style="list-style-type: none"> Nos organismes reconnaîtront et promouvront les services et avantages particuliers offerts par chaque organisme. 	<ul style="list-style-type: none"> Nos organismes collaboreront à la mise en évidence des préoccupations dans le but de partager les connaissances et la compréhension.





By: Christian Fournier, CHSC

How many times have you heard “safety first” or “everything starts with safety”? I’m pretty sure that we have all heard some variation of these phrases. As a safety professional myself, it does become challenging at times to know which approach is the best for motivating employees and staff to be more safety conscious in the workplace and at home. Why at home as well? It’s because 70% of all injuries occur at home.

I guess we are looking to change to move to a safety culture. But what exactly is a “safety culture”? The common definition is a set of common beliefs that are acceptable to a group. I believe this goes to a deeper level.

I decided recently at my workplace to try to increase the safety consciousness of the employees and staff by involving them on a personal basis in our monthly safety meetings. I started by asking two questions: What does safety mean to them and what is a safety culture? I asked each question individually to each employee and staff at the safety meetings.

For the first question, the answers I received were varied and based on their personal beliefs, like not getting hurt. I was impressed with one of the answers I received, which was that safety is “a lifestyle”, which started to make me think about the “core values of a person”.

For the second question, I was surprised that most of the employees didn’t know what a safety culture was or their concept of a safety culture was, for example, wearing their hard hat. I did receive a lot of positive feedback but some backlash from some employees who didn’t like to be singled out in front of the group and preferred being quiet and not participating. I do understand that not everyone is comfortable in speaking in front of groups but I believe that in order to improve as a person, you must be placed outside of your comfort zone. So, my definition of a safety culture is: “A set of shared core values of a group of individuals who believe that safety is more than work, home or lifestyle: it is part of who we are.”



The following month, I decided to pursue the same format in our safety meetings. The two questions I asked this time were: “What are you doing now to contribute to safety?” and “What are you willing to do for the next month to improve safety onsite?” Obviously, these questions were more challenging for the employees and staff because they were aimed to dig deeper within themselves.

For the first question, just like the previous month, I received a wide range of answers from picking objects up off the ground to ensuring that their fellow co-worker locks out properly during cleaning and maintenance.

When it came to the second question, the employees found it difficult to give an answer. So, in order to help them out, I provided them with my two personal commitments that I had given myself for the next two months: to only look for the positive actions around me; and to observe one employee per day, and thank them for working safely and tell them the reason why I was thanking them. Once I mentioned my own commitments, it did encourage some of the employees and staff to provide their own personal commitments in order to improve safety at our workplace.

As you can see, safety isn’t as easy as replacing a bolt or putting on a guard. It is dealing with people. I wish I can say that all employees/staff were on board with my approach, but I made some headway where some of the employees’ eyes were opened to this new approach that safety comes from within each and every one of us.

Christian Fournier has been working in the safety profession for over 10 years and is currently a Safety Coordinator for Fornebu Lumber. He is also a First Responder Instructor Trainer for Saint John Ambulance and a director on the New Brunswick Chapter’s Board of Directors.



The 2018 National NAOSH Week launch will take place in Victoria, BC on Monday, May 7, 2018.

The North American Occupational Safety and Health (NAOSH) Week is a continent-wide event spanning three countries (Canada, USA and Mexico) and highlights to the public, government, and industry the importance of increasing understanding, raising awareness and reducing injuries and illness in the workplace, at home and in the community.

Visit www.naosh.ca for ideas, resources, promotional products and more to get your workplace or community involved!

AWARDS OF EXCELLENCE

2017 Chapter Of The Year

goes to Western Nova Scotia

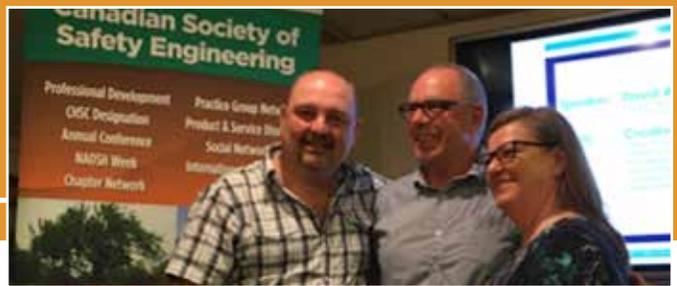


PHOTO: RVP Atlantic Barry Fitzgerald, Stewart Franck, Western Nova Scotia Chapter Chair, Deirdre O'Reilly, National Secretary and Chair of the Nova Scotia Chapter, welcome members and guests at the June 2017 Joint Chapters' meeting in Halifax.

When the Western Nova Scotia (WNS) Chapter was named the 2017 Chapter of the Year, no one was prouder than Stewart Franck, a long-time CSSE member.



"We are a very small chapter with around 40 members at our peak," says Stewart. "But I'm proud to say we're doing a number of things and our monthly meetings attract about 50% of our members. Every single member has worked very hard for us to earn this award."

More recently, the Chapter has been focusing its efforts on membership growth. There are "lots" of member events throughout the year – from networking events to professional development programs, courses, and reaching out to other associations and organizations with similar mandates. The variety of courses offered by the Chapter includes the "usual" such as first aid and chainsaw safety (both open and free to the public). Communication of all events is helped by members "spreading the word".

Stewart acknowledges that a key challenge continues to be member engagement. "The Western Nova Scotia Chapter serves only half of the province and there are a few hours of driving between it and the adjacent Nova Scotia Chapter. We've looked strategically at where to offer programming and alternate meeting locations. In this way, everyone has an opportunity to attend and, where possible, their driving time is limited."

2017 was a busy year! Following are examples of what goes on in the Chapter:

Raising The Profile Of Mental Health:

Mental health is a primary concern in workplaces, including recognizing potential problems affecting workers and enabling initial response, diagnosis, treatment, etc. During a two-day mental health first aid retreat, the topics are tackled in a way that gives people a certain comfort level and confidence to recognize situations, get involved early, and ask the right questions.

Building Safety Partnerships:

This public event was started in 2017. Local small business owners and employees are invited to attend an introductory session about health and safety. They get to "roll up their sleeves" and hear about the starting components of a good health and safety program before heading back to their workplaces with heads full of tangible ideas and potential resources, and the beginnings of their new OHS program.

Supporting A Healthy Relationship With The Nova Scotia Chapter:

Both chapters value the opportunity to get together for joint meetings every June. They take turns with hosting the event and it has had positive feedback from attendees. Efforts are being expended to engage more people through electronic meetings.

Spreading The Word:

As other chapters have heard about Western Nova Scotia Chapter's successes and activities, other areas have expressed an interest in having CSSE-WNS Chapter help with such events. A lot of volunteer help is required for such activities and has to be appropriately channelled.

Acknowledging CSSE & National Office Support:

The Western Nova Scotia Chapter acknowledges the support it has received from CSSE National, including the President, elected Board, and Ms. Perry Ruehlen and her team. "They are all tremendous and often come out to cheer us on. Their visits are greatly appreciated as is their phenomenal support."

Strengthening Member Engagement:

Stewart is highly complimentary of the Chapter's Executive Committee and board of directors. The "strong" and "very supportive" team of volunteers does a lot of work to increase the engagement of members, and Stewart is happy to report that volunteers are regularly stepping forward.

In 2018, the work continues. Priority goals from last year's Annual General Meeting include promoting workplace safety, attracting new members, raising CSSE's profile, and continuing to support events such as NAOSH Week and Threads of Life.

Looking ahead, Stewart believes that the commitment to promoting safer workplaces continues to be a strategic goal. Today's employers are better educated, more broadly support Chapter events, and seem to know who to call. Events where members can meet representatives from organizations such as the Department of Labour and Workers' Compensation Board of Nova Scotia are invaluable. "Members get free tools and resources, right down to a helpful fillable form for a health and safety program."



Participants at the first day of the CSSE Calgary Leadership Development Program

The Calgary Chapter has worked hard to build a program of activities for its members. Despite recent economic instability, we are working even harder to bring value to our members. Chapters are the grassroots of CSSE and these programs are a big part of the member value proposition. Claudette Fedoruk and the Calgary Executive have put together an impressive program of activities for our members and a cadre of volunteers do the hard work of bringing these activities together. In addition to our many volunteers who make the Chapter run, the Calgary Executive and Committee leaders include:

- **Claudette Fedoruk** Chair
- **Rob Morpew** Past-Chair
- **Denise Howitt** 1st Vice-Chair
- **April Broughton** 2nd Vice-Chair/NAOSH
- **Sujata Haydu** Secretary/Treasurer
- **Maurya Sokolon** Volunteering
- **Glyn Jones** Leadership/Mentoring
- **Jan Stuggert** Membership
- **Stephanie Raill** Social
- **Sahar Ashtiani** Education

SINCE SEPTEMBER 2017 our programming has included:

- **Two luncheons with speakers each month covering session topics such as:**
 - Mindfulness - The Missing Link in Health and Safety Effective Communication
 - Changes to the *Occupational Health and Safety (OHS) Act* under Bill 30: An Act to Protect the Well-Being of Albertans
 - Using Sound Wellness to Manage Stress
 - Leading Indicators with a Twist
- **A social event every month where as many as 40 members get together at the Rose and Crown to share a glass of cheer and network**
- **A wine & cheese tasting event hosted by Calgary Co-op**
- **Educational Days:**
 - Competency Management Frameworks to Support the Occupational Health and Safety Management System (OHSMS) - A "How-To"
 - Incident Investigation and the new CSA Z1005
 - Safety Culture Advancement - A Case Study Approach
- **A mentoring program entering its second year and linking over 60 mentors to mentees**
- **CSSE Calgary Leadership Development program.**

In May, we will run a one-day event as a celebration of NAOSH Week.

With the upcoming legislative changes in Alberta, CSSE Calgary is also scheduling several sessions with key regulators. Topics include the policy changes to the provincial *OHS Act*, the revised operational requirements of the OHS legislation, and a framework for managing marijuana in the workplace.

For more information about any of these programs or to find out how you can bring all of this type of programming to your Chapter, please contact Claudette at claudette.fedoruk@capp.ca

Calgary Leadership Development Program

Twenty-four Calgary Chapter members are participating in a five-month program of leadership development led by Glyn Jones. Following the Marquette model of leadership development, the program includes three days of in-class programming spread out over the five months. Between in-class sessions, there are readings, group discussion, webinars, and individual journaling of each participant's leadership development journey.

To learn more about or find out how to get a leadership development programming going in your Chapter, please feel free to contact Glyn at gjones@ehsp.ca

CSA Group Announces New CSA Z1010 Standard on Management of Work in Extreme Conditions



Canadians work in many remote locations, with rough terrain, and often under harsh weather conditions. They also work in hot, humid enclosures and in cold, unheated facilities. Heat-related illness, hypothermia, frostbite, and injuries resulting from high winds all increase risk and contribute to injuries and other work-related disabilities. Yet most occupational health and safety standards can only devote a small portion of their pages to consideration of such extreme conditions.

CSA Group is pleased to announce the new CSA Z1010 Standard on *Management of Work in Extreme Conditions*. The purpose of this important standard is to address the application of occupational health and safety management systems to plans for work performed under heightened-risk conditions presented by extreme environmental temperatures, severe weather, low or high atmospheric pressure, and poor air quality (causing impairment of breathing or visibility). CSA Z1010 is the latest addition to the Z1000 series of OHS management systems standards. It is designed to be used within an OHS management system in conjunction with the other standards in the CSA Z1000 series.

THE FOLLOWING SUBJECTS ARE ADDRESSED IN CSA Z1010:

- A** Types of extreme environmental conditions impacting Canadian workplaces
- B** Measuring and predicting extreme conditions (e.g., forecasting)
- C** Physiological and psychological effects to workers of exposure to extreme conditions
- D** Establishing and maintaining an extreme conditions management system
- E** Hazard identification and risk assessment relating to work in extreme conditions
- F** Management and control of hazards and risk relating to work in extreme conditions
- G** Preparing for travel and work when extreme conditions are anticipated (safety program)
- H** Health and safety monitoring of workers under changing conditions
- I** Management of external service providers (e.g., contractors)
- J** Emergency preparedness – shelter in place, evacuation, and communications
- K** Management system and programs reviews

The background of this section features a vertical thermometer on the right side, showing temperature scales in both Celsius and Fahrenheit. The Celsius scale ranges from -10 to 50, and the Fahrenheit scale ranges from 20 to 120. The background is a soft-focus image of a field of tall grass.

In addition, CSA Z1010 contains a great deal of reference material and links to on-line resources to help OHS managers and program administrators address work in extreme conditions as part of their OHS management system.

CSA Group would like to thank the many expert volunteer members of the Technical Committee for all of their hard work in creating this exciting new standard. These experts represent a broad stakeholder base including labour organizations, trade associations, natural resource companies, contractors, emergency response agencies, research organizations, Environment Canada, and other regulatory authorities from across Canada.

Please submit any comments or questions about CSA Z1010 to the CSA Group Standards Project Manager, Dave Shanahan at dave.shanahan@csagroup.org



By: Robert R. Montgomery, CRSP, CHSC

Celebrate Chapter-Led Education!

The Avalon Chapter-National CSSE course partnership has completed five successive planned course offerings for their membership. This remarkable group of HSE practitioners understands the value of CSSE courses and proactively works to make it happen. They don't wait to see when a course might be scheduled - they have consistently approached the National office with a request for a specific course on specific dates and which, in turn, has led to focused efforts to recruit participants. Congratulations, Avalon Chapter. You have set the bar high for other chapters. Keep it up!

To set up a partnership for your Chapter, contact the CSSE National Office. We have a presentation you can view with your Chapter as well as a useful checklist for implementation. All in-house courses must be booked through CSSE National Office in order to ensure that everything runs smoothly and all relevant factors are taken into account.

Creating Partnerships... For You, Our Members!

As academic and other vested HSE organizations work to support the International Network of Safety & Health Practitioner Organisations (INSHPPO) accord, the Canadian HSE educational landscape is changing. Your National Education Steering Committee is actively engaging members and other stakeholders to ensure CSSE member priorities are reflected.

We have heard that you want more professional development course options and more flexibility on how to participate. In addition to determining new course material, we are working to provide distance learning opportunities that are flexible to your schedule. We are building partnerships that will enable diverse professional development opportunities for you. As the "go to" resource for HSE professional development in Canada, we are working with academic institutions, government, and business stakeholders across the country to enhance PD offerings to you, our members. You may not be surprised to hear the reception we have received so far has been very positive.

STAY TUNED - there is more to come on CSSE partnerships in the near future...

What Is A Professional?

...a few thoughts for your consideration

There has been much debate within HSE regarding this term. Who or what determines who a professional is or what they do? What is a professional occupation? Many of my colleagues take great pride in describing themselves as HSE professionals and ensure their activities reflect the highest standard at all times. Clearly, they are acting in a highly professional manner, but what are the minimum and non-negotiable standards for being called a professional or to refer to oneself as a professional?

To begin, the root of the word is "profess". My Oxford dictionary outlines the Latin term "professus". The Association of Professional Engineers and Geoscientists of Alberta (APEGA) website suggests that as workers "became more specialized in their trade", they "professed" their skill and "vowed" to perform to the "highest standard of the day". If we stopped here, a highly specialized person could rightfully call themselves a professional, but there may be more factors to consider. For example, being paid for provision of a service may give someone cause to be considered a professional as they may earn their living by their trade. This would mean any tradesperson could call themselves professional, even a professional criminal! If that is not entirely acceptable, to adequately frame what a professional is requires application of an association or context and may involve some type of oversight. Revenue Canada would certainly agree and has much to say about "professional practice" and is clear, naming specific occupations (none of which involve criminal activity).

I suspect lawyers, accountants, doctors, and dentists would readily accept their profession as "professional", yet agree some of their "membership" have provided less than "professional service" or "acted unprofessionally". Should this impact the use of the term "professional" or, more clearly, does the action of a professional have an impact upon their status or classification? Could one strive to become a professional only to lose it by an action or "posture" they chose to take or adopt? What limit or degree must be maintained? Who decides? If lost, could it be regained? What should society expect from the actions of a professional and how much license is attached to their opinion?

continued on page 9



The deeper we examine this question the more related questions seem to arise. One thing does appear to be clear, however: our profession requires careful examination and thoughtful consideration as to how we govern ourselves. Allowing narrow or self-serving agendas will only muddy these murky waters further. I suggest all HSE practitioners pause and consider what they envisage our profession to look like. If it is vital to be viewed as providers of quality advice on matters relating to health and safety, we need to weigh and determine what acceptable activity is for a professional and what isn't. We need to wrestle with what minimum standards might or should be applied to be a professional, and have the fortitude and foresight to name them clearly. We need to reflect professionalism and integrity in all of these deliberations and conclude with our stakeholders and society-at-large regarding our actions to be "professional", completed by "professionals", continually striving to adhere to the highest standard....in my opinion.

The Value Of Professional Development Courses

As a management consultant, the success of my practice depends on the value I add to any given project, as determined by the client! Typically, projects include a myriad of information offered as being important. From HSE records and manufacturer instructions to a host of other documentation, determining what is "the wheat" and what is "the chaff" can be difficult. Time is money and many eyes are watching, which means the pressure to produce can be daunting to the uninitiated. I'm comfortable around financial statements and organizational structure but the more tools I have at my disposal, the greater my chance is in being able to meet a client's expectations. The material contained within the professional development courses offered by the CSSE has been pivotal to my success as a consultant. As well, many HSE professionals function as internal consultants within organizations, and are tasked with understanding, implementing, and overseeing OHS management systems from within.



If you are considering a career as a consultant, I highly recommend you enroll in **Consulting Skills for the OH&S Professional**. It will save you a great deal of frustration and open your eyes to what the world of consulting looks like. To accompany this, a solid understanding of the legal landscape is vital and **Obligations and Liabilities of Occupational Health and Safety Professionals** will provide an excellent overview.

Project Management for the Health and Safety Professional offers a systematic approach to organizing and working through all of the various components of a project. It is aligned with the Project Management Institute and students will learn valuable tools to readily apply to any project.

Understanding the "concept" of risk is important but assisting a client to manage and mitigate risk using the material offered in the **Essentials of Risk Management** course is quite another. Further, the information offered in **Applied Risk Communication** will assist you in communicating risk to clients and enable you to be more effective.

Putting all of the safety management components together can be daunting and frustrating. Why not consider taking the **Essential Value of OHS Management Systems** to better decide on how to frame your efforts for a specific client or organization? As you work to determine the training your client or employer may need, **Assessing OHSE Training Needs and Options** will help you be efficient in determining training gaps and, if necessary, **Developing Effective OHSE Training Courses** will assist you in providing specific training courses.

At some point you will want to provide measurable results to your client or employer and **Measurement and Evaluation on OHS Managed Systems** will assist you accordingly. Taking six of the prescribed CHSC courses will expand your expertise and, together with five years of experience in HSE work, will enable a successful application for a CHSC designation and you will join hundreds of other HSE practitioners as a "Certified Health and Safety Consultant". I hope you consider this educational journey and I welcome your feedback along the way.

Your Education Steering Committee continues to look for suitable opportunities to expand PD offerings to you and more are coming. **STAY TUNED!**



CSSE and Canada Take Human Capital and OHS to the Next Level

By: Peter Sturm

CSSE and the Center for Safety and Health Sustainability hosted a global event around human capital (March 13, 2018)

The CSSE and the Center for Safety and Health Sustainability (Center), with our global partners, the American Society of Safety Engineers (ASSE), American Industrial Hygiene Association (AIHA) and the Institution of Occupational Safety and Health (IOSH), advanced human capital health and safety to the global level. This occurred in March 2018, just prior to the GLOBE 2018 – Leadership Summit for Sustainable Business.

Corporate Social Responsibility, Present State

The world of sustainability may be complicated and difficult for many to understand. The movement is engrained in the Bruntland Report of 1987, which defined sustainability as sustainable development, and it is the “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”^[1] There are many variations of the theme and some have summarized it simply as “do good, do the right thing, and do the right thing when no one is watching.”

“The billions spent on CSR programs have barely moved the needle in terms of improving working conditions and the lives of workers in global supply chains.”

Source: “The corporate social responsibility mirage,” ISHN – May, 2017

Global Thought Leaders Discussing Human Capital Health and Safety Disclosure

The CSSE event in Vancouver attracted thought leaders that represent over 100,000 safety professionals around the globe. Also, participants included sustainability reporting representatives from the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), and the International Integrated Reporting Council (IIRC). The investment community representatives were from Shareholder Association for Research and Education (SHARE) and Jarislowsky Fraser Global Investment Management. Toby Heaps from Corporate Knights provided an overview of disclosure trends. He put forward a global Safety Disclosure Project aimed at increasing the percentage of large companies reporting basic health and safety information in their sustainability reporting.

“While international brands have benefited from positive CSR public relations with customers and shareholders, millions of supply chain workers still face lives of long hours of work; low wages, unpaid work and stolen wages; lack of legal labor rights; sexual harassment of women workers; and unsafe and unhealthy working conditions.”

Source: “The corporate social responsibility mirage,” ISHN – May, 2017



The business case for health and safety disclosure is wrapped around the whole issue of human capital. The capitals of manufactured capital, financial capital, social, and natural capital have received extensive attention and discussion.^[2] Human capital incorporates people's health, knowledge, skills and motivation. These elements support productive work and a productive workplace. These people elements provide real value to an organization, which piques the interest of business leaders, boards of directors and investors. When company value decreases due to costs or losses as a result of workplace injuries, the investor community is very interested in these metrics. Health and safety metrics

Why is this important to the safety profession?

Many are probably asking: what does this mean to me as a safety professional and more importantly my role at my company? Our profession has traditionally reported on lagging indicators. For many senior business leaders, these metrics become important when a major injury, crisis or catastrophe occurs. This interest level in safety performance metrics is heightened around the business table, especially to address regulatory, due diligence or investor concerns or issues.

The ongoing discussions and research identifies that safety performance and value generation are "material" to the sustainability discussion and investors need relevant information. Many organizations are following the U.S. Supreme Court material definition. "Information is material if there is a substantial likelihood that the disclosure of the omitted fact would have been viewed by the reasonable investor as having significantly altered the 'total mix' of information made available."^[3] Materiality is important as it pertains to health and safety metrics. This occurs when an organization's safety performance information and metrics may be used by investors and others to understand a company's financial position and operational performance.

What are the next steps for human capital and health and safety?

Discussion at the Vancouver event highlighted the need to consider a Human Capital Health and Safety Disclosure Project, mirroring the success of the 2002 Carbon Disclosure Project (CDP). The CDP "aims to make environmental reporting and risk management a business norm, and drive disclosure, insight and action towards a sustainable economy."^[4] Taking this example, you may apply it to the Human Capital Health and Safety Disclosure Project. The Safety Disclosure Project's aim would be to make health and safety reporting and risk management a business norm, and drive disclosure, insight and action towards a sustainable economy and business.

1 (Bruntland, 1987)

2 (Forum for the Future)

3 (Sustainability Accounting Standards Board (SASB))

4 (Misani & Pogutz, 2015)

Themes Identified for Future Work

The CSSE, the Centre and the Human Capital workshop participants identified five themes to continue further research and discussion at future events:

- 1 Progress on health and safety is slow and hindered by lack of disclosure, standardization, and regulatory requirements.
- 2 Stakeholders need access to accurate, comparable, decision-useful information about human capital performance.
- 3 The business case is driven by a combination of investor interest, ratings firms, peer pressure, and market awareness.
- 4 Health and safety is a critical component of a broader concept of human capital.
- 5 A need exists to explore the potential for a Safety Disclosure Project.

The world of health and safety is evolving and the discussion supports what we already know to be true. A healthy and safe workplace is a productive workplace. By capitalizing on people's health, knowledge, skills and motivation, companies are creating real and sustainable value for business and the economy.

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□ Professional Development Courses

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By: Sandy Cooper

Considering that decisions are often made based on “safety stats” such as total recordable incident rates and number of hazard identification cards submitted, finding alternate metrics to use in determining the success of your SMS may play a vital part in the continuous improvement of your program. We’ve all been there, in a meeting or on a job site when someone starts a sentence with “I think we should...” But when it comes to safety decisions, how the sentence ends is irrelevant, thinking is of no use, we must know. Decisions that will impact the safety of personnel need to be supported with sound evidence. The methodologies used in Lean Six Sigma, when applied to safety, can provide that evidence.

Lean Six Sigma is actually a combination of two approaches in improving efficiency and reducing errors. The two methodologies complement each other when applied to safety-related processes as reducing the “red tape” often associated with mature SMSs eliminates the number of opportunities where an error may occur. When we think of incidents and near misses as errors within our SMS, the benefits become even more apparent.

So what does this look like in a “REAL WORLD” application?

One example is the Gemba Walk. Gemba is a Japanese term meaning “the real place” and when we apply it to an SMS it simply means that we will take one component, let’s say respiratory protection, within our system and walk through it start to finish. Over a period of several days, you and a small group of people would follow something (or in a safety context, someone) from the start of a process to the end. For respirator use, this may begin with the training program workers receive when they are first hired and end with the completion of a work scope like welding; or potentially a portion of that process such as the identification of the requirement to have a respirator for a particular task to the donning/doffing of the respirator. Either way, the process to be “walked” should be well-defined with the explicit and agreed to purpose of studying the process for a complete understanding of how it functions in day-to-day practice.

If your SMS is operating as intended, it will not matter who is involved at each step of the process a frontline worker must complete in order to get a respirator and properly use it. If the process only works because of a high competence level with the current workforce, then the system is adequate and adjustments must be made. For this reason, during your Gemba Walk, focus on the process only and not the people working within it. This will likely mean that you will need to follow the process at different times with several different workers completing each step, but this approach is necessary to gain a true understanding of the actual process independently of those implementing it.

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While focusing on the process your workers use to get their respirator, try to suppress every urge you have to fix any problems that seem obvious. For example, your respiratory protection program states that the worker will determine which respirator is appropriate for the task in consultation with the onsite safety advisor. On the day of your walk, the safety advisor is conducting a site audit at another location. The worker is left to find a replacement and consults with their supervisor about the selection of an appropriate respirator. Make notes about this potential source of error (maybe collect data about how often the safety advisor is required to be offsite when the walk is finished) but refrain from fixing it right there on the spot. Seek to understand instead of to fix.

If during the walk-through you arrive at the protective equipment locker and, instead of the shop attendant signing the respirator out for the worker, they have the worker sign it out on their own, don't correct the shop attendant. Instead fall back into the student role and spend some time with the shop attendant. Notice what it is about the sign-out process that makes it easier for the shop attendant to have someone else complete it. When the walk is over, maybe return and measure how many pieces of equipment were signed out by the shop attendant and how many were signed out by someone else. Having this data may help to identify other components of the system that require further study.

The final item to discuss for our Gemba Walk is often the hardest for safety professionals who have an auditing background, but it is key to developing a full understanding of how the process is actually operating. Under no circumstances bring the procedure with you, or develop an audit tool to help you in determining if the process is being completed "right". Remember, you are not casting any judgement on the process during a Gemba Walk, you are merely learning about the process at "the real place" where it happens. After completing your walk and reviewing your notes, you may determine that although there are several spots where the application of the process and the direction given by the written procedure don't align, it is the written procedure that requires correction and not the natural path the process has taken in its implementation. Regardless of the outcome, the Gemba Walk is an exercise of understanding, not assessing or correcting.

You may have noticed that at several points along our Gemba Walk we identified various items that required further study. How often is the safety advisor offsite? Who is actually signing out equipment from the equipment locker? Identifying these and other potential metrics are the real measure of how well the SMS is performing with regards to respiratory protection. This doesn't mean that knowing your company experienced three incidents in the previous 12 months related to respiratory protection isn't an important piece of information. It also doesn't mean that the fact your incident investigations identified that workers were using the incorrect respirator for two of those incidents isn't valuable. It does however give you a better opportunity to develop changes to your respiratory protection process, and potentially resource management, that result in real systematic improvements.

Identifying, developing, and properly applying the most relevant metrics to your operation are key to ensuring that the safety management system at your workplace is based in continuous improvement and not merely continuous change. Walking a process from start to finish to gain a true understanding of how it is implemented is a necessary step in developing those metrics.

Sandy Cooper is a safety advisor who works in the oil and gas industry and is a trained Lean Six Sigma practitioner. He is seen as a leader in the Six Sigma Safety movement in Canada and publishes articles related Lean Six Sigma and continual improvement on his website SandyCooper.ca

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□ Resilience Is A Strength Required Of All Great Leaders

By: Glyn Jones, CRSP

For years, it seemed the focus of leaders was to develop speed and agility. Today it seems the new focus needs to be managing change, which is inevitable because it is fast and most disruptive to everyday life. It comes as an erratic pulse or in waves. Sometimes the waves seem more like tsunamis. Globalization, technological change, and social-political upheavals are disruptive. As we try to cope, there will be occasional victories intermixed with defeats. Some say that the difference between leaders and non-leaders is the ability to handle defeat. Every leader will, at some point in their career, get thrown off balance, in one way or another. Maybe you have experienced a loss, a failure, or are wrongly accused of some misdeed. This state of imbalance can manifest itself in a variety of ways. Some people experience depression, self-doubt, anger and even rage, projecting the blame outward. Leaders need a mechanism to cope and maintain self-control. Leaders need resilience.

What is resilience? Resilience is the ability to recover from failures, fumbles, and foundering, and bounce back. It requires flexibility and an attitude of learning. Buddhism teaches us that life will be hard and the moment we think otherwise, our leadership journey can be stalled or shunted. Those who constantly remind themselves that they are on a learning journey have the advantage. Personally, I remind myself every morning that today will bring me lessons and that I will try hard again to learn. I will fight the fight, put in good effort and, over time, I will achieve success and be rewarded.

Resilience might best be described as the essential capability for bouncing back from leadership setbacks.

A resilient leader is a person who sees failures as a temporary setback from which they can recover quickly. They maintain a positive attitude and a strong sense of opportunity during periods of turbulence. When faced with ambiguity, a resilient leader finds ways to move forward and avoids getting stuck. Great leaders seem to be able to cope, and have somehow developed the aspect of emotional intelligence and self-control we call resilience.

Research has shown that people with a strong preference for resilience are quick to act and act independently. The most resilient people are more reactive than thoughtful, and more focused on action than relationships. They are also more willing to take risks and make decisions quickly. Being resilient as an individual, and being viewed as a resilient leader, requires that you bring others along with you. These actions, it seems, all help to take attention away from the failures and create a new energy to move forward.

The truth is *resilience is hard*. It requires the courage to confront painful realities, the faith that there will be a solution when one isn't immediately evident, and the tenacity to carry on despite a nagging gut feeling that the situation is hopeless. George Bonanno is a clinical psychologist at Columbia University's Teachers College. He heads the Loss, Trauma, and Emotion Laboratory and has been studying resilience for nearly 25 years. The good news is that his research shows that resilience is, ultimately, a set of skills that can be taught, and can be developed. Resilience can be a learned behaviour.

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One of the central elements of resilience, Bonanno has found, is perception. How you conceptualize an event as being traumatic or as an opportunity to learn and grow impacts how it affects you. Events are not traumatic until we experience them as traumatic. What matters is whether the adversity is allowed to traumatize. Positive interpretation of any situation can be taught. According to Bonanno, we can make ourselves more or less vulnerable to adversity by how we think about things. Resilient leaders reframe adversity in positive terms when most people's initial response would be negative, and re-framing also involves staying less emotional. It turns out people can train themselves to better regulate their emotions given any set of circumstances.

Here are a few ideas about what you can do to better deal with adversity and become a more resilient leader:

BE OPTIMISTIC AND AT THE SAME TIME REALISTIC:

great leaders don't just candy coat things with optimism. They adapt to the adversity by understanding what is within their control and knowing they have some choice in the response they offer.

DON'T UNDERPLAY THE NEGATIVES:

a resilient leader sees the risks and can account for the potential negatives but does not dwell on them. They are active in their awareness and make the necessary effort to filter out the abundant negativity by reframing issues as a learning opportunity and moving forward in a positive direction.

FACE YOUR FEARS:

fear can derail decision-making. All leaders have some degree of fear and will avoid unnecessary conflict. Understanding the root of fear and managing these emotions will help keep you on track.

MANAGE EMOTIONAL DISSONANCE:

resilience requires that you acknowledge and manage your emotions. Managing the visceral response is important while you take time to communicate and create influence within the group.

EXPAND YOUR NETWORK:

social support is an important part of developing capacity to be a resilient leader. Making use of your network to communicate, listen, and feel supported will cultivate an environment conducive to becoming more confident and, as a result, resilient.

Complacency is an enemy of resilience, and arrogance can crowd out resilience. Approaching work and life with humility and magnanimity fuels resilience. Resilient leaders are those with an authentic desire to serve and are willing to settle for less now recognizing it is an investment in the future. Adversity, setbacks, and challenges can throw any leader off-balance, and therefore need to be managed. Action is required to stay grounded, intentionally bringing yourself back to an emotional and physical state where you can constructively confront your problems. Only then will you be able to react with the resilience necessary to overcome your struggle. If your life plan includes leading and succeeding, make sure your plan includes developing the capacity for resilience!

Glyn Jones is a partner at EHS Partnerships Ltd. in Calgary and he is a consulting occupational health and safety professional with 30 years of experience. He also provides program design and instructional support to the University of New Brunswick's OHS certificate and diploma programs. He can be reached at gjones@ehsp.ca





□ ISO 45001 Occupational Health and Safety Management Systems

The First Consensus Global Management System Standard focused on Occupational Health and Safety Performance

By: Dylan Short

The standardization of Occupational Health and Safety (OH&S) management systems started in the early 1990s and a recent survey revealed that more than 127 countries have adopted formal OH&S management systems. With this information, the International Organization for Standardization (ISO) formed a global Technical Committee in March 2013. Comprised of 65 participating countries from six continents, the ISO Technical Committee developed and published the first consensus global Management System Standard focused on Occupational Health and Safety Performance.

The Scope of ISO 45001 Occupational Health and Safety Management Systems states:

This document specifies requirements for an occupational health and safety (OH&S) management system, and gives guidance for its use, to enable organizations to provide safe and healthy workplaces, by preventing work-related injury and ill health, as well as by proactively improving its OH&S performance.

This document is applicable to any organization that wishes to establish, implement and maintain an OH&S management system to improve occupational health and safety, eliminate hazards and minimize OH&S risks (including system deficiencies), take advantage of OH&S opportunities, and address OH&S management system nonconformities associated with its activities.

ISO 45001 is designed to assist an individual organization to identify and manage work-related OH&S risk of injury and ill health to workers and other parties. Injury and ill health is defined as “adverse effect on the physical, mental or cognitive condition of a person”. With this definition, organizations are specifically required to manage the risk related to occupational disease, illness and death in addition to the more traditionally recognized physical injuries. While in many countries, this may not seem like a significant change, this is an important step forward for managing the health and wellbeing of workers globally.

Additionally, the management of OH&S risk requires organizations to “establish, implement and maintain processes for the elimination of hazards and reduction of OH&S risk using the hierarchy of control”. This approach to safety management aligns with the practices of leading organizations that provide for greater protection of workers and increased OH&S performance.

The standard focuses the overall safety management system on the “Context of the Organization” that “shall determine external and internal issues that are relevant to its purpose and that affect its ability to achieve the intended (OH&S) outcomes.” Specifically, the organization is required to “determine the needs and expectations of workers and other interested parties” (otherwise known as stakeholders). Through a series of requirements, the organization is required to determine the overall scope of the OH&S management system including “the activities, products and services within the organization’s control or influence that can impact ... OH&S performance”. The standard also specifies requirements that may not have been previously addressed, including Management of Change, Procurement, Contractors as well as Outsourcing.

To address Management of Change, the organization is required to have “processes for the implementation and control of planned temporary and permanent changes that impact OH&S performance”. This would include changes to products, services and processes (new or existing) and the related workplace locations and surroundings, how work is organized, working conditions, equipment as well as the work force. Additionally, the processes must take into account changes in legal requirements, knowledge or information about hazards and OH&S risk as well as developments in knowledge and technology.

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The requirements for the management of Procurement activity outlines that the organization “maintain processes to control the procurement of products and services in order to ensure their conformity to (the organization’s) OH&S management system. This extends into several additional specific requirements, including Contractors where the organization is required to “coordinate its procurement processes with its contractors to **identify hazards and assess and control OH&S risk arising from the:**

- Contractors’ activities and operations that impact the organization,
- Organization’s activities and operations that impact the contractors’ workers, as well as
- Contractors’ activities and operations that impact other interested parties in the workplace.”

The requirement outlines that the requirements of the OH&S management system will be met by contractors’ and their workers and that a “occupational health and safety criteria for the selection of contractors” be defined and utilized.

Procurement requirements also address requirements for Outsourcing, defined as “an arrangement where an external organization performs part of an organization’s function or process”. The requirement states, “The organization shall ensure that outsourced functions and processes are controlled. The organization shall ensure that its outsourcing arrangements are consistent with legal requirements and other requirements and with achieving the intended outcomes of the OH&S management system. The type and degree of control to be applied to these functions and processes shall be defined within the OH&S management system.”

The final set of requirements discussed here is focused on the Consultation and Participation of workers and worker representatives. Participation is defined as “involvement in decision-making” and Consultation is defined as “seeking views before making a decision.” Top Management has specific accountabilities to make sure the organization seeks to have workers participate and be consulted in the OH&S management system. The standard requires the organization to follow these processes in the “development, planning, implementation, performance evaluation and actions for improvement of the OH&S management system”. This requirement necessitates the organization to actively engage workers at all levels of the organization in meaningful conversations that impact all aspects of managing safety. This includes identifying barriers to participation specifically noting time, training and resources needed by workers to allow participation and consultation to be meaningful in all aspects of OH&S management.

This is just a few of the requirements outlined in ISO 45001 Occupational Health and Safety Management and represents the work of the hundreds of participants from around the globe. As the first consensus global Management System Standard focused on Occupational Health and Safety, there is the opportunity to improve occupational health and safety performance in reducing the risk of injury and ill health to workers.

Dylan Short is Managing Director of The Redlands Group Inc., with more than 15 years of expertise as a business owner. Vice President Safety, not-for-profit Board Leader and international keynote speaker. The Redlands Group provides client-focused solutions that meet health, safety and risk assurance needs.

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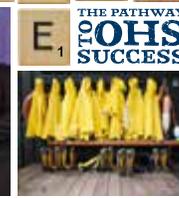
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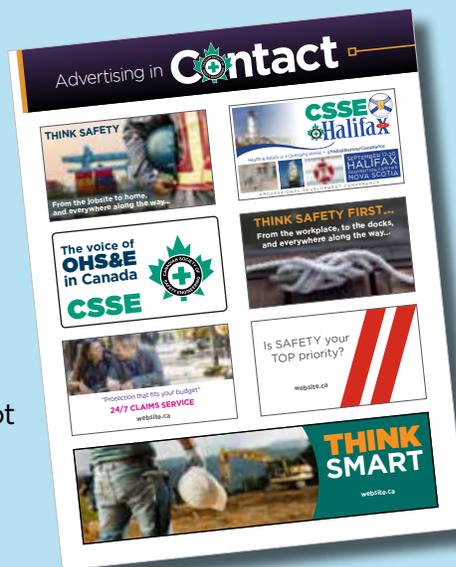
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