



**SASKATCHEWAN
CONSTRUCTION SAFETY
ASSOCIATION**

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Safety

ADVOCATE

COMPASSION, CHARACTER AND COMMUNICATION A FOUNDATION FOR SAFETY LEADERSHIP

A discussion with Wayne Morsky, Board Chair, Regina Exhibition Association Ltd and Brian Barber, Senior Vice President, Ledcor Construction.

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www.scsaonline.ca

Leadership is a big word that has a lot of different meanings to people. Ultimately, it's about getting people to see the value of doing things the right way to achieve something together. In construction, it's also about inspiring and influencing a culture that makes safety a priority. Two of Saskatchewan's construction leaders, Wayne Morsky and Brian Barber, delve into the ingredients needed to build a compassionate, communicative safety leader with the character needed to do the job.

Compassion

Barber's attitude and vision of safety is driven by personal loss. He lost a nephew to a workplace accident in 2005 which had a profound effect on Barber and his entire family. "The accident left a big hole our family continues to try to fill. This is the type of thing I don't want anyone to experience, and it has crystallized my views on importance of safety," says Barber.

Morsky grew up in the family construction business, seeing safety or lack of safety up close from a young age. "We lived in the camps and safety was zero back then. There was no thought about it, and you had no option at that time," says Morsky. "But as I became more and more responsible for people that were working under me and I got to know their families, I started to think about the possibility that I would have to go to someone's house to tell them that I



Wayne Morsky



Brian Barber



was responsible for someone's accident that day. That's where I really changed my perspective on safety." He saw how safety is not just something that happens on the job but it is a culture should be part of your life 24 hours a day, seven days a week.

They also see that safety encompasses more than just our physical health and safety. Both Morsky and Barber can see the coming importance of addressing mental health and addictions as an aspect of safety. Barber sees the significant increases in mental health claims occurring in Europe and Australia as a bellwether. "I think that's going to become as critical as the physical side of health and I think that will be more prevalent and something we need to be aware of," says Barber.

Morsky delves further into the mental part of workplace safety and the compassion required to handle those issues. "The company has implemented a proprietary eye-scanning technology that tests for fitness for duty every day. This includes cognitive impairment due to fatigue, among other more recognized impairments. Cognitive fatigue can be caused by many things, including mental health issues. We feel that monitoring those levels might help an employee recognize

the stress they might be under and seek help from Employee Assistance Programs," he says. He sees that dealing with those issues one-on-one with care and attention can help tremendously. It can also reduce the stigma that is still tragically attached when talking about mental health issues. "We're doing a good job in society but we're not doing as good as we should be in the construction industry because typically it's male dominated, and people don't want to show any pain or suffering. I think we really need to push that hard going forward."

Character

Both have seen the change over the years as safety has become a priority on job sites. "I think leadership changed significantly since I started my career. The days of the autocratic disciplinarian have been replaced by the leader of today who possesses what academics and scholars refer to emotional intelligence," says Barber. He sees that leaders now are self-aware, strive to continuously improve, and are relationship-oriented. "They understand and relate well to people, and I think that's an important trait in today's society and more vital than ever," he says.

Morsky agrees and notes the importance of engagement. "Being aware is a particularly

important part of leadership. Knowing what is going on around you so that you can be able to make the adjustments and correction where necessary so that all stakeholders are benefiting from the culture that you created," he says. He also sees that safety for good leaders is not a policy, but a culture to be embedded and led by example.

Barber also sees that as younger people are entering the construction field, they have more formal education and an academic perspective on safety. "I think the safety attitude that begins in schools is more pervasive and we're just more aware generally," he says.

"Safety used to be a top-down thing where we forced it down the pipe. Now it's more of a peer-to-peer thing where they work together. The education that's available is phenomenal and they want it, and they demand it," says Morsky.

Communication

Barber believes that building good attitudes toward construction safety starts before anyone gets to work. "I think workplace safety in general should start at the high school level. The sooner we get that culture embedded in young people entering the workforce, the better it is," he says. "We need

to hit it early and educate people generally on working safely." By getting it to people sooner, better safety attitudes will be retained throughout careers.

Morsky also emphasizes the importance of peer relationships on the worksite and being responsible for not just yourself but the others around you. Working together as a team means more than just following rules blindly. It's about understanding the role you play in the bigger picture, and creating a culture where people care and watch out for one another. "Between early education and peer-to-peer relationships, I think that's a great success story. Teamwork is looking out for each other. It's critically important in every aspect of safety," he says.

Both Barber and Morsky also believe mentorship is key to creating good leaders. "I was fortunate to have several mentors in my life. I think it's really important to find somebody you can learn from and latch onto them early," says Barber. "Be a sponge and take in everything that that person has to offer." Morsky also sees the value in being a mentor. "It's like bragging in a way. You want to share what you learned and what you accomplished. When someone wants to be mentored, I jump on that right away because I think it is a great thing. I've always

believed if you give bread, it will come back buttered."

Owners and senior leaders also have a major role to play in safety leadership. "You have to lead by example. If you want a healthy lifestyle for your employees, you got to have that kind of example around you," says Morsky. "Also, never question what someone suggests or ideas they have because you want to learn from them. For me, leadership starts at home, and it starts with safety at home." He gets to know his employees and their families, so that families are connected to the workplace and vice versa. He wants to create a safety culture where his employees and their families are as safe at home as they are at work. Barber agrees. "You have to you have to walk the talk, and you have to encourage, mentor and reinforce the importance of safety at every opportunity and then lead by example," says Barber.

To cultivate good leadership and a safety culture, there are many resources. Professional journals are a start, but value also comes from meeting with those who share the same thoughts as you. "Surround yourself with people that share those safety values and it'll rub off on your people," says Barber. He also notes the need for communication and openness. "You need

to have a culture that encourages coming forward. It is in everybody's best interest to make everybody safe. I think the culture needs to reward that kind of behavior."

Morsky echoes those sentiments. "When you look at the statistics of accidents that happen in construction, they don't put your title beside your name. It is irrelevant to who you are. Safety is not fussy who it takes. If you start at the top, you lead by example and all the way down, it should work well. But there's no question that there has to be a platform where someone can share if they're scared to do it." It is also important to deal with issues early and proactively, even if the conversation is hard. Good leaders understand the stakes and face the challenge head on.

Closing Thoughts

"Every interaction on the worksite should be led by safety," says Barber. "We say it a lot but it's true. We have to embody the idea that everyone leaves work as healthy as they were when they arrived, and good leaders show and live by that principle."

"Good leaders have an open door with transparent communication," says Morsky. "Good leaders listen and discuss concerns, and they create an environment where people talk to you, not about you."

SupplierLink Saskatchewan: Industry collaboration leads to Saskatchewan's first-ever automated vendor engagement system

Guest Editorial By Mark Cooper



SupplierLinkSaskatchewan will be industry's first automated vendor engagement tool to showcase vendor experience, capabilities, and qualifications, while connecting them to those who hire across industry by adding them to their bid lists. Developed by industry, for industry, with a focus on the Saskatchewan supplier base, SupplierLink Saskatchewan will broaden engagement with government and contractors of all sizes.

Background: The Problem

Increasing demand for contractor qualification documentation has presented a significant burden for industry for a long time. Third party 'safety verifiers' (TPSVs) that exist today are simply consulting firms that target hiring companies with the promise of standardizing contractor management, with the intent of decreasing incidents and increasing compliance. However, in reality these TPSVs can be a significant burden for contractors due to their onerous processes, time consumption to maintain, and high costs both in terms of fees and administrative resources. In short, TPSVs are at best a hurdle for larger contractors and at worst a barrier to entry for smaller contractors who do not have the time or resources to dedicate to these systems. The process of winning work risks becoming a confusing and expensive mess.

The Solution

The Saskatchewan Construction Association (SKCA) Board of Directors decided that the time had come for the SKCA to facilitate a simpler way of assisting general contractors and infrastructure owners discovering and pre-qualifying excellent suppliers, subtrades, and contractors. President Mark Cooper held consultations across industry as well as with government agencies including SaskBuilds, SaskTel, SaskPower, SaskEnergy and gained meaningful

direction; If one system could be created it would eliminate duplication of paperwork and provide greater dependability of the information provided.

Mark's next challenge was to make the system a reality. Mark says: "The system we had conceptualized just didn't exist, so we needed to seek out a partner."

EHS Analytics, a technology company working closely with developing a new platform for SKCA's partner organization, already had the infrastructure in place to custom design such a system in the amount of time needed.

The Product

From the beginning of the development process, EHS and SKCA engaged with a range of stakeholders to ensure the system was useful, met important criteria for qualifying companies, and made it easier for companies to find work—something no existing process or system can do—and SupplierLink Saskatchewan was born.

Through the development process, it was determined that, where possible, SupplierLink needed to have direct-from-source data. As an example, one of the important evaluation components for a company is safety, and within safety it is clear that a Certificate of Recognition (COR) is a strong indicator of a safe company. The team worked with the SCSA and the Heavy Construction Safety Association (HCSAS) to bring COR certification data directly into SupplierLink.

Having COR certification data in SupplierLink means contractors don't need to update their COR certification status and buyers don't need to verify the certification status as accurate. As well, other attributes like WCB clearance status are brought in automatically, making independent verification of data unnecessary. Enter it once, and the system auto-renews everything by itself. No more administrative hours spent entering in information over and over again.

When asked about featuring COR certification status in SupplierLink, Collin

Pullar, President of the SCSA said "we know that attaining COR makes workplaces safer. Featuring COR in SupplierLink will drive more firms to attain the certification which will, in-turn, improve safety in Saskatchewan." Al Goldstone, Executive Director of the HCSAS agreed, stating that "any tools that the associations can use like SupplierLink to improve the overall safety in our industries or make the required processes in place more efficient, we are all for it."

Beyond gathering qualifications and safety records, the most important element stakeholders told us was needed was the ability to find and connect qualified contractors and trades to general contractors, buyers, and agencies such as SaskBuilds and SaskEnergy.

SupplierLink will provide an opportunity for construction service providers to gain exposure to a large array of hiring firms and infrastructure owners and be marked as 'favorites' to end up on future bidding lists.

Once connected, buyers will be permitted to see detailed information about a company's qualifications. They will be able to find contractors by searching on things such as Saskatchewan presence, work scopes, skill sets, geographical areas of operation, and many other attributes. The system will even provide workforce demographics, safety certification, proof of insurance, bonding, and a way to demonstrate/catalogue project experience.

It has been exciting to see the results of industry collaboration become a reality. All stakeholders have done an excellent job coming together and solving a problem in a way that satisfies everyone's needs. The system is easy to navigate and will help owners find qualified contractors and make managing documentation simple, while fulfilling mandates of developing the Saskatchewan contractor base.

Stay tuned for more news on the launch of SupplierLink Saskatchewan in the coming months!



DEALING WITH THE HARD STUFF

TECHNIQUES SAFETY LEADERS CAN USE FOR DIFFICULT CONVERSATIONS: PART 1



Nadene Joy

Safe behaviours and safe actions should be part of the everyday routine in construction workplaces. However, people are, well, people. Despite the best intentions and training, unsafe behaviour can still occur even in most safety-focused organizations. As a safety leader, how do you address safety issues with specific individuals? We reached out to coach and consultant Nadene Joy to learn how to have those hard talks in a productive, meaningful way that effect positive change.

Start Talking

“Good communication is key, first and foremost,” says Joy. “It can be hard to bring up a tough subject after an incident, near-incident or unsafe action, but it has to be done. The trick is to create rapport and trust, instead of confrontation.” The manager needs to use active listening techniques and clear speech and look for “why something happened” instead of simply “what happened.” Joy says the first 30 seconds will set the tone of the conversation, which can either create an open dialogue or close the door on anything productive. “Simple things like warm eye contact and using the person’s name can

create instant connection,” says Joy. “You want to create a space for dialogue that is open and honest.” Open-ended questions that ask for the employee’s perspective on the incident can help break the ice. The idea is to gather valuable information instead of a surface understanding of the incident, and the word “how” can help delve into the matter. “Asking questions about ‘how this could have been prevented’ can help open people up instead of putting them on the defensive.”

Be Positive

Joy also recommends relating to the employee through storytelling. “If you can refer to other incidents or anecdotes that are relevant, it can help create the safe feelings that will allow the person to open up,” she says. “Also, don’t forget to focus on the positives.” Be sure to point out how the employee has done good work and accentuate their good habits. Talking about only negative things will keep the conversation closed and unproductive. As well, discuss collaboratively how the issue can be avoided in the future with a coaching, not punishing, frame of mind. “Appreciating the employee’s feedback and approaching the resolution with coaching will make people more receptive to guidance.”

Stay Close

After the incident, it is important to ensure that the issue does not become an ongoing problem. You can hope that it is just one-off incident but don’t assume that one chat is enough. Be sure to note with the employee that you will check to see how they are doing. According to Joy, follow-up should not feel like policing. It should be presented as a caring manager ensuring their employee has the skills and knowledge that they need to do their job safely. If there is an issue, the employee should know they can come forward to discuss it. Keeping the lines of communication open all the time can prevent incidents in the future.

If It Happens Again

In our next issue, we will examine part two, where we discuss what to do when unsafe actions become an ongoing problem.

Nadene Joy is a top advisor, executive leadership strategist and global mindset coach who helps leaders, individuals, employees, business owners and families get unstuck, achieve their goals, live balanced lives personally and professionally and achieve their wildest dreams. She is a Certified CMHA Psychological Health and Safety Advisor, NLP Practitioner, mental health expert, Executive Coach, Speaker, and international bestselling author. She has been featured in top media outlets including USA TODAY, CBC, iheartradio in NYC, Fox, The Globe and Mail, and NBC and is the author of “Uncover Your Purpose: Heal and Share Your Gifts With the World” and “Love is...A Guide to the Power of Love.” She is also the co-author of “Cracking The Rich Code Vol. 4” with Kevin Harrington hit star of the TV Show, SharkTank and business icon, Jim Britt.

The Power of Storytelling

Joy highlights how vital stories can be when addressing safety issues. She notes how people are more likely to react more positively when they know they are not the only person to have experienced something. By conveying stories about similar things that have happened, people are more likely to open up and share what they are feeling. Stories can also provide important proof on how vital safety is, and how avoiding unsafe actions is important for everyone. “If people can learn about real-life incidents that apply to their situation, they are more likely to engage and make changes. Stories are powerful because they are relatable.”

RNF VENTURES LTD: SAFETY RULES ARE THEIR BEST TOOLS



More than twenty years ago, RNF Ventures Ltd. saw the value in becoming Certificate of Recognition (COR®) Certified. The company decided to pursue the certification in 1996, and became certified in February 1997. RNF wanted to reduce work-related injuries and improve their WCB rating, and a program was needed to achieve these goals. They felt they owed it to their employees to make a genuine commitment to safety, and wanted to find a system that would put them on the leading edge. They determined that it was COR® that would take them there.

Everyone at RNF Ventures plays a part in safety. Their shareholders, senior management, project managers, site supervisors and onsite employees all participate in the COR® program. The program covers many safety issues, including developing safe work practices, conducting onsite hazard assessments and having consistent toolbox meetings. And, the staff participation is the key to making the program work, and work well. Today, the COR® program is second nature to everyone in the company.

COR® has helped the company track trends which have identified areas that may need attention within the program. RNF has also found the audits very helpful to see how they are doing, and where they can make improvements. The benefits of COR® have been easy to find since implementation two decades ago. Expectations around safety have increased, and there is no longer a need to enforce safety on job sites. Safe working is the norm within the team and around sites.

The commitment to safety plays a vital part of RNF Ventures’ success. Keith Bird, RNF Ventures’ Internal Operations Manager has much to say about COR® and the vital role it plays in the organization. “We know that the Saskatchewan Construction Safety Association (SCSA) has worked hard to make safety an important part of the criteria for awarding government tenders,” says Bird. “We were awarded a job from the Government of Saskatchewan’s Central Services, despite being the 3rd lowest bid. When Central Services applied their Best Value Procurement Criteria which awards points for COR®, we got the job over the two non-COR® companies with lower bids.” Bird, and RNF Ventures, are pleased to see that buyers of construction services recognize the value of safety and certifications like COR®. “Hats off to the SCSA for the work they have done to make safety a priority,” says Bird.

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EASING OUR WAY BACK TO “NORMAL”

THE LEGAL RESPONSIBILITIES FOR WORKPLACES AS THE COVID-19 PANDEMIC WINDS DOWN



As we head into summer, many jurisdictions across Canada are releasing reopening plans and preparing to return our economy and our lives back to something that feels normal. However, as we ease back into life there are still responsibilities for workplaces to handle when it comes to the pandemic. Jeff Grubb, Q.C., partner at Miller Thomson LLP, has advice on what employers should be prepared for.

Stay Informed

“The first thing to be aware of is the continued need to follow provincial public health orders and provincial regulations,” says Grubb. Employers are obliged to be aware of and follow all regulations as they change—including paid leave for vaccinations, masking, social distancing, capacity limits and more. Overall, employers in Saskatchewan have a duty to provide a safe and healthy workplace, with

an established health and safety program in place that gets input from its occupational health committee. Managers and supervisors must be trained and supported on meeting workplace health and safety requirements, and workers need to have the information and training to do their jobs safely. “As well, organizations must have a workplace illness policy which has been emphasized heavily since the pandemic began,” says Grubb. “The policy must cover

things like sick employees staying home or being sent home from work until cleared for re-entry into the workforce, and employees must use the Government of Saskatchewan COVID-19 self-assessment tool and follow those directions.”

Safe on the Job

Employers should also know what obligations they have around an employee deciding that the workplace is not safe due to COVID-19 and are not comfortable coming to work. “Except in extremely limited circumstances, an employee cannot unilaterally decide not to attend work because they are concerned about COVID-19. Employees need not work in an unsafe environment, but the determination on whether a workplace is safe is dependent on what the employer is doing to maintain workplace safety,” says Grubb. “If the employer is taking the appropriate steps—such as masking, social distancing, plexiglass—then it is unlikely that the workplace would be deemed unsafe, and the employee must show up for work.” Employees that are simply concerned about workplace safety due to personal reasons will not be a satisfactory reason to relieve them from the obligation to show up for work.

As well, Saskatchewan Workers’ Compensation Board (WCB) is prescriptive in what it will cover regarding workplace illness and injury and COVID-19. Employees are only eligible for WCB coverage if they contract COVID-19, are off work, and their employment puts them at greater risk of contracting the virus than the public. “With WCB claims, the employee must be working in an industry or an employment situation at which they are at greater risk than the general public to contract the virus. For example, a nurse would fall into this category,” says Grubb. “If a nurse contracts COVID-19, WCB proceeds on the presumption that it was contracted in the workplace as opposed to some place else.” If an employee is not in a high-risk situation or setting, the WCB will presume that the virus was contracted elsewhere and there is no eligible claim.

Getting the Job

Many questions are being asked by employers and employees currently about the regulations around vaccinations. There is now paid leave for workers to receive

their COVID-19 vaccines in the province. “The Government of Saskatchewan has enacted a special vaccination leave, where employees are entitled to three consecutive hours of leave during work hours to receive a COVID-19 vaccination,” says Grubb. “Under this leave, employees do not lose pay or benefits while receiving their vaccine.”

The next, and most obvious question is, can employers require vaccination, or request proof of vaccination from employees? “Even though employers have an obligation to provide safe workplaces, it is likely not possible legally for most employers to require their employees to be vaccinated,” says Grubb. He points out that certain sectors, such as long-term health care facilities where seniors are being cared for, may be able to compel or require their employees to be vaccinated. However, that is unlikely for many other employers to do so. “If an employer seeks to compel employee vaccination, concerns arise such as whether that may be viewed as constructive dismissal as the employer is imposing a contract term that was not there previously,” says Grubb. “As well, there are human rights and privacy concerns, as well as possible religious, medical or other reasons that are protected under the human rights code.” However, employers can provide incentives to encourage vaccination among employees.

Employers can also alter the duties or work environment of unvaccinated employees to fill their obligations to provide a safe workplace. “In cases where the employee is upfront about their unvaccinated status for whatever reason, employers do have the ability to take extra steps for safety reasons. This could be keeping the employee physically distanced, requiring masks even after the public health order on masks is rescinded, or having the employee work from home where possible,” says Grubb. “Also, accommodation may come into play here if the employee is unvaccinated due to medical or religious reasons. This can then mean the employer has the duty to accommodate.”

However, before any steps are taken by an employer around an unvaccinated employee, guidance should be sought from the provincial OHS branch and possibly legal services on the specific case to ensure the employer is following regulations.

Grubb also notes that employers should avoid the perception that measures they take could be construed as punitive for those staff members that opt not to be vaccinated.

The Grand Reopening

As Saskatchewan enters its reopening plan, employers are advised to follow the guidelines as they are announced by the Government of Saskatchewan. While we have been enduring a pandemic for over a year, the legal system is only now starting to address some of the issues that are arising from COVID-19. First and foremost, returning to the workplace after the public health emergency order is lifted means an immediate change in employment law. “Once the emergency order is over, employers have an obligation to return laid-off employees to work within two weeks of the rescission,” says Grubb. “Otherwise, the layoff is then considered a dismissal and regulations around severance and notice are now applicable.” There are cases now in court in other provinces around COVID-19 related layoffs and dismissals, and employers should stay informed about what pandemic-related layoffs, return-to-work and constructive dismissals can mean for their organizations.

Get Advice

As we navigate our way through the reopening and ending of restrictions, employers and employees have resources available to find answers. Grubb notes that the Government of Saskatchewan website and the provincial Ministry of Labour Relations and Workplace Safety are great resources for regulations that apply to employment, the pandemic, and issues regarding work safety and advice on how to manage regulatory requirements in workplaces. “The Government of Saskatchewan and various law firms have done a great job in keeping the public informed about the pandemic and the law changes that it has brought about. Employers and employees should start there for answers on their COVID-19 work-related questions.”

The How and Why of Safety Culture

PHOTOS PROVIDED BY FLYNN CANADA LTD.



Every day—no matter where you are working—safety should be top of mind. We all want to go home safely from our workplace at the end of day, but are we doing all we can to stay safe on the job? One of the best ways to keep people safe is to create a safety culture in the workplace. According to the Institute for Industrial Safety Culture, safety culture is defined as “a set of ways of doing and thinking that is widely shared by the employees of an organization in the context of managing the most significant risks associated with its activities.” Defining what safety culture means is the important first step.

Next, you must determine what goals you

want to achieve. Do you have to address a high incident rate? Have you had a major incident and need to examine significant issues? Do you have an adequate safety culture and want to improve it? Find out where you are, think about what you want to do, and set measurable, timely goals that will show results.

How to Cultivate a Safety Culture

We caught up with Sean Thompson, Branch Manager at Flynn Canada Ltd., to learn how Flynn developed their safety culture, and what it has meant to the team and the company. “Our safety culture journey started about 14 years ago, when we were at the compliance stage,” says Thompson.

“Back then, and even to this day, safety in construction was about trying to meet regulations and rules. We quickly recognized that if we were going to remain leaders in the construction industry, then we needed to evolve and begin incorporating safety as a culture.” The company needed to move away from placing safety into one role in the company—the safety specialist, a job which was often seen as policing safety as opposed to cultivating it.

Flynn Canada decided to move safety to the top of its priority list, right alongside production and quality. “Instead of keeping safety in a silo, we made the move to embrace it,” says Thompson. “Plus, we

recognized that for safety culture to become part of our workplace, it needed to come from the top—our leadership needed to drive the idea.” The company launched annual safety town hall meetings in every branch, attended by senior leaders, to show that safety was not a box to tick but something to be engaged in and excited about. Flynn Canada also started its safety award program; with one branch every year being recognized with the Don Flynn Safety Award. “The award has definitely motivated some healthy competition among branches.”

Finally, the company embedded safety into every worksite with a program it calls C.A.R.E.—Competence, Awareness, Risk Management, Empowerment. “We created a workplace culture where there are no stupid questions, and where employees are actively encouraged to speak up to managers when they see a potential issue.

Why Cultivate a Safety Culture?

The simple answer is that no one wants to call 911. “A family never deserves to receive terrible news about a loved one while at work,” says Thompson. “Everyone deserves to go home every night to their loved ones.” On top of that, near-misses, damage, incidents, injuries—or worse—are bad for business. “Even minor incidents are bad for productivity. Projects have milestones to meet, and customers expect the work to get done in a timely fashion,” says Thompson. “Safety incidents impact people and the bottom line. When you have a good safety culture, you keep people safe and avoid additional costs in time and money. Good safety means good business.”

Thompson has advice for anyone thinking about how they can improve their workplace’s safety culture. First, it is about consistency rather than intensity. “You can put someone through safety training, but if they never use the training, neither party wins. Use the knowledge. Talk about ideas and keep people accountable.”

Next, make it clear and simple. “Take the guesswork out of your expectations. The most successful messages are the simple ones. Keep it clear and concise and explain why it’s important.”

Finally, lead from the top. “Leaders need to talk and listen. Good communication is a two-way street. People need to feel comfortable to ask questions and make suggestions. They need to feel heard. With Flynn, we live by the idea that leaders eat last. Listening to our people and taking action has created what we have today.”



Assess Your Organization: Demonstrating Management Commitment to Safety*				
Uninformed	Reactive	Compliant	Proactive	Exemplary
Management is rarely on the jobsite, are poor role models, and do not participate in safety audits. When concerns are brought forward, they are not acted on.	Management is only involved when an incident occurs. Employees are often blamed, and rules are only enforced after an incident or due to a poor audit.	Management conforms to government regulations and participates in safety audits.	Management initiates and actively conducts audits. Regular site visits occur, and management recognize employees for working safely. Safety plans are reviewed regularly, and resources are available for safety programs.	Management integrates safety into all aspects of work. There is continuous improvement, external audits and management is held accountable for safety in performance evaluations.

DON'T FALL SHORT ON SAFETY

NEW FALL PROTECTION & PREVENTION TRAINING COURSE AVAILABLE NOW



THE SCSA'S NEW FALL PROTECTION & PREVENTION COURSE COVERS:

- Saskatchewan OHS fall protection regulations
- Using different fall protection systems,
- Creating a written fall protection plan,
- Inspecting lanyard and harness,
- Using a fall arrest harness
- Effective ladder safety



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LEARN MORE AT [SCSAONLINE.CA](https://scaonline.ca)



DON'T FALL SHORT ON SAFETY

The Saskatchewan Construction Safety Association (SCSA) has announced the update of its Fall Protection & Prevention Training Course. Falling from heights accounts for hundreds of injuries in the construction industry, many of which are preventable. This new Fall Protection & Prevention Training course is expected to help reduce injuries in the construction industry.

"The SCSA has been offering training and advice to the construction industry in Saskatchewan for over 25 years and we advise our member on the importance of having effective safety programs to continually improve their company's safety management systems," says Thomas Archer, Vice-President of Operations of the SCSA. "We want to model that behavior by updating our Fall Protection & Prevention Training," Archer continues. The new course is designed to reflect the current need for instructor-led training that can be

held either online or in-person. "This class incorporates online instructor-led training and practical assignments that meet the needs of many industries," says Archer. "Our members will receive training that meets provincial legislation and references CSA-standards. Overall, the workforce will benefit from more transferable training".

The new Fall Protection & Prevention Training course will continue to discuss Saskatchewan OHS Regulations regarding fall protection systems and equipment, identification and uses of different fall protection systems, creation of a written fall protection plan, inspection of a lanyard and harness, donning a fall arrest harness and effective ladder safety. SCSA's Fall Protection & Prevention Training is an optional course for the National Construction Safety Officer (NCSO®) program and meets the needs for job-specific training for the Certificate of Recognition (COR®) or Small Employer of Recognition (SECOR®) programs.

"One of the SCSA's corporate values is that Safety is top-of-mind in everything we do," says Archer. "We were inspired by a need to evolve our course and industries' desire to collaborate, so we introduced our new Fall Protection & Prevention Training course. Cross-industry collaboration is innovative in the safety training industry, and I'd like to thank our partner associations for their vision and excellent contributions in developing and delivering this training."

The new course is recognized by the SCSA as well as HCSAS, MSA, SASM, Service Hospitality and SASWH and will require recertification every three years.

SCSA members can register for Fall Protection & Prevention Training by visiting scaonline.ca. Workers from other industries are advised to contact their safety association to register or find out more about the training.



Training available online or in-person

THE FUTURE IS NOW

SAFETY TECHNOLOGY IS CHANGING THE GAME



Industries of all kinds are working in a time of major disruption due to technology, and the construction industry is no exception. Technological innovation is making great strides in how safety is managed using data, sensors and virtual reality (among many technologies). Many of these innovations are being developed in Saskatchewan, or close by. One technology leads into

another—creating a chain of data that is changing how construction handles safety for the better.

Crunch the Numbers

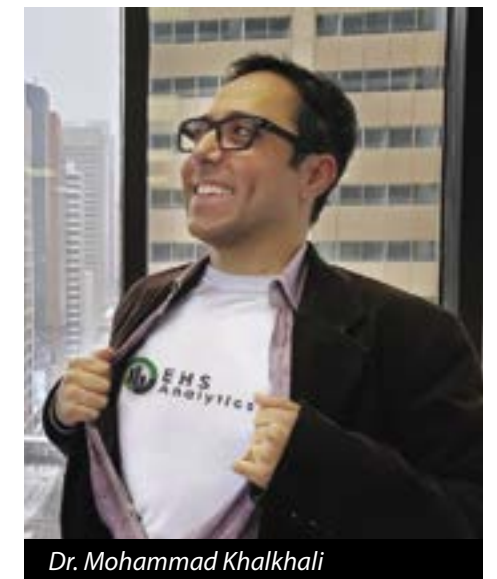
Today, companies collect reams of data daily on everything from safety performance to productivity. Enter EHS Analytics, a Calgary-based firm that takes company data from across the industry and analyzes

it to identify issues, set benchmarks, and find areas for improvement in safety performance at the company and industry level. Dr. Mohammad Khalkhali is the company's data science and analytics team lead and his passion is data and the stories it can tell. EHS Analytics got its start five years ago, looking to gather safety data to create and support data-driven decision-making.

being embraced by construction. Data is being shared, analyzed and presented to companies and organizations (and the form doesn't matter—spreadsheets and PDFs are happily accepted—as well as data from cutting-edge tech like wearables) to make process and performance improvements. "By using data from as many sources as possible, we can learn how companies compare, what industry is doing well, and what needs work. Plus, no proprietary data is shared. Everything is aggregated to set benchmarks and key performance indicators, but company information is only ever shared back to the company," says Khalkhali. EHS Analytics offers what companies need to know to make good decisions based on real information, that can prevent workplace injury and in turn, improve productivity and reduce costs. "Data analysis like ours benefits everyone. The work we're doing seemed like science fiction three years ago, and it's real today," says Khalkhali.

Sixth Sense

Wearable technology is another part of the disruption that technology is delivering to safety. Wearables also create reams of data, which coupled with the aforementioned reams of other data collected on construction sites, can be analyzed to determine trends, find issues, and help leadership make changes based on hard facts. Christian Browne is an advisory director at Humo, a Saskatchewan-based Internet of Things (IoT) tech startup with a vision to change how injury prevention is managed in the workplace. The company has developed wearable technology—a sensor device—that tracks worker movements at work. "Our device collects data on the movements people make, with a particular eye on looking for unsafe movement," says Browne. The wearable sensor not only monitors, but also emits a light vibration when an identified high-risk movement occurs. This vibration is designed to alert the worker and provides a on-the-spot reminder to be safe. "The Humo sensor also collects data that is analyzed for potential issues so that workplaces can identify where training or process changes are needed to improve worker safety," says Browne. "Our goal is ultimately prevention. If companies can prevent incidents and injuries, not only



Dr. Mohammad Khalkhali



Christian Browne



Mike MacNaughton

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are people safe and protected, but the bottom line is also dramatically improved." He points to just one statistic that makes the point. A back injury on the job has approximately \$80,000 in direct costs with worker's compensation, and that doesn't include indirect costs such as retraining, loss of income, and workplace down time. "If we can prevent most back injuries through sensor technology, that offers a significant cost savings," says Browne. "The prevention comes from a sensor indicating to workers when a high-risk movement occurs for immediate coaching, as well as the data that can be analyzed for trends." The technology also allows organizations to collect far more information and do more coaching than is possible with current practices like classroom training and verbal reminders. Humo is currently in the pilot project stage and is planning for a larger rollout within two years.

Deep Fake

Data analytics is showing organizations where improvements can be made, wearables are offering immediate change on worksites (among other benefits), and

now virtual and augmented reality (VR/AR) is taking that information to train workers to avoid and prevent workplace safety incidents before they even enter a worksite. Mike MacNaughton is a partner at Regina's White Rabbit VR, a division of Twisted Pair Productions, a local company on the forefront of VR/AR learning technology. "VR/AR learning allows students to experience 'dangerous' workplace scenarios but never be in actual danger," says MacNaughton. "Students can learn about confined spaces for example, with a VR headset showing what they would see in a confined space. They can do all the movements and experience what could happen, and never be physically hurt." The benefits of the training are massive. Beyond the safety of the process, VR/AR training has better retention due to learning 'by doing,' and the ability to repeat learning in a more cost-effective manner until the student is comfortable with the material. "VR/AR learning is portable and easily set up on a worksite. Self-contained VR headsets can go anywhere unlike formal classroom training," says MacNaughton. "Plus, today's younger

workers are more comfortable with the technology because of video gaming. So many young people use similar technology every day, the learning curve is nil. They are eager to embrace it." VR/AR learning also ties back to overall safety programs, providing a new and better way to deal with identified safety issues. Data analysis and wearables can inform training as required, and VR/AR can be designed to get workers trained in the best, most efficient way possible—and again with significant benefits for people and costs.

Brave New World

Now is the time to embrace what technology is offering to construction safety. Organizations have the data on hand to be analyzed. Wearables can add another level of real-time data to augment what already exists. Both technologies take the information and show companies where changes can be made for the better. Add on VR/AR training to help make those improvements, and companies have a cutting-edge recipe to get and stay ahead when it comes to safety.

Regional Safety Committees

The Regional Safety Committees are responsible for promoting safety in the construction industry and advancing the objectives of the SCSA at a regional level. They are active in identifying regional and trade-specific health and safety training needs, as well as developing solutions to safety problems in the construction industry, particularly at a local level. The committees are comprised of representatives from construction and trade associations along with worker members to provide a communication link between member employers and the SCSA's Board of Directors.

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About the SCSA

The Saskatchewan Construction Safety Association (SCSA) is an industry-funded, membership-based, non-profit organization that provides cost-effective, accessible safety training and advice to employers and employees in the construction industry throughout the province to reduce the human and financial losses associated with injuries. Registered March 22, 1995 the SCSA is, and has been since inception, committed to injury prevention. Serving almost 10,000 member companies, with business offices in both Regina and Saskatoon, the major business units of the association are Advisory Services, Business Development, Corporate Services, Program Services and Training. The mission of the SCSA is Constructing Safety Leadership and the vision is to create the Safest Construction Environment in Canada.

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