



Leading Workplace Change

March 2010

Presented by



Canadian Centre for Occupational Health and Safety

Hamilton, Ontario

Forum III Summary Report

*Gatineau, QC
March 8-9, 2010*

President's Message

I would like to thank everyone for helping to make our third Forum, "Leading Workplace Change" a resounding success.

With this event we set out to provide a platform for meaningful dialogue, and the exchange of ideas and creative strategizing that would include leading experts and the voices of Canadian workers, employers, and governments. We had a practical goal - to raise awareness of the issues that contribute to the health, and safety and well being of workers - and to generate practical results that could help prevent workplace injury and illness in our country.

I believe we have achieved that goal. I am proud to say that every province and territory was represented at this event. The past two days have been intense, informative, enlightening and thought provoking. We have heard from expert speakers, participated in lively group discussions, voiced our opinions and exchanged ideas - all to help create recommendations that we hope will help bring us closer to the goal of ending workplace illness and injury.

I hope your experience has been a positive and rewarding one. I commend all of our speakers who delivered excellent, insightful presentations and shared their expertise and perspectives.

As we all know, an event of this magnitude requires an extraordinary effort from all involved. I want to extend my appreciation to the CCOHS staff for their outstanding efforts in planning and preparing this symposium. Thank you also to the Council members - not only for your vision and support of this event - but also for your participation. Lastly I would like to express my gratitude to our sponsors and innovation showcase participants - your support has been essential to making this event possible and added an important dimension to this meeting.

We gathered here at this Forum -- to exchange ideas, share knowledge and experience, and hopefully stimulate creative solutions to help ensure people can be safe and healthy at work. And it is my hope that that the dialogue that was started at this Forum will continue.

Before we close, I have a few reminders for you. The slides and handouts from the Forum presentations will be available online to you for the next 30 days. You will need the password that we emailed to you earlier. We would also appreciate your feedback on this event; so please take a few minutes to complete the survey form, or if you would prefer to complete it online, we will be emailing you a link to the electronic version.

Thank you again - and with that I will bid you farewell and safe travels - until next time.

S. Len Hong
President and Chief Executive Officer
Canadian Centre for Occupational Health and Safety

Background

The Canadian Centre for Occupational Health and Safety (CCOHS) hosted a tripartite, national event to discuss the role leadership and responsibility play in improving and building safer and healthier workplaces. Forum III took place March 8 and 9, 2010, in Gatineau, Quebec, Canada.

With *Leading Workplace Change* as the theme, this two-day event brought representatives from Canadian, provincial and territorial governments, employers and labour organizations together with subject experts to share their knowledge, perspectives and collective experience around effective leadership and its impact on workplace health and safety.

CCOHS staff, together with guidance from the CCOHS Council of Governors, consulted with key stakeholders in an effort to identify a topic in the workplace health and safety arena that required comprehensive discussion and generation of ideas. The issues surrounding the role of personal leadership and responsibility, resonated throughout this process, and became the theme of Forum III.

Forum III provided a unique opportunity for participants to explore and better understand how leadership can positively impact the health and safety needs of Canadian workplaces.

Delegates took part in interactive, informative workshops in addition to attending plenary sessions by leading Canadian experts.

Forum III marked CCOHS' third national forum to stimulate discussion and creative solutions to help ensure Canadians are safe and healthy at work.

Program

Forum III was organized into four sessions, focusing on the theme *Leading Workplace Change*. Corresponding workshops were held each day to allow delegates the opportunity to discuss known and emerging issues arising from each component, and to identify possible solutions and strategies to improve workplace concerns. Delegates chose the workshop topics that they were most interested in.

Leading at the Speed of Change

Leading is easy when things are smooth. It's when the going gets tough that our leadership is truly tested – and most needed. How we respond – as Leaders, Followers, or Wallowers – determines our personal effectiveness and organizational culture. Strong leaders navigate toward high performing teams and organizations by balancing the discipline of systems, processes, and technical skills on a foundation of effective people leadership.

Presenter: Jim Clemmer, The Clemmer Group

1. Leadership Within the System

The Canadian OH&S system is based on the principle of the Internal Responsibility System (IRS). This approach has been fairly successful over the past 30 years in reducing rates of injury and disease. It is also recognized that leadership and management commitment are necessary to accomplish significant impact in OH&S.

Presenter: Dr. Julian Barling, Professor, Queen's School of Business, Queen's University.

Leadership & Responsibility - lead by keynote speaker, Jim Clemmer, workshop highlights

Positive leadership strategies surfaced as the top issues of discussion in this workshop. Some recommendations that were highlighted included:

- The following steps must be taken to change workplace culture:
 - *Mission, vision and values awareness*
 - Management should assess how aware are employees of the organizations vision and what are the perceived meanings.
 - What steps are needed in order to promote the corporate message and ensure the company is living it?
 - *Supervisors and managers leadership behaviours*
 - This is where the courageous conversation comes into play. Is the organization enabling the problem or part of the problem?
 - *Management processes*
 - Managers should ask themselves how decisions are made in the organization. Is everyone involved in the decision making process or does it come down from the top? How are these decisions communicated (in a positive or negative way)?
 - Are there processes in place to support the positive leadership systems and as such a positive culture?
 - *Front line staff leadership*
 - Leadership is an action not a position. Identify what is being done to promote those actions within your organization.
 - Examples established by management should encourage behaviours that support the organizations values and should be behaviours that staff can emulate. For example, negative behaviour from management can result in negative behaviour from staff.
 - Develop frontline leaders by:
 - Building shared leadership throughout entire organization.
 - Help staff at all levels deal with change, uncertainty, and turbulence.
 - Strengthen buy-in and personal commitment to organizational change and improvement efforts.
 - Provide practical approaches to improve morale, increase engagement, and boost energy.
 - Foster personal growth and development.
 - Reinforce organizational values and culture to encourage positivity, team work and a "can-do" spirit.
 - Supplement learning and development programs.
 - *Continuous improvement and activities*
 - Identify how the organization plans, refreshes and invigorates staff.
 - What do customers and clients say about the company and the workplace/work you do or service you provide? Identify these issues to help build, grow and foster development.
 - *How do we help our colleagues/team in leading mode and not wallow?*
 - Managers should act as a champion of the issue and lead by example.
 - Drawing employees in by seeking their ideas and ensuring everyone is involved in drawing out ideas that will involve/help the company, workplace or organization move forward.

- Initiate positive approaches and prevent scape-goating or blaming.
- Build on the strengths of employees that are already there, rather than looking at the weaknesses and focusing on the negative issues.

2. Implementing Successful Participatory Ergonomic Programs: Opportunities and Challenges

Participatory ergonomic (PE) programs which include the collaboration of workplace parties such as management, health and safety representatives, unions, supervisors and researchers in the research efforts are an increasingly important part of health and safety in many workplaces. These programs provide a valuable opportunity for workplace parties to collaborate on reducing work-related musculoskeletal disorders.

Presenter: Dr. Nancy Theberge, Professor, Departments of Kinesiology and Sociology, University of Waterloo. Case Studies presented by: Wyatt Clark, CAW National Ergonomic coordinator, Chrysler Canada and Dan Dubblestyne, Health, Safety and Environment Director, The Woodbridge Group.

Participatory Ergonomics - Workshop Highlights

Recommendations emerged from a focus on answering three questions:

- *Are there barriers to participatory ergonomics – and how can we overcome these?*
 - A lack of knowledge amongst management and staff, too many band-aid solutions used too often and a lack of connection between policies.
 - Workers may not receive a proper ergonomic assessment based on many factors such as money, lack of reporting of RSI's and a lack of information to get a proper assessment.
- *If a participatory ergonomics approach would benefit your workplace, how can you begin to initiate these?*
 - More resources are needed to educate all workplace participants. Resources are necessary to help provide awareness of the issue.
 - Need to provide more internal resources to staff such as FAQ documents on how to conduct minor adjustments to their workstations and who to call for help.
 - Creation of a monitoring process that would include continuous improvement mechanisms.
 - A phased implementation approach could be used to ensure a smooth transition.
 - Usefulness of a regulatory framework that would drive people to action in some workplaces.
- *How can we get participation and what tools are out there to help?*
 - Two important pillars were identified to assist in getting participation: senior management need to be on board and those involved should have relevant credentials to train.
 - Tools currently available or ones that should be implemented include:
 - Train the trainer programs.
 - Ergonomic coaches by colleagues and broader teams (need senior management support to do this for allotting time, priorities and also for purchasing needs and policy implementation).
 - Health and safety committee involvement by establishing models to mobilize the workplace around the issue and then keep these committees focused on moving the agenda forward.
 - Consistency is key, must be proactive in promoting policies.
 - Overall, training is essential for everyone in the organization.

3. Towards a National Prevention Strategy for Workplace Violence in Canada

Workplace violence, although not epidemic, can no longer be ignored within the Canadian workplace – particularly in service industries such as retail, health care, and education. Increasingly, employers and unions are voicing their concern over an escalating trend in workplace aggression and other forms of conduct that can jeopardize workplace health and safety. Legislators and the courts are now turning their attention to this troubling and complex issue as signalled by the introduction of regulations at the federal level and enhancements made to provincial occupational health and safety legislation throughout Canada.

Presenters: Glenn French, President, Canadian Initiative on Workplace Violence and Anthony Pizzino, National Director of Research, Job Evaluation and Health and Safety, Canadian Union of Public Employees (CUPE).

Workplace Violence Prevention - Workshop Highlights

Recommendations emerged from a focus on answering four questions:

- *Definitions of workplace violence vary from jurisdiction to jurisdiction. Has the creation of these definitions changed your understanding of violence? Are there aspects which belong - or do not belong - in a (Canadian) definition?*
 - There are many different definitions within each jurisdiction. Although this is not problematic, ideally it would be helpful to have a harmonized definition used by all.
- *What is the role of employer, manager/supervisor and employee for workplace violence prevention? How can you take leadership towards violence prevention?*
 - Leadership can be taken towards violence prevention, as long as policies are developed that are clearly understood and well communicated. Policies should also have a strong enforcement component to them.
- *List the 5 most important things that should be done to prevent workplace violence – by government, employers, employees or others.*
 - Education and training is essential for everyone from senior management to employees on the front lines.
 - Health and Safety Organizations (HSO's) need to be well versed on how workplace policies are created and implemented by employers. This would provide them, and government regulators, a better understanding of the issues faced in workplaces and in turn will allow them (HSO`s) to provide better support to employers and workers.
 - Policies need to be enforceable.
 - Investigations must be conducted promptly.
 - Violence prevention needs to be a part of the workplace culture and enforced.
- *What do workplaces need in terms of tools, techniques, etc. to work towards violence prevention?*
 - Ensure that there are concrete actions and employees feel comfortable in the reporting process.
 - It is important for workers to feel comfortable reporting an incident, it will stay confidential and their message will not be diluted through the system.

4. Four Generations – Four Approaches to Work: Enhancing Training & Coaching for All

Organizations today face the challenge of creating high-performing environments that produce results, while maintaining a safe and healthy work environment for all employees. Today's workplace is comprised of four generations - Traditionalist, Baby Boomer, Gen X and Gen Y. Each of these cohorts possesses unique identities that translate into different behaviours in the workplace. It is important for leaders and colleagues alike to be able to tap into the values and expectations of each generation in order to increase levels of engagement, team performance and health and safety.

Presenter: Giselle Kovary, Managing Partner and Co-Founder, n-gen People Performance Inc.

Training and Knowledge Transfer - Workshop Highlights

Recommendations emerged from a focus on answering four questions:

- *Is generational diversity impacting your training programs? In what ways?*
 - Opinions about this were mixed amongst the delegates. Many felt that yes, generation gaps are impacting training programs, and used the example of the acceptance and embracing of e-learning by younger generations.
 - Others felt that generational diversity does not impact training programs.
- *What strategies is your workplace using for training and transfer knowledge to engage both younger and older workers? Are you implementing new methods and approaches?*
 - Delegates felt that it is increasingly more important to give the "why" to younger generations when giving them a task or project to complete.
 - It was suggested that before starting a new task, basic information about the project should be given to motivate younger generations.
 - To recognize their need to be heard, let Gen X's and Y's lead the training sessions for younger generation employees.
 - In terms of knowledge transfer, it is important to use the Baby Boomers before they depart so they can transfer their knowledge to younger generations before they retire.
- *Based on what you have heard, identify some key approaches that you believe will be successful for your workplace in the future.*
 - To engage younger generations, use social media tools such as Twitter, Facebook and blogs to communicate information.
 - Training needs to be task and skills oriented. This would help employees understand what they're being trained on.
 - Provide online information on the training prior to each session so employees can be well prepared.
 - When conducting a needs assessment for a training program, consideration must be given to the audience. It's not only generation that we need to consider but also cultural and language differences.
 - Younger generations expect training in order to acquire the skills needed to advance their careers.

Appendix

Forum III Participants

Canadian and International researchers, policy-makers, compensation specialists and other experts shared their knowledge of emerging issues impacting today's evolving workplaces.

Breakdown by Caucus

Government	100	53.4%
Labour	54	28.8%
Employer	33	17.6%
	187	100%

Representation by Province

AB	6	3.2%
BC	15	8%
MB	2	1%
NB	3	1.6%
NL	2	1%
NS	7	3.7%
NWT	2	1%
ON	89	47.5%
PE	1	0.5%
QC	55	29.4%
SK	3	1.6%
YT	1	1%
NU	1	1%
	187	100%

Forum III Presenters

Jim Clemmer

For nearly 30 years Jim Clemmer's practical leadership approaches have been inspiring action and achieving results with hundreds of thousands of people worldwide. Jim has six international best-selling books to his credit, and has recently completed his seventh, *Growing @ the Speed of Change*. He co-founded and led The Achieve Group to become Canada's largest training and consulting company. As an improvement leader, Jim has delivered over two thousand customized keynote presentations, workshops, and retreats – using practical and proven approaches, illustrated with many examples and supported by solid research.

Dr. Julian Barling

Dr. Julian Barling is a Professor of Organizational Behavior and Psychology in the Queen's School of Business, and Associate Dean with responsibility for the Ph.D, M.Sc and Research programs in the School of Business. Dr. Barling is the author of several books, including *The Psychology of Workplace Safety*, as well as 150 research articles and book chapters. He is co-editor of the *Handbook of Workplace Violence* and senior editor of both the *Handbook of Work Stress* and the *Handbook of Organizational Behavior*. He is currently involved in research on the topics of leadership, work stress and workplace aggression. Dr. Barling received his Ph.D in 1979 from the University of the Witwatersrand, in Johannesburg, South Africa.

Dr. Nancy Theberge

Dr. Nancy Theberge is a sociologist appointed to the Kinesiology and Sociology Departments at the University of Waterloo. She is a member of the Centre of Research Expertise for the Prevention of Musculoskeletal Disorders and an Adjunct Scientist at the Institute for Work and Health. At the University of Waterloo she teaches courses in work and health and social aspects of injuries in sport and work. Dr. Theberge has conducted extensive research on participatory ergonomics (PE) and the successful implementation of PE programs. She has a related research program on the professional practices of ergonomists and human factors engineers. She has a record of continuing research support from granting councils and government agencies and has published widely in journals in the fields of ergonomics, work, health and sociology. Dr. Theberge has a PhD in sociology from the University of Massachusetts at Amherst.

Glenn French

Glenn French is the President of the Canadian Initiative on Workplace Violence. Within the mental health field, Mr. French has held many senior administrative and clinical positions within both the private and public sectors. He has been retained by many of Canada's leading organizations interested in the wellbeing of their employees and is a sought after speaker by both labour and management groups in both Canada and the United States. Mr. French and the Canadian Initiative have also been showcased in many national print and electronic news media. 2008, he was invited to address the 9th Global Conference on Occupational Health and Safety held in Merida, Mexico where he tabled his paper «Towards a Global Standard for Workplace Conduct».

Anthony Pizzino

Anthony Pizzino is the National Director of Research, Job Evaluation and Health and Safety for Canada's largest union, the 590,000 member Canadian Union of Public Employees (CUPE). For the past nineteen years, he has provided advice to members,

researched and written extensively on a wide range of workplace issues and hazards affecting workers. Anthony represents organized labour on a number of health and safety regulatory and standard setting committees. He is a labour member of the federal Human Resources and Skills Development Department's (HRSDC) OSH Regulatory Review Committee, an executive member of the Canadian Standards Association (CSA) Steering Committee on Occupational Health and Safety, a Director of the Occupational Health Clinics for Ontario Workers and a former Governor in Council for CCOHS. He represents CUPE and the Canadian Labour Congress on standards development working groups and federal government committees developing occupational health and safety regulations under the federal Canada Labour Code (Part II).

Giselle Kovary

As a managing partner and co-founder of n-gen People Performance Inc., Giselle Kovary works with clients to create and implement products and services that improve organizational and people performance, by layering on a generational perspective to all people practices. Giselle's generational expertise has been leveraged by industry leaders in both the private and public sector since 2003. She is a sought after resource to senior leaders, HR teams, and management groups that recognize the need to improve organizational engagement. She is regularly quoted in newspapers and trade magazines, and has presented to international audiences. Giselle has a Master's degree in communication studies from the University of Windsor and is co-author of the book *Loyalty Unplugged: How to Get, Keep & Grow All Four Generations*.

Forum III Panelists

Frank Saunders

Frank is the Vice President of Nuclear Oversight and Regulatory Affairs with Bruce Power and since 2001 has held senior positions in a variety of areas including safety, environment, security, regulatory relations and oversight. Frank has over 25 years experience in the nuclear industry, and began his career with Ontario Hydro where he held a variety of management positions in engineering, operations, quality assurance, safety, and inspection. Subsequently, as Director of Nuclear Operations and Facilities at McMaster University, he oversaw operations at McMaster's Nuclear Reactor, Accelerator Facility, Nuclear Research Building Laboratories and support facilities.

Cathy Walker

Cathy Walker is the former National Health and Safety Director of the CAW (Canadian Auto Workers Union), which is the largest private sector union in Canada with 260,000 members. She was appointed to the position in 1992 and retired in 2006. Cathy has been a national union representative responsible for health, safety and environment since 1975. She was a member of the Council of Governors of the Canadian Centre for Occupational Health and Safety for six years, and was the recipient of the International Award from the Occupational Health Section of the American Public Health Association and the Rachel Carson Award from the Environment Section of the American Industrial Hygiene Association.

Forum III Case Study Facilitators

Wyatt Clark

Wyatt Clark is the CAW National Ergonomic Coordinator / Chrysler Canada, where he is responsible for overseeing all Canadian Autoworker Union's ergonomic efforts at DaimlerChrysler manufacturing and warehousing facilities across Canada. As co-chair of

the Chrysler National Joint Ergonomic Committee, his day to day focus is on future product and process. In addition, Mr. Clark acts as a resource to the CAW National H&S Department in non-auto sectors of the union, serves as a speaker and trainer at the CAW education facility in Port Elgin and sits on the CAW/Chrysler master bargaining committee. Wyatt received his Honors B.H.K. from the University of Windsor and has worked in the auto industry for over 25 years.

Dan Dubblestyne

Dan Dubblestyne is the Health, Safety and Environment Director at The Woodbridge Group, a Canadian-owned manufacturer of polyurethane foam products used in automotive seating, furniture, and other engineered product applications. The company has nearly 60 manufacturing locations spread across 20 countries. A health, safety and environment professional with over 25 years of experience, Dan has significantly contributed to the development, implementation, and maintenance of a comprehensive health, safety and environmental management system at The Woodbridge Group that has facilitated year-over-year reduction of the Corporation's Incident Rate to its current world-class performance levels.

Forum III Advisory Committee

The Forum III Advisory Committee consisted of the following representatives from the CCOHS Council of Governors:

- **Stuart MacLean** – Nova Scotia WCB
- **Jean Dalton** - Canadian Manufacturers and Exporters
- **Matthew Firth** - Canadian Union of Public Employees (CUPE)

Other Members of the Committee, representing CCOHS:

- **Eleanor Westwood**, Communications Manager
- **Lorraine Davison**, Manager, Chemical Services
- **Bob Whiting**, Senior Project Manager
- **Renzo Bertolini**, Manager, Inquiries and Client Services
- **Jan Chappel**, Senior Technical Specialist, OH&S

CCOHS Council of Governors

Chair

- Scott Streiner, Government of Canada

Labour

- Marie Clarke Walker, Canadian Labour Congress
- Matthew Firth, Canadian Union of Public Employees (CUPE)
- Nancy Hutchison, United Steelworkers of America
- Mona Sykes, BC Government & Services Employees' Union / CLC

Employer

- Jean Dalton, Canadian Manufacturers and Exporters
- Gordon Lloyd, Canadian Chemical Producers' Association
- Harry Phillips, Federally Regulated Employers – Transportation and Communications (FETCO)

- Normand Côté, Canadian Bankers Association

Provincial & Territorial

- Don Hurst, Manitoba Labour & Immigration
- Kimberly Dunphy, Newfoundland and Labrador Government Services
- Douglas Stanley, New Brunswick WHSCC
- Stuart MacLean, Nova Scotia WCB
- Sylvester Wong, NWT & NU Workers' Safety and Compensation Commission
- Diana Miles, Worksafe BC
- Glennis Bihun, Government of Saskatchewan



Survey Results Forum III: Leading Workplace Change

Prepared by: The Canadian Centre for Occupational Health and Safety (CCOHS)

Date: January 7, 2011

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Forum III: Leading Workplace Change*. The results analysis includes answers from all respondents who took the survey in the 50 day period from Thursday, October 28, 2010 to Friday, December 17, 2010. 61 completed responses were received to the survey during this time.

Forum III delegates participated in discussions in each of these four primary subject areas: Leadership, Participatory Ergonomics, Workplace Violence, and Generational Diversity. We invited Canadians to continue these discussions by completing this survey. The top findings that emerged were:

- ❑ The most important factor in improving health and safety in the workplace is management buy-in and personal commitment to organizational change and improvement.
- ❑ The belief that recognition of the fact that training is essential for everyone in the organization is important in implementing participatory ergonomics.
- ❑ The most effective strategy that an organization can undertake to reduce and/or prevent workplace violence is policy enforcement.
- ❑ Providing the 'why' when assigning a task or project to complete is most useful when facilitating training and knowledge transfer between younger and older employees.

Survey Results & Analysis

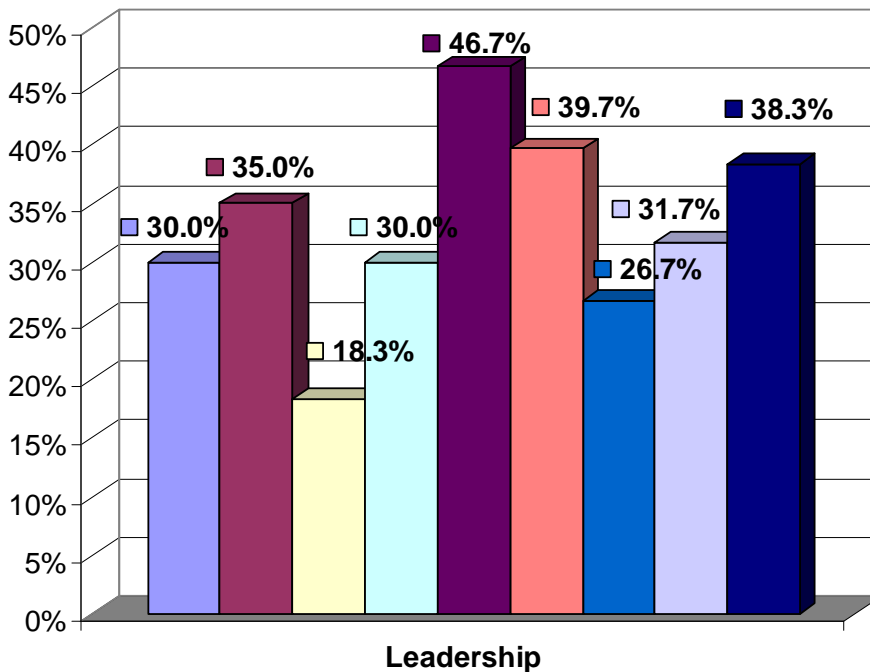
1. Leadership

Leadership, both personal and organizational, can influence health and safety outcomes. Please rate the importance of the following in improving health and safety in your workplace, with 1 being the most important and 9 being the least important.

The top three leadership factors rated as most important in influencing health and safety outcomes are:

1. There is management buy-in and personal commitment to organizational change and improvement.
2. Positive approaches are strengthened to eliminate scape-goating or blame.
3. Ideas and participation from all employees are encouraged.

Ranked 1 - Being Most Important



- Everyone is involved in the decision making process - it doesn't come from the top down
- Processes are in place to support positive leadership systems and a positive culture
- There is shared leadership throughout the entire organization
- There is assistance to help staff at all levels deal with change, uncertainty and turbulence
- There is management buy-in and personal commitment to organizational change and improvement
- Positive approaches are strengthened to eliminate scape-goating or blame
- Employees are provided with practical approaches to improve morale and increase engagement
- Learning and development programs are fostered
- Ideas and participation from all employees are encouraged

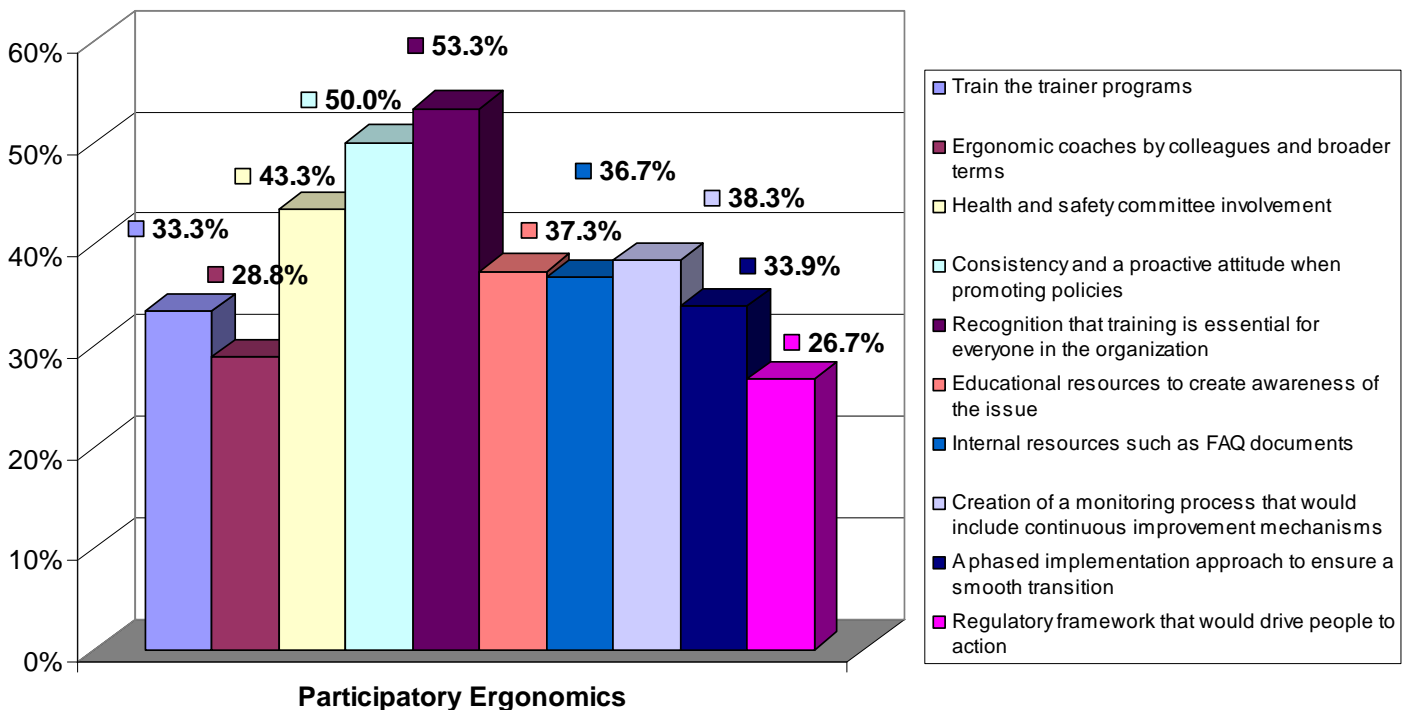
2. Participatory Ergonomics

Which tools do you believe would help your organization implement participatory ergonomics?
Please rate the following, with 1 being the most helpful and 10 being the least helpful.

The top three approaches rated as most helpful to assisting your organization implement participatory ergonomics are:

1. Recognition that training is essential for everyone in the organization.
2. Consistency and a proactive attitude when promoting policies.
3. Health and safety committee involvement by establishing models to mobilize the workplace around the issue and then keep these committees focused on moving the agenda forward.

Ranked 1 - Being Most Helpful



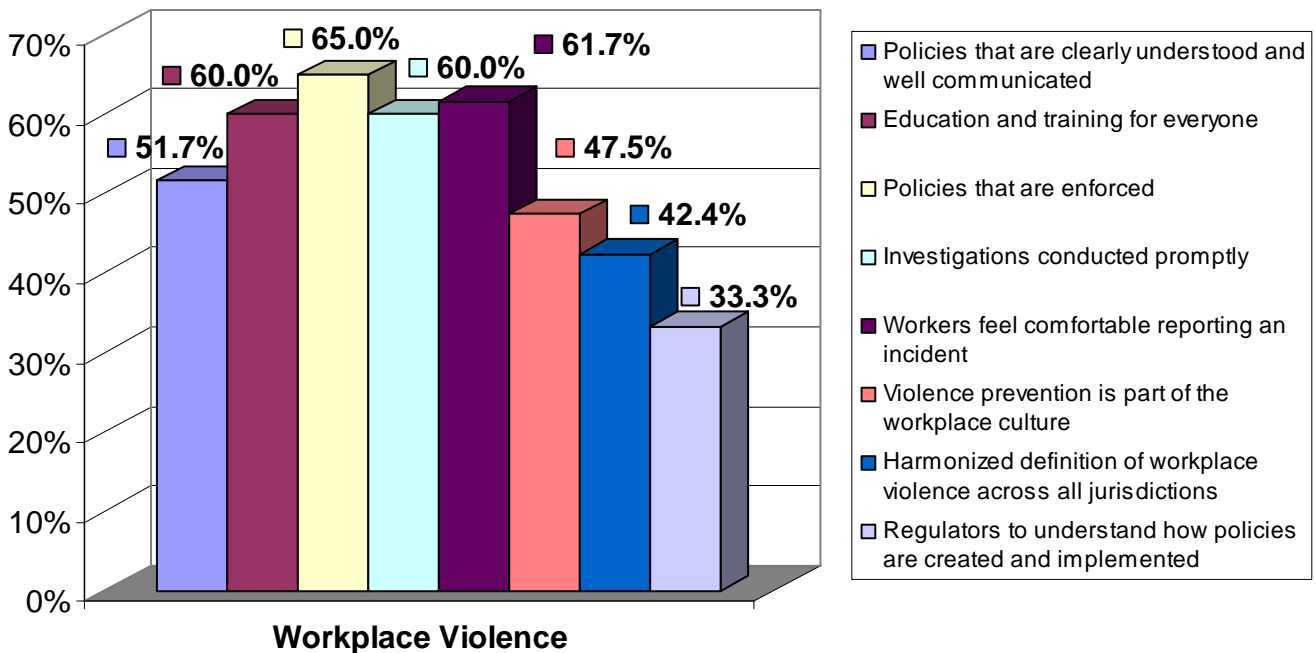
3. Workplace Violence

Please rate in order of effectiveness, the following strategies to reduce and/or prevent workplace violence, with 1 being the most effective and 8 being the least effective.

The top three strategies rated as being most effective in reducing and/or preventing workplace violence are:

1. Policies that are enforced.
2. Workers feel comfortable reporting an incident.
3. Education and training for everyone from senior management to frontline employees.

Ranked 1 - Being Most Effective



4. Generational Diversity

Please rate in order of usefulness, the following strategies to facilitate training and knowledge transfer between younger and older workers, with 1 being the most useful, and 6 being the least useful.

The top three strategies rated as most useful in facilitating training and knowledge transfer between younger and older workers are:

1. Provide the 'why' when assigning them a task or project to complete.
2. Make training needs be task and skills oriented to assist in the employees understanding of what they are being training on.
3. Conduct a needs assessment for a training program and consider the audience when determining 'how' to train.

Ranked 1 - Being Most Useful

