



This newsletter is to inform you of recent changes and trends regarding health and safety. The Turning Point is a monthly newsletter covering topics from various industries and sectors. The Turning Point will respond to your inquiries and inform you of current services and updates regarding Raising the Standard Consulting Inc.

## Back 2 School Safety Tips for Drivers

Millions of students are to school this month, and tens of thousands of school buses are back on the roads. It's crucial that all motorists understand how to safely share the roads with school buses, pedestrians, and bicyclists.

### Sharing the road safely with school buses

School buses are one of the safest forms of transportation on the road today. In fact, according to the National Highway Traffic Safety Administration, riding a bus to school is 13 times safer than riding in a passenger vehicle and 10 times safer than walking to school. The reality of school bus safety is that more children are hurt outside the bus than inside as passengers. Most of the children who lose their lives in bus-related crashes are pedestrians, 4 to 7 years old, who are hit by the bus or by motorists illegally passing a stopped school bus. For this reason, it is necessary to know the proper laws and procedures for sharing the road safely with school buses:

- It is illegal to pass a school bus that is stopped to load or unload children.
- School buses use yellow flashing lights to alert motorists that they are preparing to stop to load or unload children. Red flashing lights and an extended stop sign arm signals to motorists that the bus is stopped and children are getting on or off the bus.
- Traffic in both directions is required to stop on undivided roadways when students are entering or exiting a school bus.
- While laws vary on what is required on a divided roadway, in all cases, traffic behind the school bus (traveling in the same direction) must stop.
- The area 10 feet around a school bus is where children are in the most danger of being hit. Stop your car far enough from the bus to allow children the necessary space to safely enter and exit the bus.
- Be alert. Children are unpredictable. Children walking to or from their bus are usually very comfortable with their surroundings. This makes them more likely to take risks, ignore hazards or fail to look both ways when crossing the street.
- Never pass a school bus on the right. It is illegal and could have tragic consequences.

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## MINISTRY OF LABOUR UPDATES

### Gold Mining Company Fined \$100,000 After Workers Injured

September 8, 2011

**Kirkland Lake, ON** - Kirkland Lake Gold Inc., a company that operates an underground gold mine in Kirkland Lake, was fined \$100,000 on September 6, 2011, for violating the Occupational Health and Safety Act after two workers were injured.

On February 24, 2009, two crews were having lunch in the mine when they learned that a machine in a tunnel off the main haulage line had a flat tire. They were instructed to take one crew to examine the machine, before obtaining the appropriate tire from storage. One crew left with a tram - a train consisting of a motor and ore cars - and along the way, they found a tire placed at a curve in the main line and assumed it would fit. The second crew left shortly after, unaware the first crew had stopped to pick up the tire and was still on the main line. The second crew's tram hit the other tram at the curve, crushing and seriously injuring a worker. Kirkland Lake Gold Inc. pleaded guilty, as an employer, to failing to supervise the implementation of its procedure for instances where a train may meet another on a track.

In a separate incident on August 5, 2009, a worker was installing ground support at a working face in a drift - a horizontal tunnel - at the 4750-foot level. A piece of loose rock fell, glancing off a drill and hitting the worker, who suffered leg injuries.

A Ministry of Labour investigation found that Kirkland Lake Gold Inc., the employer, failed to follow bolt patterns used to stabilize rock excavations as prescribed by the mine plan, and utilized bolts significantly shorter than what was called for. The investigation also found that the screening along the wall and roof of the drift had not been properly cleared of loose rock, also contributing to unsafe conditions. Kirkland Lake Gold Inc. pleaded guilty, as an employer, to failing to ensure that ground conditions be examined for dangers and hazards before work was begun.

Kirkland Lake Gold Inc. was fined \$50,000 for each conviction. The fines were imposed by Justice of the Peace Michel Moreau. In addition to the fines, the court imposed a 25% victim fine surcharge, as required by the Provincial Offences Act. The surcharge is credited to a special provincial government fund to assist victims of crime.

### Company Fined \$50,000 After Worker Injured

September 1, 2011

**Newmarket, ON** - Hardrock Forming Co. - Division of 5556347 Ontario Limited was found guilty and fined \$50,000 on August 26, 2011, after being convicted of a violation of the Occupational Health and Safety Act.

On November 4, 2008, a Hardrock employee was working on a project at 220 Commerce Valley Drive West in Markham. The project involved a system of wooden moulds for concrete called formwork. The worker stepped on the formwork and fell through, suffering a wrist injury.

A Ministry of Labour inspector attended the project and found that the support and bracing for the formwork had been removed, but appropriate signs warning workers of the hazard had not been placed.

After a trial, Hardrock Forming was fined for failing, as an employer, to ensure that signs were posted in prominent locations and in sufficient numbers to warn workers of a hazard on a project.

The fine was imposed by Justice of the Peace A. A. Malik. In addition to the fine, the court imposed a 25% victim fine surcharge, as required by the Provincial Offences Act. The surcharge is credited to a special provincial government fund to assist victims of crime.

**RAISING THE STANDARD CONSULTING INC.**

P.O. Box 41514, 230 Sandalwood Pkwy, Brampton, ON L6Z 4R1

Tel (905) 840-1918 | Fax (905) 840-3135

[rtsc@rtsconsulting.com](mailto:rtsc@rtsconsulting.com) | [www.rtsconsulting.com](http://www.rtsconsulting.com)



### Sharing the road safely with child pedestrians

All drivers need to recognize the special safety needs of pedestrians, especially those that are children. Young, elderly, disabled, and intoxicated pedestrians are the most frequent victims in auto-pedestrian collisions. Generally, pedestrians have the right-of-way at all intersections; however, regardless of the rules of the road or right-of-way, you as a driver are obligated to exercise great care and extreme caution to avoid striking pedestrians.

- Drivers should not block the crosswalk when stopped at a red light or waiting to make a turn. Do not stop with a portion of your vehicle over the crosswalk. Blocking the crosswalk forces pedestrians to go around your vehicle and puts them in a dangerous situation.
- In a school zone where a warning flasher or flashers are blinking, you must stop to yield the right-of-way to a pedestrian crossing the roadway within a marked crosswalk or at an intersection with no marked crosswalk.
- Always stop when directed to do so by a school patrol sign, school patrol officer, or designated crossing guard.
- Children are the least predictable pedestrians and the most difficult to see. Take extra care to look out for children not only in school zones, but also in residential areas, playgrounds, and parks.
- Don't honk your horn, rev your engine, or do anything to rush or scare a pedestrian in front of your car, even if you have the legal right-of-way.

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## CRUCIAL CONVERSATIONS That Drive Workplace Safety

An excerpt from an article by Joseph Grenny and David Maxfield

### Crucial Conversations

Most of the gains in workplace safety can be attributed to improvements in equipment, policies, systems and training (Leveson, 2009). However, these formal tools often fail to address informal, cultural challenges. Researchers conducted interviews and surveys among more than 1,500 employees from more than 20 firms. Results revealed that the ugly secret behind most workplace injuries is that someone is aware of the threat well in advance, but is either unwilling or unable to speak up about it.

Specifically, five crucial conversations that are politically incorrect or uncomfortable to surface were uncovered that exist in most organizations. Ninety-three percent of employees say their workgroup is currently at risk from one or more of these five "accidents waiting to happen." In fact, nearly half are aware of an injury or death caused by these workplace dangers. The five crucial conversations of a safety culture are:

**Get it done.** Unsafe practices that are justified by tight timelines.

**"Undiscussable" incompetence.** Unsafe practices that stem from skill deficits that can't be discussed.

**Just this once.** Unsafe practices that are justified as exceptions to the rule.

**This is overboard.** Unsafe practices that bypass precautions considered excessive.

**Are you a team player?** Unsafe practices that are justified for the good of the team, company or customer.

#### 1. Get It Done

Here's an illustration of what can happen when jobs are rushed and rules avoided: When a welder tripped on a bleach hose, broke the nozzle and was burned, the Emergency Response Team quickly shut off the valve to the hose. Since they were in a rush, the leader of the team stood on a milk crate because he didn't feel he had time to get the appropriate equipment to reach the valve. The crate tipped over and the supervisor came down hard, ripping his protective suit and getting an even bigger burn than the welder had received.

Despite grave consequences, when it comes to speaking up, 75% of the workforce believes these common and risky shortcuts that could possibly lead to workplace injuries or hazards are "undiscussable."

#### 2. "Undiscussable" Incompetence

Some people just don't get it. For example, when blocking a line, they'll just kink it rather than putting on a squeeze. The problem is that kinking the line could cause a static ignition. It caused a fire out on the coast. One guy told me he thought static electricity works different here because we're inland. Yeah, whatever. One of these days, someone is gonna get themselves burned.

When it comes to incompetence, only 26% say they can speak up and share their concerns with the person who is putting the team at risk.

#### 3. Just This Once

Here's another illustration ----We had to change out one of the catalysts. When we swapped it out, we put the wrong catalyst in and had to redo the job. This required moving a 150-lb cover. This is a job for a crane, but since we were trying to correct our mistake, we decided to remove the cover with a forklift. This was obviously against safety protocol. We ended up dropping the cover, nearly crushing our maintenance guy.

When it comes to making exceptions to rules and policies, only one in four people are willing to speak up and share their real concerns with the person who is putting the team at risk.

#### 4. This Is Overboard

Old habits often trump new or changing rules. For example: One guy fell off his ladder and now we have a new ladder policy. You are always supposed to have someone hold the ladder and once you reach the top, you're supposed to always tie the ladder off. Well, even though policy has changed, not many of us follow it. I'd say 75% of us still do it the old way. There's just not much danger in it. We're trained professionals. We know what we're doing.

When people dismiss new rules and procedures, close to three out of four either say nothing or fall short of speaking up candidly to share their real concerns.

#### 5. Are You a Team Player?

Sometimes we're expected to go into manholes with energized cable. This is not a safe practice and it's not in line with our policy, but our only alternative is to turn the power off, which would make our customers angry and wouldn't fly with management. So I go in and do the work anyway. It's my job to get the power on and that's what I'll do. I'm not going to wimp out.

To save face, keep customers happy or meet expectations, only 28% say they speak up and share their concerns with the person who is putting the team at risk.

### SILENCE IS RISKY

These five "undiscussables" account for many accidents waiting to happen. And it's not that the people who remain silent don't care. While employees saw and recognized threats, when it came to preventing injury or death, cultural norms prevailed. In fact, when employees saw one of these five threats, only one in four spoke up and said or did anything to prevent the accident from occurring. People who feel able to confront and resolve potential problems they see take action and make the environment safer for everyone. An individual with the skills to speak up like this in crucial moments is essentially motivating the other person to behave differently based on the natural consequences of his or her behavior - in this case putting others at risk. Those who use this tentative approach, and other crucial conversation skills, find that their coworkers are more willing to listen & solve the problem.



So at the root, the problem is not that speaking up doesn't work, it's that speaking up doesn't happen.

### WHAT LEADERS CAN DO?

So what will it take to move an entire organization from risky silence to a culture of candor and accountability? Because of the pervasiveness of silence around these five crucial conversations, we've paid special attention to those few who skillfully address them. As we've studied best-practice skills in Fortune 500 organizations for the past three decades, we've found ways to help leaders effectively discuss and resolve these issues before they cause damage. Below are best practices safety directors and leaders can follow to both address these crucial conversations when they face them, as well as build system-wide organizational competence at resolving them.

**Bang the Drum** These crucial issues are so common that most safety leaders have stopped seeing them. Leaders should not expect to improve their organization's competence at these five crucial conversations without first making them visible. Start a dialogue around how to build a culture of accountability.

**Baseline & Measure Regularly** Leaders who are serious about building accountability regularly survey how well people are doing at addressing these kinds of crucial issues. RTS Consulting can provide you with a Safety Culture Survey that you can modify for your organization.

**Invest in Skills** Most safety managers and front-line employees lack the confidence to address these politically sensitive issues because they don't know how to lead such risky discussions. Research shows that organizations with strong cultural norms of candor invest substantial resources in training their employees to speak up skillfully during these crucial moments. The two most common reasons people failed to speak up were: 1) It's not my job; and 2) I didn't know how to speak up in a way that would be heard. Individuals need to be trained in how to speak up about these emotionally & politically risky issues in a way that will work. Training the silent majority in this same skill set is a powerful way to ensure that the culture changes to one where everyone speaks up.

**Hold Senior Management Accountable** Investing in employee competence is necessary but insufficient. Holding sponsors, managers and executives accountable for responding to and welcoming these crucial conversations is the other half of the formula.

**Reward** Finally, executives should highlight and reward people who take a risk and raise these crucial conversations on the job. The key to getting 100 people to speak up is to publicly reward the first one who does.

**Conclusion** A culture of silence has created an unintentional collusion that contributes to millions of injuries every year. The future of safety cannot be secured without a deep change in people's ability to step up to and hold necessary crucial conversations. It is a change in behavior that will create a safer and more productive workplace.

## Safety Preception Survey

Because attitudes affect actions, a Safety Perception Survey places emphasis on what employees think and believe. It measures gaps between manager and front line worker viewpoints, and creates a baseline from which to begin improving your safety culture.

The mere process of having everyone in your company respond to the same series of questions unites your employees. It says, "This is important. We want to know what you think."

Aside from getting upper level management to better understand how much impact they have as leaders, a safety perception survey can be a first-step tool to improving safety in your organization. It puts a stake in the ground in safety culture while giving everyone an opportunity to voice an opinion.

Call RTS Consulting or send us an email and we'll send you a sample safety survey in word format so you can make it specific to your workplace.

## WEB-BASED training

Raise the safety, health, and productivity of your employees to the top of your agenda and provide training solutions that deliver real results. We provide web-based training programs for the convenience of your organization. Please visit our web-site to register.

### Hand Tools and Automotive Lifts

Identify the Hazards and Controls Regarding: Hand Tools, Hoists, Fixed, Power, Electrical and Pneumatic Tools, Guarding, Power Lifting Equipment, Automotive Lifts.

### Joint Health and Safety Committee

Participants will be able to: know the legislative requirements for establishing a JHSC, describe the powers, functions and duties of JHSCs and their members, describe the activities of an effective JHSC, etc.

### Machine Safety and Lockout / Tagout Procedure

Learn about Workplace Responsibilities, Machine Guarding and the Law, Understanding Machine Related Hazards Lockout / Tagout, Applicable Legislation, Hazard Identification, Lockout Procedures.

### Health, Safety and The Law

Provide participants with a working knowledge of the Occupational Health and Safety Act and related legislation and more.

### Manager and Supervisor Safety Orientation

Learn about Management Responsibilities, Right to Refuse, JHSC, Hazard Recognition, Workplace Accidents, Emergency Procedures, New Employee Orientation, Transfer and Promotion, etc.

### Material Handling

This course is designed to teach workers about proper material handling techniques. Upon completion of this course, workers should be able to: describe what factors contribute to back injuries, explain proper lifting techniques, etc.

### Accident Investigation

The goal of this module is to ensure you will be able to: recognize the need for an investigation, investigate the scene of the accident, interview victims & witnesses, determine root causes, compile data and prepare reports, make recommendations, etc.

### Health Hazards: Recognition, Assessment and Control

The goal of this module is to ensure you will be able to: understand the law pertaining to health and safety hazards, define occupational injury and illness, understand the four types of workplace health hazards, etc.

### Workplace Inspection

Provide participants with an understanding of their legal rights and responsibilities with regard to workplace inspections and to prepare them for carrying out effective workplace inspections.

### Slips, Trips and Falls

Objective of this training is to: understand the causes and effects of falls in the workplace, to understand legislation relating to slip, trip and fall hazards, to be able to identify potential slip, trip and fall hazards, etc.

### WHMIS

Explain how WHMIS is implemented in law, explain how the law defines a controlled product, explain how the law defines hazardous ingredients, identify the exclusions, etc. Register to access the complete training material.

### Worker Safety Orientation

Worker Responsibilities, Right to Refuse, Joint Health and Safety Committee, Hazard Recognition, First Aid, Workplace Accidents and more.

## PUBLIC TRAINING COURSES

The following is an example of a few of the training courses we offer. For a full list, please contact us.

### JHSC Certification Part 1 Training (2-day course)

\$384.00 +HST - 2 days (includes buffet lunch)  
Sept 13 & 15, Dec 1-2, 2011 - April 10 & 12, June 5 & 7, 2012

### JHSC Certification Part 2 Training (length depends on industry)

#### Service Sector (office, hotels/restaurants, retail, etc.)

\$212.00 +HST - 1 day (includes buffet lunch)  
Sept 27, Dec 13, 2011 - Apr 24, June 19, 2012

#### Healthcare, Warehouse/Distribution, Manufacturing

\$329.00 +HST - 2 days (includes lunch buffet)  
Sept 27 & 29, Dec 13 & 15, 2011 - Apr 24 & 26, June 19 & 21, 2012

#### Construction (including 1 day fall Protection)

\$421.00 +HST - 3 days  
Sept 27, 29-30, Dec 13, 15-16, 2011 - Apr 24, 26-27, June 19, 21-22

**Sign-up Now!**