

Current and Future Trends in Occupational Health and Safety

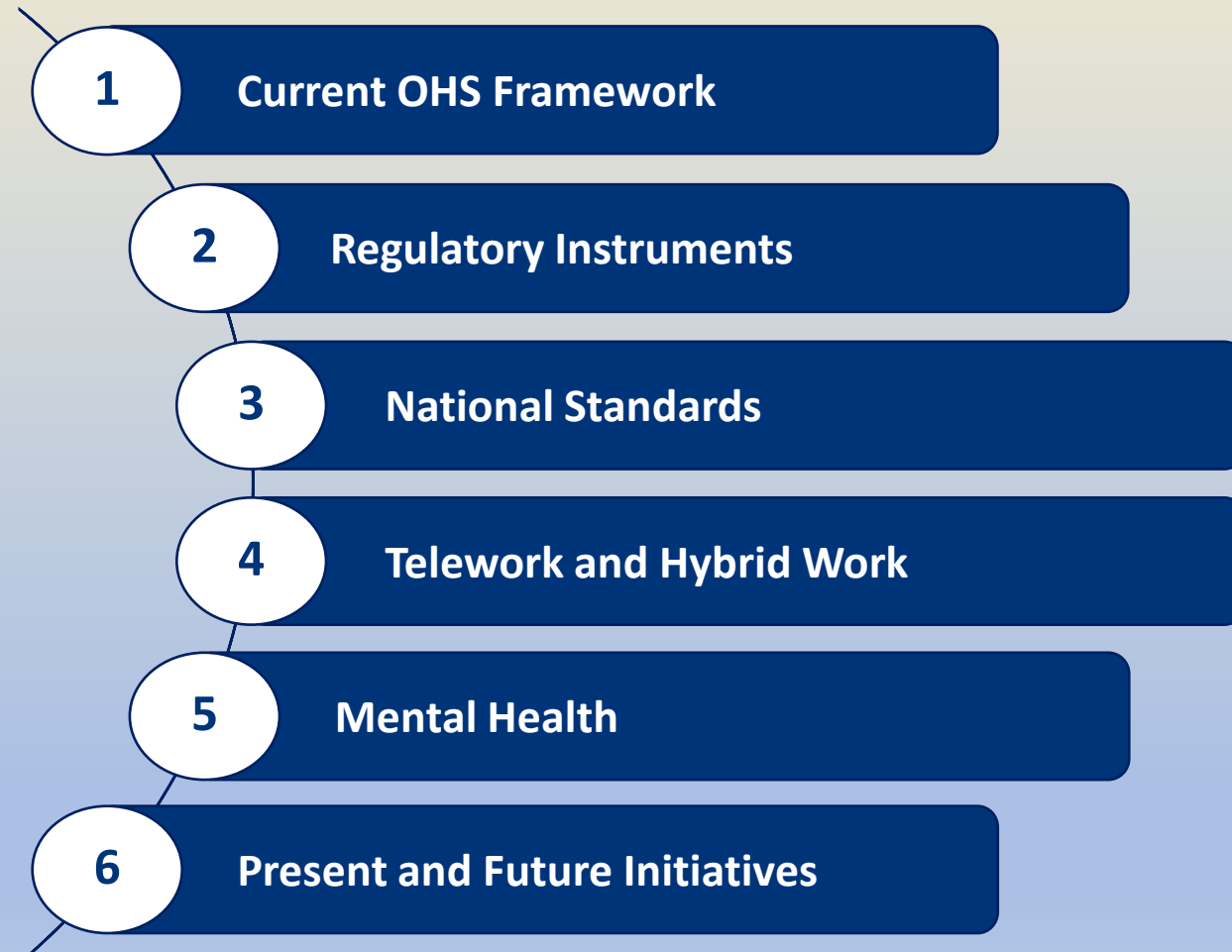
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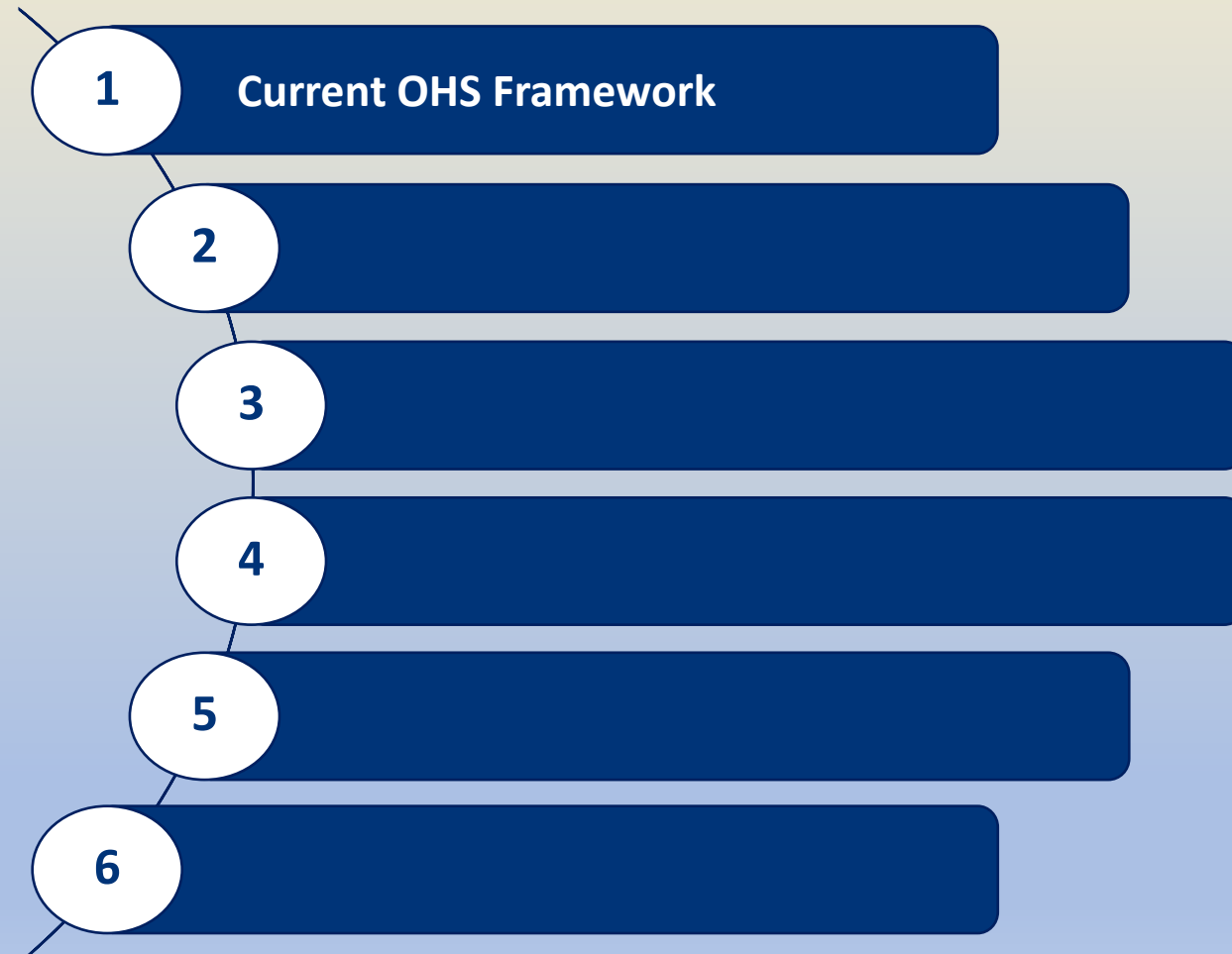
Public Service Alliance of Canada

August 12, 2022

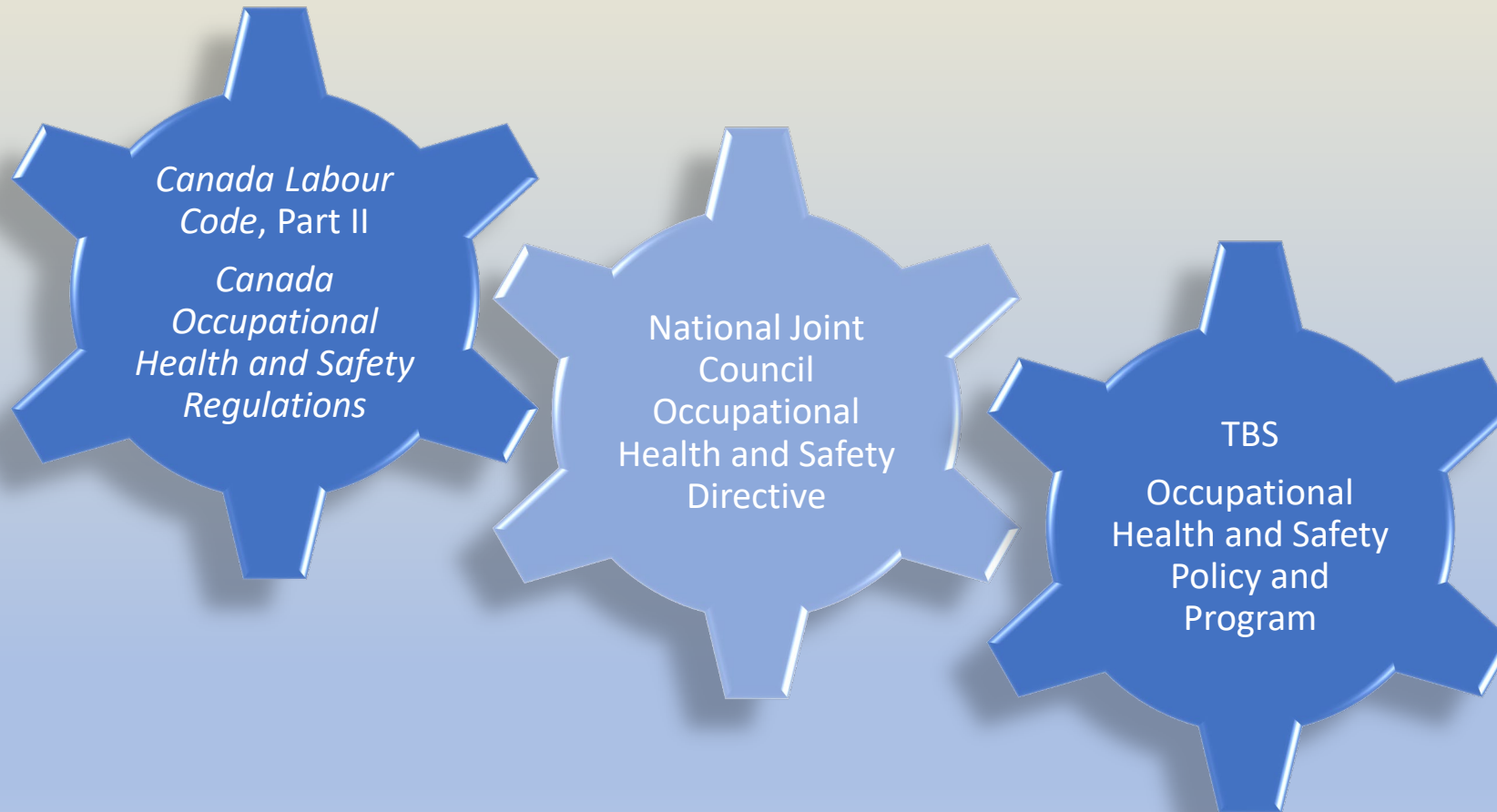
Learning Objectives



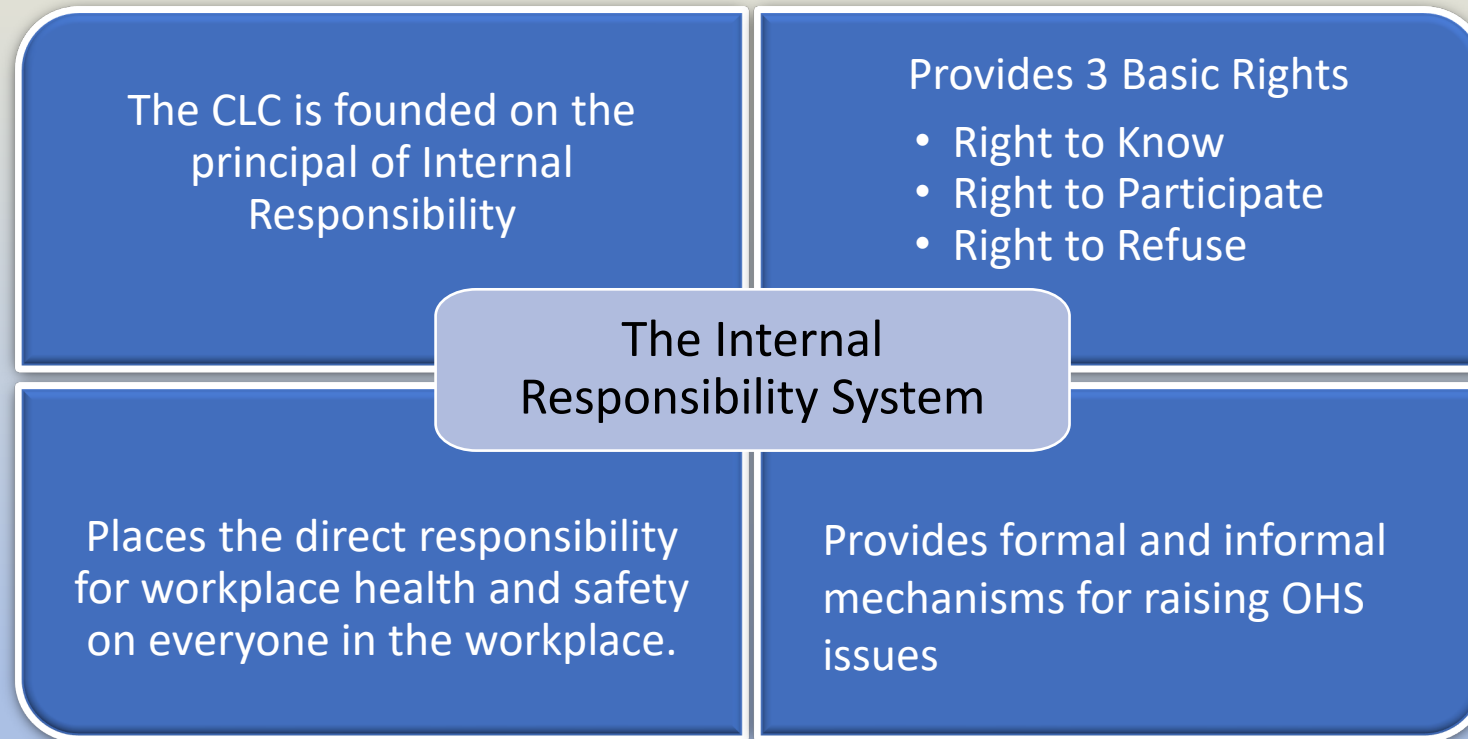
Learning Objectives



OHS Framework at TBS



The Internal Responsibility System



Employer Duties

To ensure employee's health and safety in the workplace (S.124)

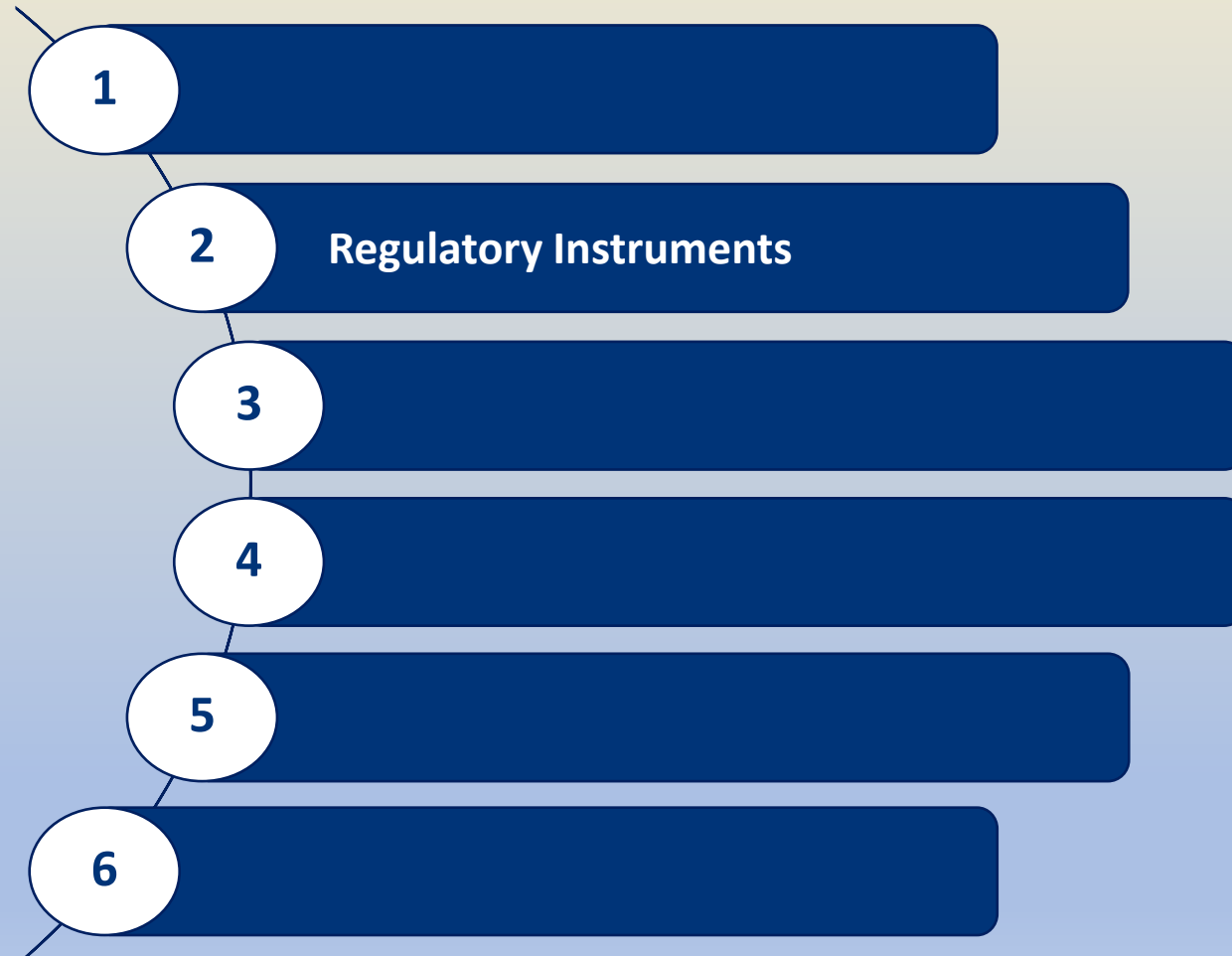
Over forty specific duties under section 125 of the *Code*

Must adhere to TBS policies and directives and Departmental requirements.

Employer Duties



Learning Objectives



Alternate Regulatory Instruments

- Prescriptive Regulations
- Performance-based Regulations
- National Standards
- Self-Regulation

Prescriptive Regulations

- establish a standard or practice from where there is no deviation.
- effective in addressing risks where the means of control are clear, commonly accepted or standardized, particularly in higher risk situations
- usually self-explanatory and supporting documents are not required
- provide a solid basis for compliance and enforcement
- typically more detailed

Prescriptive regulations

For example:

- Part II : Building safety (standards on the height of doors, buildings, railings, etc.)
- Part III : Temporary structures and excavations (specific standards on scaffolding, excavation, etc.)
- Part VI : Lighting (specific standards – office spaces, industrial spaces, etc.)
- Part VII : Levels of sound (specific exposure standards)
- Part IX : Sanitation (number of toilets, sinks, etc.)
- Part X : Hazardous substances (WHMIS)
- Part XVI : First aid (number of first aiders, kits, etc.)

Performance-based regulations

- Performance-based regulations essentially state **general OHS objectives**
- They are centered on the **results** to be obtained in terms of protection and safety
- Because they set objectives instead of imposing specific legislative provisions, they do not have to be amended as frequently to take **evolving technology or knowledge** into account (OHS management systems, program oriented, psychosocial hazards)

Performance-based regulations

- Performance-based regulations force employers and unions to get more involved to determine **how to achieve the objectives**
- **Increased responsibility** for H&S Committee members
- Often involves the development of **regulatory guides** that set out acceptable ways of achieving compliance
 - Hazard Prevention Program Regulations
 - Work Place Harassment and Violence Prevention Regulations

Self-Regulation

- Mostly Professions Requiring Certification and enforcing a Code for its practice
 - Doctors
 - Lawyers
 - Engineers
 - Financial Industry
 - Many others

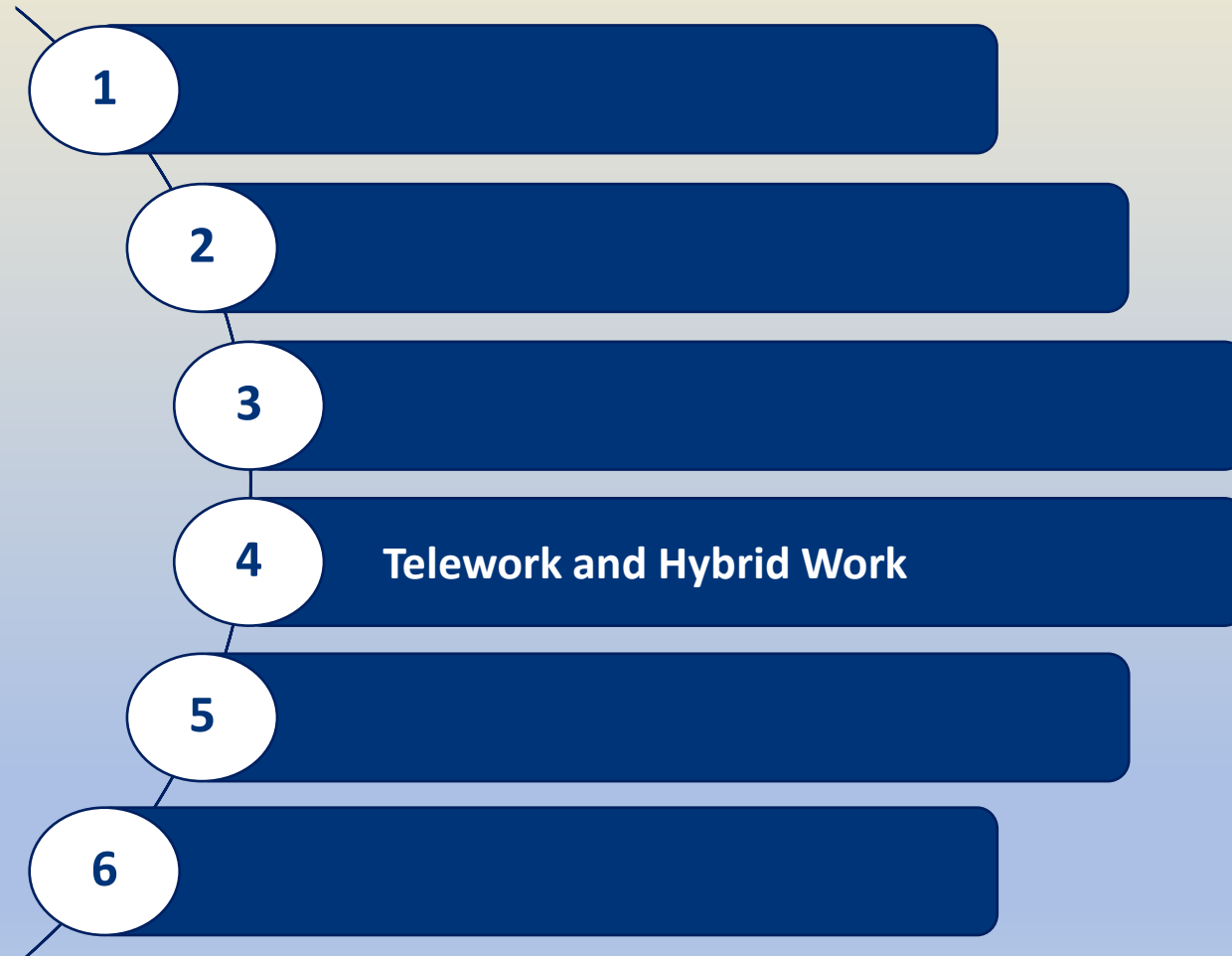
Learning Objectives



Some Canadian Standards in OHS

- CSA Z1000 - Occupational health and safety management
- CSA-Z1001 - Occupational health and safety training
- CSA-Z1002 - Occupational health and safety — Hazard identification and elimination and risk assessment and control
- CSA-Z1003 - Psychological health and safety in the workplace
- CSA Z1004 - Workplace ergonomics - A management and implementation standard
- CSA Z1005 - Incident investigation

Learning Objectives



Definition of Work Place in the Code

Workplace means

- any place where an employee is engaged in work for the employee's employer

Workplace includes:

- any area where an employee is making a delivery for the employer
- any location where an employee is providing a service under the employer's direction
- and any mode of transportation (e.g., train, plane) where the employee is traveling in the course of business

Section 125 of the Code

- outlines the specific duties of employers in respect of every work place controlled by the employer and, in respect of every work activity carried out by an employee in a work place that is not controlled by the employer, to the extent that the employer controls the activity.

Section 125 of the Code

- Although employers may not be able to control a work place, they can control the activities of their employees in work places that are not under their direct control and where the employees are working.
- This includes employees working in:
 - third-party premises
 - those who telework, and
 - employees who have duties that are not conducted from a fixed location

TELEWORK – HYBRID WORK

- hybrid working will increasingly become a part of the operating model of many organizations.
- These changes will require longer-term and many renovations to some of the existing norms found in various acts and instruments, touching issues like travel, relocation, health and safety, etc.
- Organizations, managers and employees need guidance on how to navigate this immediate shift from pandemic remote work to steady-state telework.

TELEWORK – HYBRID WORK - CONCERNS

- A possible cost-reduction strategy that can impact existing OHS programs?
- Need to adapt prevention programs in dealing with telework
 - Role of OHS Committee (ergonomics hazards, psychosocials risk factors, etc.)
 - Inspecting the home office: granting access? Remote inspections?
 - Employer responsibility in establishing a process to identify and how to best control the hazards
- Recognition of occupational injuries?
- Shared spaces and satellite offices: impacts on employer duties?
- Right to disconnect

TELEWORK – HYBRID WORK - Implications

- FLEXIBILITY (organizational and individual)
- Any discussion of hybrid work arrangements needs to tackle two forms of flexibility
 - Location flexibility (where work is done)
 - Flexibility in term of time (when work is done)

TELEWORK – HYBRID WORK – Considerations

- Organizations
 - Ambidexterity – Adaptability
 - Culture shock for many managers
- For Unions
 - Gathering various perspectives and specific needs from the membership
 - Bargaining and the art of compromise
- Individuals
 - Building resiliency (physical – psychological)
 - Establishing boundaries (learning to say NO) !!!

TELEWORK – HYBRID WORK – Considerations

Health and wellbeing will be a key issue

- Wellness programs
 - how assess specific needs
 - how to reach everyone
 - support and training
- Assessment of benefits
 - physical wellness
 - mental health
 - work schedules
 - childcare
 - eldercare
 - family leave, etc.

TELEWORK – HYBRID WORK – Considerations

Organizational Culture

- Many organizations have a deeply ingrained culture
 - Culture of “face time”
 - Used as indicators of productivity and commitment
 - False assumptions based on old management styles
 - How to find the balance and benefit from in-person collaboration for specific projects
- Culture is resistant to change
 - Will be evident as workplaces return to some type of “normal”
 - Will be even more challenging in addressing issues associated with employee wellbeing (workers and managers)

TELEWORK – HYBRID WORK – Considerations

Organizational culture moving away from a “face time” culture

- Managers will need to develop, use data and objective measurements to assess performance, productivity, employee contributions
- Possible pitfalls in this type of environment
 - Promotions
 - Job assignments
 - Acting duties
 - Special projects
 - work schedules arrangements
 - Perks for those working on-site

Analogy – Person has a heart attack

- Ambulance rush to hospital where expert team executes established procedures because there is little time to be creative or improvise – Life saving protocols
- Life is saved.
- A set of less urgent but still high-stake challenges remain
 - Prevention of another attack
 - Adaptation to new realities (Temporary? Permanent?)
- Underlying issues that contributed to the crisis remains
 - Serious change is needed (personal, environmental, others)
 - Immediate and some long term

ORGANIZATIONAL CRISIS MANAGEMENT

Stage One: Emergency Phase

- Task is to stabilize the situation and buy time
- Important to have empathy for those around you
- Endorsing flexibility is essential

Stage Two: Adaptive Phase

- Tackle the underlying causes of the crisis and build capacity to thrive in the changed environment

One of them is more challenging for some leaders

ORGANIZATIONAL CRISIS MANAGEMENT

- Stage Two: Adaptive Phase
 - People are still very anxious and often exhausted
 - Want organizational leader to provide some measure of certainty of what is going to happen
 - People are looking for clear direction, a new purpose, real confidence
- Overselling quick solutions may result in loss of trust down the line
- Participation in establishing forward plan is often the key
- Only 20% of heart attack survivors endorse long term changes to their lifestyles

Learning Objectives



Framework of the CoE's work

A key driver for inclusion rests in the ability of the public service to create an environment that enshrines psychological health, safety and well-being in all aspects of the workplace through collaboration, inclusivity and respect.

What we do

Changing our culture

We raise awareness and help reduce stigma through mental health promotion campaigns and outreach activities, including targeted sessions for equity-seeking groups.

Building capacity

We connect, convene and engage employees, diverse communities, networks and organizations to provide resources, tools and information on leading practices and mental health supports.

Measuring, reporting and continuous improvement

We inform, influence and impact accountability and policy through the collection and analysis of data and application of mental health considerations into policies and tools

What's next?

Mental health & inclusion in a hybrid workplace

Better access to culturally appropriate mental health supports

Exploring new tools for measuring progress

What we are hearing



- Burnout and workload management
- Performance measurement and tools
- The 13 Psychosocial Risk Factors
- Managing in an uncertain workplace
- Resiliency, coaching and self care

What we are hearing: Returning to the Workplace

Positives aspects of work from home:

- More time with loved ones / Adaptability of schedules
- Greater employee participation in discussions using virtual tools
- More respect for our health and increased inclusion
- Positively altered meeting etiquette (5 min buffers on each end)

Negative aspects of work from home:

- Impromptu meetings / brainstorming sessions not taking place
- Innovation has been impacted by isolation
- Lack of separation between work and home life

Concerns around Return to Work

- Having to commute / lost time
- Losing workday Flexibility
- Managing a high workload that continues to increase
- Challenge separating work and home-life

Success factors for a positive hybrid workplace:

- Flexibility & transparency are front and center
- All dimensions of workplace wellbeing are reflected
- Workload is addressed across the enterprise
- Work-life-balance is part of culture and upheld by leaders

The Federal Public Service Workplace Mental Health Dashboard is:



a tool that provides scores for psychosocial risk factors outlined in the National Standard of Canada for Psychological Health and Safety in the Workplace (the Standard –see Annex A)

Development – How was it developed?

The key players

Interdepartmental
Committee on Workplace
Mental Health
Performance
Measurement

- Treasury Board of Canada Secretariat (OCHRO)
- Statistics Canada
- Public Services and Procurement Canada

The process



Conceptual mapping of the Public Service Employee Survey (PSES) to the 13 factors in the Standard's 2014 implementation guide conducted by expert panel*







Statistical analysis to validate the conceptual mapping using raw scores (1-5). Scores transformed afterward to be out of 100.

Reference: Blais, A-R., Michaud, I., Simard, J-F., Mach, L. and Houle, S. (2021). Measuring Workplace Psychosocial Factors in the Federal Government, Health Reports, 32(12). <https://www.doi.org/10.25318/82-003-x202101200001-eng>.

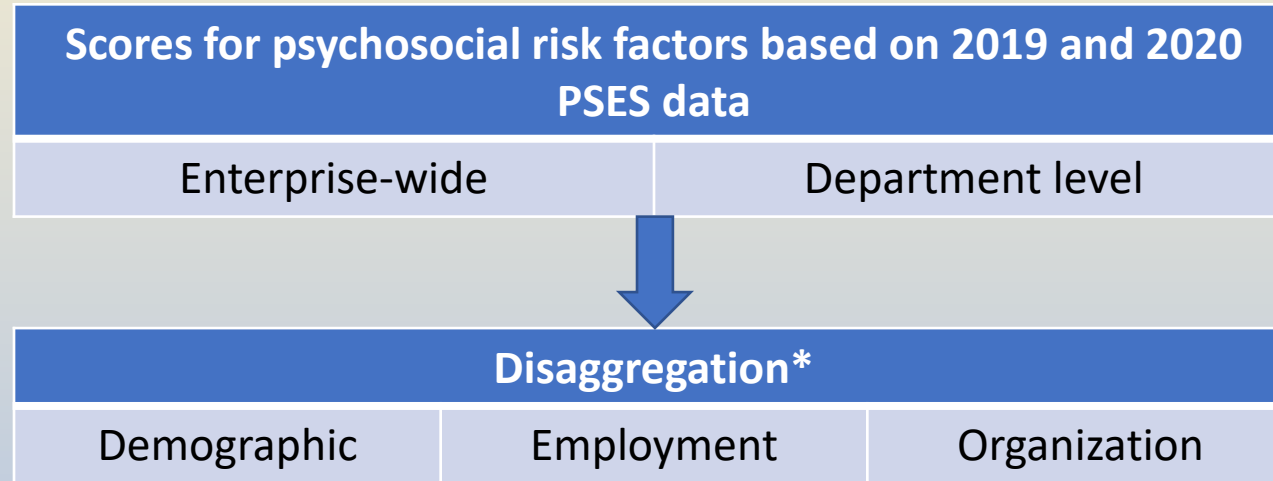
*Original model used PSES questions that appeared in 2017, 2019. Model was then validated with 2020 data

Objectives – What can it do?

Developed to...

	<ul style="list-style-type: none">▪ Allow deputy heads to track their organization's progress in addressing risk factors and support their implementation of the Federal Public Service Workplace Mental Health Strategy (the Strategy – see Annex B)
	<ul style="list-style-type: none">▪ Support organizations in measuring strengths and gaps regarding psychological health and safety
	<ul style="list-style-type: none">▪ Ensure consistency across departments
	<ul style="list-style-type: none">▪ Reduce duplication and associated burden and cost

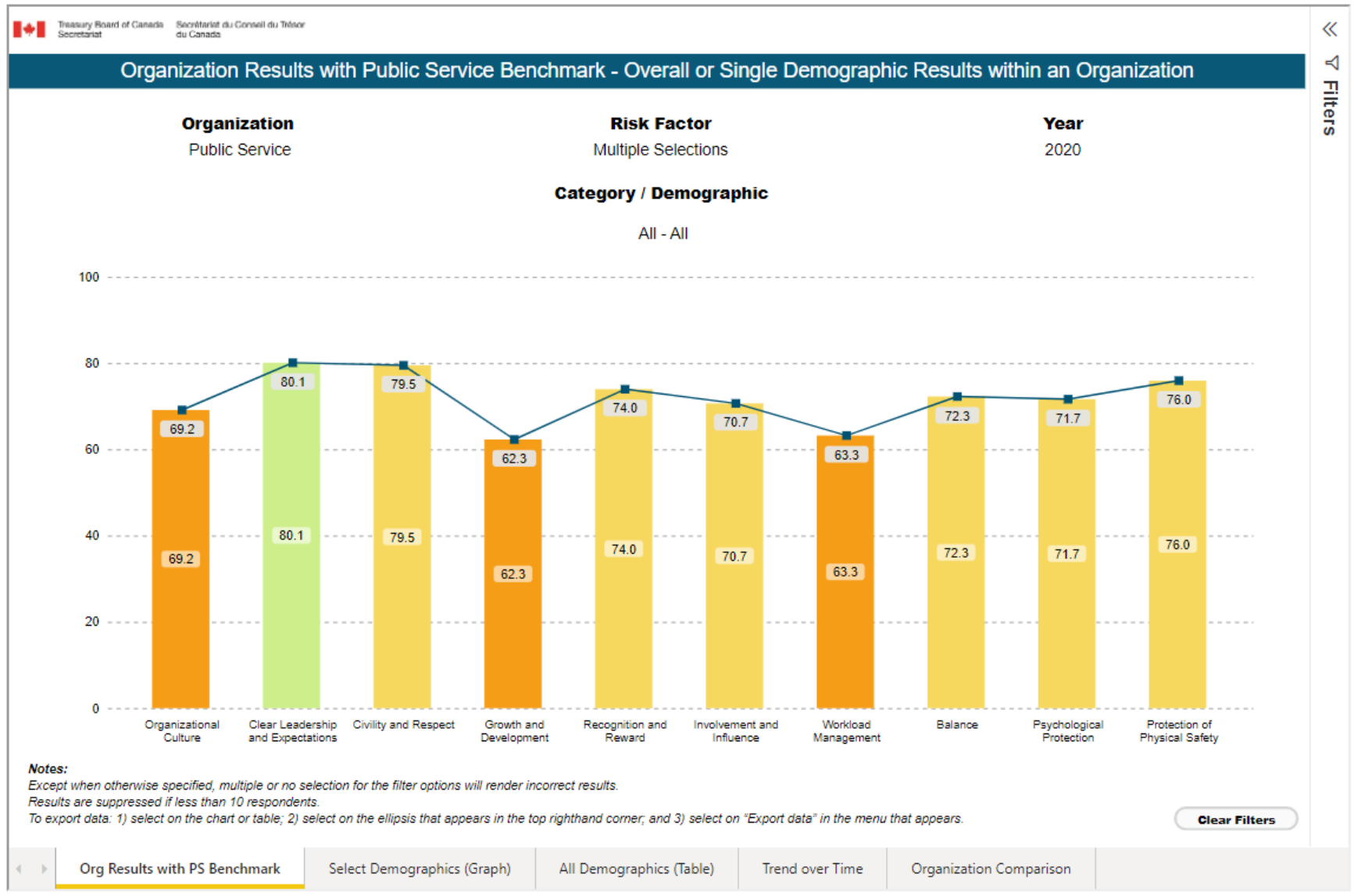
Results – What does it tell us?



3 factors not included due to insufficient questions in PSES to appropriately measure:

- Psychological competencies and requirements
- Engagement
- Psychological support

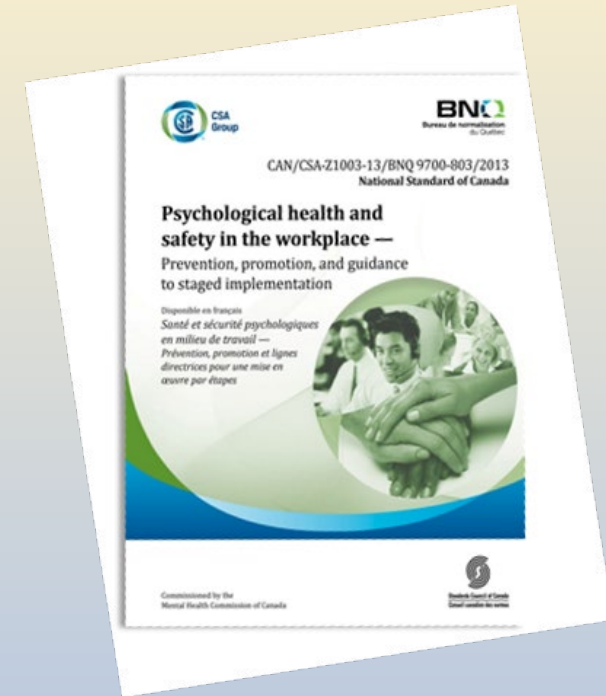
Demonstration



*A User Guide (including the Crosswalk between the Psychosocial Factors and the PSES) will be included

National Standard of Canada for Psychological Health and Safety in the Workplace

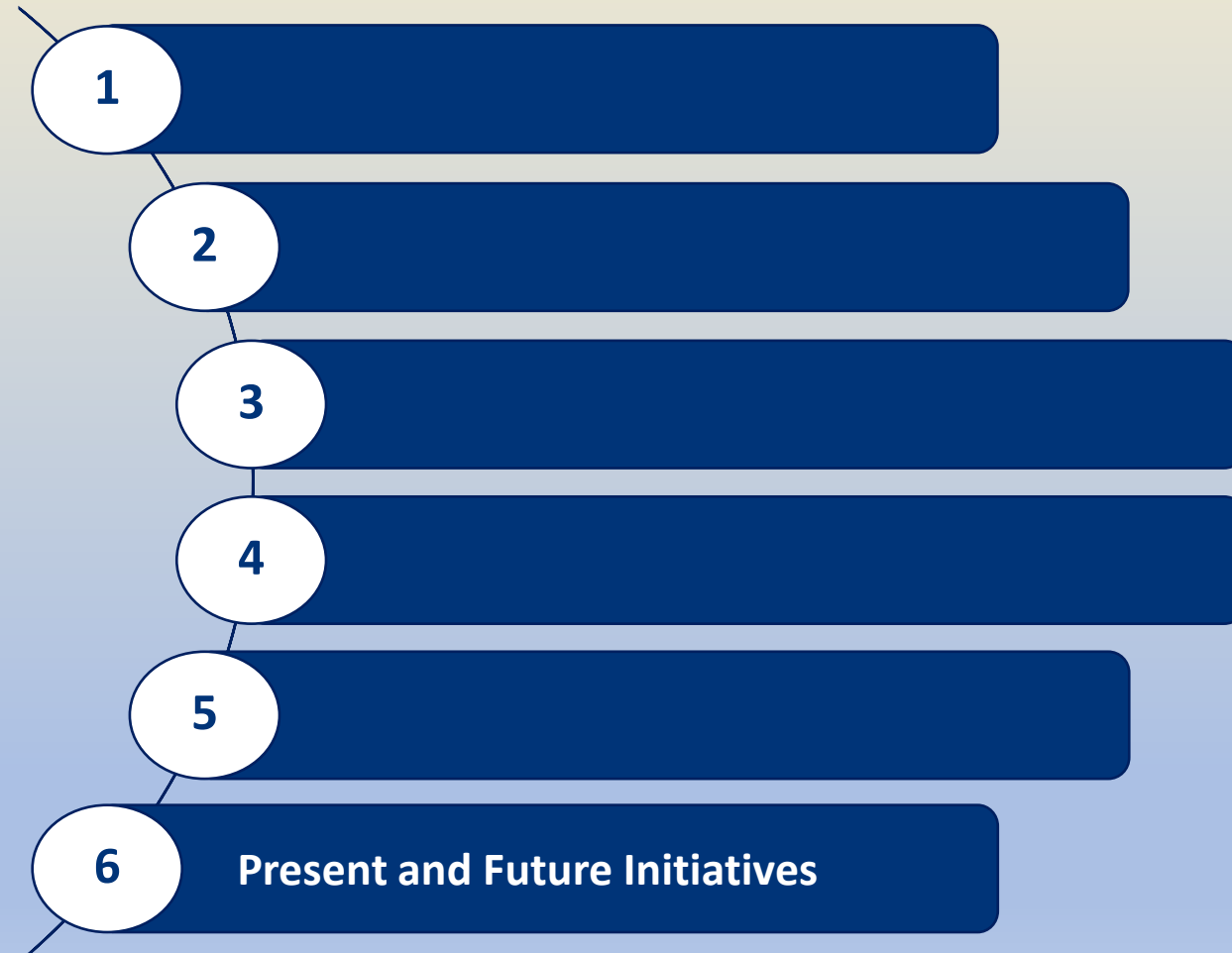
- A voluntary set of guidelines, tools and resources for organizations to systemically promote mental health and prevent psychological harm



13 + 1 psychosocial risk factors

1. Psychological support
2. Organizational culture
3. Clear leadership and expectations
4. Civility and respect
5. Psychological competencies and requirements
6. Growth and development
7. Recognition and reward
8. Involvement and influence
9. Workload management
10. Engagement
11. Balance
12. Psychological protection
13. Protection of physical safety
14. other chronic stressors as identified by workers.

Learning Objectives



Present and Future Initiatives

- Renewal of Existing Memorandum of Understanding between Treasury Board and PSAC on the Centre of Expertise on Mental Health
- Work within the Centre of Expertise (many networks & projects)
- Extensive work on the updating of the CSA National Standard on Psychological Health and Safety (Possible imports from ISO 45003)

Present and Future Initiatives

- Joint Learning Program OHS Committee Training: Complete the Detailed Design & Pilot two Workshops:
 - a basic workshop for OHS committee members and
 - an OHS committee relationship improvement workshop
- DRAFT 2: ISO 45006 Occupational health and safety management — preventing and managing infectious diseases – General guidelines for organizations - Incorporation of psychological health and well-being in this draft. Has its own section but it is also integrated throughout the document.
- National Health and Safety Conference January 27-28-29, 2023 in Montreal



Questions ?

