

BONZA NEWS

Maintaining Health & Safety Programs and Training in Challenging Times - by Janet Sellery

In every industry, businesses are facing unprecedented economic uncertainty. Difficult decisions involving budget cuts and staff reductions must be made and leaders are forced to review their spending on health and safety programs and training. While new initiatives will likely be put on hold, with careful planning, this process can have a positive outcome: a renewed focus on the core of the health and safety program. Here are some steps leaders can take:

1. Consider the health and safety implications of job cuts:

- ◆ Long time staff members hold a lot of company history that may not be written down. Guard against knowledge loss by arranging for departing workers to document health and safety information before they leave.
- ◆ Provided appropriate training and coaching for people who move into different work areas.
- ◆ Ensure that there is adequate, competent supervision in each department and sufficient workers to perform tasks safely
- ◆ Support supervisors who take on additional responsibilities so that they are comfortable with their health and safety obligations.

2. Maintain the existing health and safety program.

- ◆ Update policies and procedures to ensure that details, such as job titles, are current.

3. Continue to address hazards as they arise.

With an up-to-date health and safety program in place, the next step is training. Training is the difference between a binder gathering dust on a shelf and an effective health and safety program. When cost-cutting and restructuring occurs, staff members must be reminded that safe work is required and shortcuts affecting safety will not be tolerated.

Review the annual training plan to identify training that is required, as well as sessions that are optional and may be deferred. Look at the duration and cost of training to see if savings may be found by choosing a different method of delivery or increasing the class size, perhaps by including staff members from another business. Focus training dollars on those types of training that cannot be provided in-house. Training options include:

Internal Training – Sessions such as Health & Safety Orientations may be delivered by a staff member from human resources or health and safety or, alternatively, a competent supervisor could review this info using a prepared presentation.

External Training – A consultant can develop and present customized modules to address specific business needs. This is a good option where staff members do not have the time or expertise to create or deliver training. Some training, such as fall protection, lift truck, elevating work platforms etc., is required by provincial legislation and the practical component is critically important.

Train the Trainer – A staff member may attend a course to

be trained as a trainer.

Computer-Based Training –

This may be a low cost way to offer refreshers of some types of training. In companies where WHMIS has been offered regularly, a computer-based training program may be appropriate, provided that a job-specific component is either included or taught separately.

Free Training – Local organizations often have training sessions that they will present for free. These include the Public Health Unit (infection control), the Fire Department (fire extinguisher training) and the Police Department (personal safety, shoplifting prevention).

Cut the coffee and muffins at meetings if you must, but preserve your health and safety program and training. Health and safety training has many benefits beyond the obvious reduction of injuries and illnesses and the associated costs and loss of productivity. It promotes legislative compliance and ensures that staff members are reminded how to do their jobs safely, report hazards and incidents, resolve health and safety issues, and respond to emergencies. Protecting your people protects your business.

Janet Sellery is recognized as one of Canada's leading experts in health and safety and the arts. She spent nine years pioneering the health and safety program at the Stratford Shakespeare Festival. In 2007, she was selected by Canadian Occupational Safety Magazine as "Canada's Safety Manager of the Year".



QUOTE

"Time is the coin of your life. It is the only coin you have, and only you can determine how it will be spent. Be careful lest you let other people spend it for you." — **Carl Sandburg, US biographer and poet, 1878-1967**

GOOD NEWS!

Evidence Points to Recession's End by July

Mark Hirschey, Professor of Business at the University of Kansas predicted this back in November. The evidence is now building that Hirschey may be right on the mark:

1. **Macro uncertainty is subsiding quickly**
2. **Credit is Flowing Again**
3. **Global Commerce is On the Rise.**
4. **The Consumer is Ready for Spring.**
5. **Firms are Hiring.**

Clearly the evidence for the end of this recession is mounting. As we actually approach the turn-around point, the increase in good news will be followed by the inevitable up-turn.

(Read the full article for details.)

Source: [The Good News Economist](#)

BONZA TRAINING SOLUTIONS

Po Box 21007
Stratford, ON
Canada N5A 7V4
Toll - free: 877-508-5525

Phone: 519-508-5525
Fax: 519-508-5526
Email: info@bonzatraining.com
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Who is your Management Representative?

By Donna Jarvie

There is a lot of chatter out there about the changes to ISO 9001 and what impact this amendment will have on your organization's Quality Management System (QMS). Although it is true that there are NO NEW REQUIREMENTS added to the standard, organizations are nonetheless required to confirm that their QMS continues to meet the requirements of ISO 9001 in order to maintain their certification to the standard.

One area that is getting some attention is clause 5.5.2, Management Representative. Most organizations had no trouble with the intent of this clause before the amendment (it stated, "Top management shall appoint a member of management, who..."). Many organizations appointed one of their full-time employees to handle the responsibilities of the management representative role, a critical piece of a successfully operating Quality Management System. However, some organizations elected to assign this position elsewhere.

For those organizations electing to assign the position of Management Representative elsewhere, it is possible that top management did not realize the importance of this position to the organization's QMS. Perhaps they were "sold" on the idea that an outside "expert" would better handle these activities in order to allow internal people to focus on production or other activities. Perhaps they

thought the duties of a Management Representative were "just" a part-time job and it would be cheaper to contract someone, or maybe they just didn't have the necessary competence in-house. For whatever reason, this responsibility has been out-sourced in some cases to a consulting organization. According to the new ISO 9001:2008 standard, this is no longer acceptable:

"Top management shall appoint a member of the organization's management who, irrespective of other responsibilities, shall have responsibility and authority that includes:

- ◆ ensuring that processes needed for the quality management system are established, implemented and maintained,
- ◆ reporting to top management on the performance of the quality management system and any need for improvement, and
- ◆ ensuring the promotion of awareness of customer requirements throughout the organization."

For those organizations faced with this dilemma, top management must determine how to bring these responsibilities back inside. In doing so, they must consider the organization's responsibility, resource and competence needs, establish a plan for filling these needs and implement the plan prior to the deadline of November, 2010. This may include providing training to an individual to ensure they have the necessary competence to

fulfill the role (e.g. Quality Management, Statistical Techniques, Project Management, Root Cause Analysis, Managing Internal Audit Programs, Documentation and/or Process-mapping Techniques, Continual Improvement Tools).



If you consider the requirements of 5.5.2 above carefully, the benefits of appointing an internal resource to this role far outweigh the perceived cost savings of outsourcing. These responsibilities simply cannot be carried out effectively in 1-2 days per month. The ability to be "proactive" with regards to improving the effectiveness of the QMS is greatly lessened when it is only examined periodically, as opposed to having someone inside the organization regularly available to identify these needs and to track progress toward these improvements. An internal resource also has far more at stake when it comes to promoting the importance of meeting customer requirements (and an appreciation of "internal" customer needs), which ultimately will result in a more effective Quality Management System and valuable certification.