

Tools for step one:
PLAN

Ensure
leadership
commitment and
organizational
readiness



Serious incident and fatality prevention model

WorkSafe
SASKATCHEWAN
Safety • Health • Well-being



WorkSafe Saskatchewan is an injury prevention and workplace safety partnership between the Saskatchewan Workers' Compensation Board (WCB) and the Ministry of Labour Relations and Workplace Safety. Through the partnership, both agencies offer programs and support that help employers and workers develop workplace safety and health programs.

The National Safety Council, SaskPower and subject matter experts from across industries supported the development of WorkSafe Saskatchewan's serious incident and fatality prevention model.

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TOOL ONE

Documentat review

Guidance:

Assemble the following documents to support a review of the company's safety management system and assessment of organizational readiness. As applicable, indicate whether they are:

- a) provided,
- b) provided but outdated,
- c) cannot be located, or
- d) do not exist.

Also provide any other relevant remarks.



Documents to assemble: Organizational

A1:

Injury and illness logs and workers' compensation claims for the facility for the past three years, plus the current year-to-date.

FULLY PROVIDED

PROVIDED BUT OUTDATED

CANNOT BE LOCATED

DOES NOT EXIST

OTHER:

A2:

A description or procedural document outlining how the organization reports, investigates, tracks and closes out injuries and illnesses.

FULLY PROVIDED

PROVIDED BUT OUTDATED

CANNOT BE LOCATED

DOES NOT EXIST

OTHER:

A3:

The latest external or internal annual report that outlines the organization's occupational health and safety information and metrics.

FULLY PROVIDED

PROVIDED BUT OUTDATED

CANNOT BE LOCATED

DOES NOT EXIST

OTHER:

A4:

An organizational chart that includes where environmental health safety or safety is situated.

FULLY PROVIDED

PROVIDED BUT OUTDATED

CANNOT BE LOCATED

DOES NOT EXIST

OTHER:

A5:

Safety and health policy statement and overall written safety management system.

FULLY PROVIDED

PROVIDED BUT OUTDATED

CANNOT BE LOCATED

DOES NOT EXIST

OTHER:

Documents to assemble: Key safety and health programs

B1: Machine guarding and lockout-tagout procedures

FULLY PROVIDED

PROVIDED BUT OUTDATED

CANNOT BE LOCATED

DOES NOT EXIST

OTHER:

B2: Confined space entry procedures

FULLY PROVIDED

PROVIDED BUT OUTDATED

CANNOT BE LOCATED

DOES NOT EXIST

OTHER:

B3: Hazard assessments

FULLY PROVIDED

PROVIDED BUT OUTDATED

CANNOT BE LOCATED

DOES NOT EXIST

OTHER:

B4: Hazard communication

FULLY PROVIDED

PROVIDED BUT OUTDATED

CANNOT BE LOCATED

DOES NOT EXIST

OTHER:

B5: Electrical safety

FULLY PROVIDED

PROVIDED BUT OUTDATED

CANNOT BE LOCATED

DOES NOT EXIST

OTHER:

Documents to assemble: Key safety and health programs

B6: Powered industrial truck

FULLY PROVIDED

PROVIDED BUT OUTDATED

CANNOT BE LOCATED

DOES NOT EXIST

OTHER:

B7: Fall protection

FULLY PROVIDED

PROVIDED BUT OUTDATED

CANNOT BE LOCATED

DOES NOT EXIST

OTHER:

B8: Personal protective equipment program

FULLY PROVIDED

PROVIDED BUT OUTDATED

CANNOT BE LOCATED

DOES NOT EXIST

OTHER:

B9: Driver safety

FULLY PROVIDED

PROVIDED BUT OUTDATED

CANNOT BE LOCATED

DOES NOT EXIST

OTHER:

B10: Change management

FULLY PROVIDED

PROVIDED BUT OUTDATED

CANNOT BE LOCATED

DOES NOT EXIST

OTHER:

Documents to assemble: Key safety and health programs

B11: Excavation and trenching

FULLY PROVIDED

PROVIDED BUT OUTDATED

CANNOT BE LOCATED

DOES NOT EXIST

OTHER:

B12: Crane safety

FULLY PROVIDED

PROVIDED BUT OUTDATED

CANNOT BE LOCATED

DOES NOT EXIST

OTHER:

B13: Hot work or high-risk tasks requiring special work permits

FULLY PROVIDED

PROVIDED BUT OUTDATED

CANNOT BE LOCATED

DOES NOT EXIST

OTHER:

B14: Construction safety

FULLY PROVIDED

PROVIDED BUT OUTDATED

CANNOT BE LOCATED

DOES NOT EXIST

OTHER:

B15: Contractor safety management

FULLY PROVIDED

PROVIDED BUT OUTDATED

CANNOT BE LOCATED

DOES NOT EXIST

OTHER:

Documents to assemble: Key safety and health programs

B16: Recent industrial hygiene surveys (for example, sound, air quality or ergonomic surveys)

FULLY PROVIDED

PROVIDED BUT OUTDATED

CANNOT BE LOCATED

DOES NOT EXIST

OTHER:

B17: Copies of recent corporate, regional, regulatory or third-party compliance and/or safety and health audits or inspections

FULLY PROVIDED

PROVIDED BUT OUTDATED

CANNOT BE LOCATED

DOES NOT EXIST

OTHER:

B18: Copies of recent employee safety and health perception or culture surveys

FULLY PROVIDED

PROVIDED BUT OUTDATED

CANNOT BE LOCATED

DOES NOT EXIST

OTHER:

B19: Other

B20: Other

TOOL TWO

Organizational gap analysis

Guidance:

Use a survey to administer the following items and collect perceptions across employment levels. Identify a group of operational and safety leaders to complete this organizational gap analysis individually.

Compile and compare the results as a group to check alignment and demonstrate organizational readiness. Identify, discuss and prioritize common gaps and address these gaps as appropriate. Track corrective or preventative actions to completion.



Organizational gap analysis

1:

We have a culture that prioritizes safety, health and worker protection and does not sacrifice that culture to meet production or other business goals.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

2:

The organization recognizes and addresses the needs of a diverse workforce.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

3:

The company does well to attract, retain and develop safety talent.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

4:

Senior leaders demonstrate that safety is a core value and is part of all aspects of the organization.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

5:

The company ensures that we have the necessary resources (people, money and time) to support the organization's safety and health programs and goals.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

Organizational gap analysis

6: The organization defines roles and responsibilities for safety and health for all levels.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

7: Leaders spend time in the field observing work, connecting and learning from workers to understand the safety and health risks and how work actually gets done.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

8: The company focuses on learning from safety successes and failures, rather than assigning blame and issuing discipline.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

9: The organization meaningfully involves and engages front-line workers in safety.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

10: The organization prepares new, inexperienced and transferred workers to recognize hazards and perform their work tasks safely.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

Organizational gap analysis

11:

The organization has a structured process for workers and management to collaborate on safety.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

12:

The organization has a process in place to identify safety hazards, particularly for high-risk work.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

13:

The organization has a process in place to assess and prioritize risk.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

14:

The organization has a process in place to control or eliminate safety hazards, particularly for high-risk work.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

15:

The organization has and uses written safe operating procedures, especially for high-risk tasks.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

Organizational gap analysis

16:

The organization has programs in place to promote and engage workers in safety and health activities.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

17:

The organization provides effective safety training that goes beyond the minimum requirements for complying with regulation.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

18:

Workers and management communicate frequently about safety and health.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

19:

The company goes above and beyond regulatory compliance to ensure the safety and health of the workforce.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

20:

The organization inspects and maintains equipment regularly to ensure safe operations.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

Organizational gap analysis

21:

The organization assesses and manages safety issues for contractors and temporary workers the same as for workers.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

22:

Emergency response planning and drills take place.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

23:

Incident investigations focus on learning and tracking corrective or preventative safety measures to completion.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

24:

Audits take place to identify gaps in safety and to drive continuous improvement.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

25:

The organization prioritizes and closes out corrective and preventative safety actions (including work orders) in a timely manner.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

Organizational gap analysis

Total: Combine and calculate average gap analysis score



Notes or comments



Serious incident and fatality-related worker perception data

Guidance:

Consider the following survey items to collect worker perceptions related to serious incidents and fatality prevention. The organization can administer a sampling of these items as a stand-alone survey or incorporate selected items into an existing worker engagement survey. The organization can also use individual items to collect feedback from employees during in-person training sessions, toolbox talks or pre-shift meetings and compile the responses.

Compile responses and relevant notes and check for alignment among various employment levels. Insights and data trends can also serve as evidence of worker engagement and organizational readiness. Identify, discuss and prioritize common perceptions to reinforce or address as appropriate. Track necessary corrective or preventative actions to completion.



Serious incident and fatality-related worker perception data

1: Management puts a high priority and acts on preventing serious incidents and fatalities.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

2: The organization treats worker safety and health as a core value and never compromises it for short-term financial goals.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

3: After an incident or near miss, management is more concerned with correcting the hazard than assigning blame or issuing discipline.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

4: My supervisor is more concerned about identifying the potential for serious incidents and fatalities than about the company's safety statistics.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

5: The organization encourages the reporting of potentially serious hazards.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

Serious incident and fatality-related worker perception data

6: I can report hazardous conditions without fear of negative consequences.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

7: I am confident that the organization will take appropriate corrective actions to resolve conditions that could cause fatalities and serious incidents.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

8: Incident investigations focus on learning and tracking corrective or preventative safety measures to completion.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

9: Audits take place to identify gaps in safety and to drive continuous improvement.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

10: The organization prioritizes and closes out corrective and preventive safety actions (including work orders) in a timely fashion.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

Serious incident and fatality-related worker perception data

11:

The organization ensures that equipment labelling and signage are clear and easily understood.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

12:

The organization ensures that controls and switches are easy to understand.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

13:

Work shifts allow for adequate rest. Fatigue is uncommon.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

14:

The work environment allows for the completion of high-risk tasks without distraction.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

15:

The organization provides adequate time for the safe completion of high-risk tasks, regardless of production pressure.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

Serious incident and fatality-related worker perception data

16:

The organization provides ample opportunity for workers to stay hydrated during the workday.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap, please describe:

17:

The organization assigns high-hazard tasks to personnel with the skills required to perform those tasks safely.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap, please describe:

18:

The organization supports key safety and health programs with the necessary resources (personnel, time and so on).

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap, please describe:

19:

My work group has sufficient staff to get our work done safely.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap, please describe:

20:

Front-line workers participate in setting goals for safety.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap, please describe:

Serious incident and fatality-related worker perception data

21:

The organization clearly communicates information to workers that they need to operate safely.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap, please describe:

22:

The organization informs workers of actions taken to resolve hazards with serious incident or fatality potential.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap, please describe:

23:

The organization provides newly assigned workers with safety training specific to their work responsibilities.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap, please describe:

24:

The organization uses clear terminology for work instructions and procedures involving high severity hazards.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap, please describe:

25:

The organization provides adequate training about the potential for serious incidents or fatalities.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap, please describe:

Serious incident and fatality-related worker perception data

26:

The organization takes corrective or preventative actions promptly whenever management learns about a high-severity hazard.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

27:

The organization provides me with safety training on high-severity hazards related to the tasks I perform each day.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

28:

Workers participate in the development of safe work practices.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

29:

The organization disables unsafe processes and equipment and does not operate them until they have replaced or repaired defective safety devices.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

30:

The organization trains workers to identify high-severity hazards and to control or reduce their risk.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

Serious incident and fatality-related worker perception data

31: The organization communicates process changes well in advance.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

32: The organization ensures that procedures, training and work instructions adequately address high-severity hazards.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

33: The organization performs a formal hazard assessment when they make process changes.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

34: The organization rarely requires unexpected equipment repairs.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

35: The organization equips high-risk operational procedures with adequate warning mechanisms.

VERY FALSE 1 2 3 4 5 6 7 8 9 10 VERY TRUE

If there is a clear gap,
please describe:

Serious incident and fatality-related worker perception data

36: Personal protective equipment does not interfere with my ability to do my job safely.

VERY FALSE



VERY TRUE

If there is a clear gap,
please describe:

Total: Combine and calculate average scores.



Notes or comments



TOOL FOUR

Feedback from key system partners

Guidance:

Use the following questions to guide meetings with senior leaders, safety and health professionals, front-line supervisors and front-line workers. Collect feedback either formally through a survey or informally through job observations and other meeting channels.



Senior leadership feedback questions

This group will vary depending on the size and scope of the operation. In general, this group includes individuals with responsibility over company operations with the following titles: chief executive officer, chief operational officer, vice president, director, general manager, manager and so on.

- » What processes do you have in place to identify, prioritize and manage health and safety risks?
- » What is the process for allocating resources for health and safety?
- » What is your view of the role of leadership in health and safety?
- » What is your view of the role front-line workers play in health and safety?
- » What performance metrics do you monitor to determine the effectiveness of your health and safety systems or programs?
- » Is there executive compensation tied to the outcome of any safety and health metrics?
- » Do you report any safety and health performance metrics to outside entities, such as shareholders, regulatory bodies, non-governmental organizations and so on?
- » Who are your safety and health system partners and what are their expectations?
- » How has the organization integrated safety and health management into business operations?
- » How do you manage change in your organization?
- » What processes or work performed in your organization concerns you the most for potential serious incidents or fatalities?

Safety and health professionals feedback questions

This group includes individuals whose primary responsibility is promoting and managing the safety and health of workers in the company, division, business unit or department.

- » What are your safety and health priorities?
- » How does the organization plan and facilitate safety and health training?
- » Do you feel the organization dedicates adequate resources to safety and health?
- » What is the process for obtaining capital funds for key safety and health initiatives?
- » Do you feel the organization employs enough safety and health staff to perform the required duties?
- » Explain the incident investigation process, including initial investigation, determination of root causes, assignment of countermeasures and follow up on the completion of corrective actions.
- » How do workers report near misses and what follow-up does the organization conduct?
- » How much of your time do you spend “putting out fires?”
- » What processes or operations cause you the most concern about serious incident or fatality potential?
- » What barriers in your organization prevent it from achieving the desired safety culture?
- » Do you feel the organization properly trains you and provides you access to professional development opportunities?
- » What risks give you the greatest cause for concern?

Front-line supervisors feedback questions

This group includes individuals whose primary responsibility is supervising front-line workers in their daily activities.

- » Tell me about about any production pressures you are facing.
- » How do you feel your frontline workers respond to the demands of production?
- » What process does the organization use to train and acclimate new workers to their specific jobs?
- » How does the organization emphasize and share job-related risks or hazards with front-line workers?
- » Do workers have the authority to stop operations if they feel something is unsafe or “not quite right”?
- » How often do workers actually stop production operations because of a safety concern?
- » What was the response the last time the organization stopped production due to a safety concern?
- » How do you involve front-line workers in decisions on how they perform job duties?
- » Does the organization conduct toolbox talks or pre-shift meetings?
- » What risks give you the greatest cause for concern?

Front-line workers feedback questions

This group includes individuals who perform work for the organization and directly interact with equipment, tools, parts, customers, visitors and so on.

- » Do you know what safety and health expectations the company has for you?
- » What processes or work tasks concern you the most for potential serious incidents or fatalities?
- » Do you feel senior leadership has a good understanding of the hazards you face on a daily basis?
- » Do you feel the organization has adequate controls in place to protect you from potential serious incident or fatalities?
- » Do you feel you have the authority to stop work if you feel unsafe?
- » How would you describe the safety culture of the organization?
- » Tell me about the last incident that resulted, or could have resulted, in a serious injury or fatality.
- » Do you feel the organization involves you in decisions related to your safety and health?
- » Do you feel the organization prioritizes production over safety and health?
- » Do you ever have to bypass safety controls due to other priorities or pressures?
- » Do you feel comfortable reporting safety and health issues?
- » Do you feel the organization will take action when workers report safety and health issues?
- » What risks give you the greatest cause for concern?

Setting expectations for leadership

TOOL FIVE

Guidance:

Review the following leadership expectations and evaluate them against the existing roles and responsibilities the organization outlines in its safety management system or safety and health policy. Ensure that leaders at all levels understand and express commitment to upholding the expectations identified for their employment level. Make modifications to roles and responsibilities as needed to best support the organization's serious incident and fatality prevention strategy and related activities.



Executive and senior leadership-expectations

- » Officers of the company or high-ranking leaders will set the tone for safety and assign responsibility for the overall safety management system.
- » Leaders will establish acceptable risks for the organization.
- » Leaders will establish appropriate metrics to drive continuous improvement that reduce risk associated with high-severity outcomes to levels that the organization accepts.
- » Leaders will set the tone for a psychologically safe work environment with a culture of learning and improvement.
- » Leaders will listen to each elevated concern to understand the opportunities for improvement and provide feedback that is timely and actionable.
- » Leaders will provide the necessary resources to address high-severity hazards, including assessment of risk and appropriate defenses to control or mitigate outcomes of events and incidents.
- » Leaders will drive accountability for risk reduction through reviews and metrics.
- » Leaders will understand the potential serious incident and fatality activities and drivers within their business.

Managers, front-line supervisors and health and safety professionals expectations

- » Refusal to accept that deviation from procedures is normal.
- » Refusal to accept substandard processes and procedures.
- » Promotion and use of critical controls to eliminate or mitigate serious incident and fatality risk and high-severity hazards.
- » Maintenance of critical controls to prevent serious incidents and fatalities.
- » Understand the challenges that workers face while performing expected work activities.
- » Understand that traditional metrics such as total recordable injury rate and historical performance do not accurately predict or imply risks of serious incidents or fatalities existing within their operation.
- » Understand that risk is influenced by culture, management systems, process conditions and human factors.
- » Understand that mitigating risk requires not only identifying the hazards and assessing the controls, it also requires addressing related organizational and human factors.
- » Create a learning environment. Ask open-ended questions to understand the context and contributing factors of events and learn from successes and failures.



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