

THE EFFECTIVE JHSC



© 2013, Workplace Safety & Prevention Services (WSPS)

All rights reserved.

No part of this publication may be reproduced, or stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopied, recorded or otherwise, without the prior written permission of Workplace Safety & Prevention Services (WSPS).

The information contained in this reference material is distributed as a guide only. It is generally current to the best of our knowledge as at the revision date, having been compiled from sources believed to be reliable and to represent the best current opinion on the subject. No warranty, guarantee, or representation is made by WSPS as to the absolute correctness or sufficiency of any representation contained in this reference material. WSPS assumes no responsibility in connection therewith; nor can it be assumed that all acceptable safety measures are contained in this reference material, or that other or additional measures may not be required in particular or exceptional conditions or circumstances.

While WSPS does not undertake to provide a revision service or guarantee accuracy, we shall be pleased to respond to your individual requests for information, at any time.

Table of Contents

	Page No.
About This Guide.....	1
Chapter 1: What is a JHSC?	2
Chapter 2: Forming a JHSC	5
Chapter 3: Running Effective JHSC Meetings	17
Chapter 4: Making Effective Recommendations	26
Chapter 5: Evaluating the Effectiveness of Your JHSC	30
Appendix	42
Resources.....	57

Important Note:

All forms in this publication are available from our web site:

<http://www.healthandsafetyontario.ca/Resources/Topics/JHSC---H-S-Rep.aspx>

Please note that these fillable and customizable forms are in WORD format.

THE EFFECTIVE JHSC

About This Guide

This guide contains information and tools for:

- Existing JHSCs
- New JHSCs
- Business owners, CEOs or senior management (the employer) who need to start up a JHSC

How will this guide help you?

- Employers can learn about the roles and responsibilities of a JHSC
- New JHSC members will gain an understanding on what makes a JHSC work well
- Self-assessment tools and information allow a new or existing JHSC to evaluate its effectiveness as a team
- Best practices for JHSCs are shared throughout this guide
- It explains where to obtain additional support and resources for the growth and maturity of the JHSC such as other WSPS products and services



CHAPTER 1: WHAT IS A JHSC?

Topics in This Chapter:

- When a JHSC is Required
- The Purpose of the JHSC
- The Internal Responsibility System (IRS)
- The Roles and Responsibilities of the JHSC
- The Roles and Responsibilities of the Employer

When a JHSC is Required

The *Occupational Health and Safety Act (OHSA)* explains

- When to start a committee
- How it should be set up
- What it should do

The chart below explains when a JHSC or a Health and Safety Representative are required.

What the Law Says	
NUMBER OF WORKERS	LEGISLATIVE REQUIREMENTS
1-5	No requirement for a JHSC or a health and safety representative; however, if your workplace uses a designated substance a JHSC is required. Section 9(2)(c)
6-19	You need at least one health and safety representative (worker), selected by other workers. Section 8(1) If your workplace uses a designated substance a JHSC is required. Section 9(2)(c)
20-49	You need to have a JHSC with at least two members Section 9(6)(a) . At least half of the committee must be worker representatives selected by other workers. Section 9(7) For certain types of farming operations regularly employing 20 or more workers, a JHSC is required. O.Reg. 414/05, s.3(1-2)
50+	You need to have a JHSC with at least four members Section 9(6)(b) . At least half of the committee must be worker representatives selected by other workers. Section 9(7) Farming operations regularly employing 50 or more workers require certified members on their joint health and safety committees as set out in 9(12). O.Reg. 414/05, s.3(3)

Here are a couple of examples showing how to apply the requirement for a JHSC:

1. A franchisee owns 3 locations, each with 25 workers. A JHSC needs to be established in each location because there are over 20 workers in each. The JHSCs must be made up of at least two members, one representing workers, one representing management. Worker members must not be outnumbered by management members.
2. A manufacturing company has a production plant with 100 workers and a storage warehousing facility with 21 workers. Again, a JHSC is required in each location. The production plant's JHSC must include at least 4 members, because there are more than 50 workers. There must be one worker member and one management member. At the storage warehousing facility, there must be a minimum of one worker member and one management member.

As mentioned before (but we cannot stress it enough), worker members must not be outnumbered by management members.

The Purpose of a JHSC

The purpose of the JHSC is to identify hazards and make recommendations to the employer to control the hazards. The JHSC is an integral part of the company's Internal Responsibility System (IRS).

The Internal Responsibility System (IRS)

To explain the IRS in a simple way, everyone in the workplace is responsible for health and safety. An effective JHSC's role in a company's IRS is to monitor the system by identifying and suggesting how to correct breakdowns in the IRS (e.g., information about hazards is not communicated to workers). The *Occupational Health and Safety Act* ensures that the spirit of the IRS is reflected in the JHSC by requiring members from management and workers.

There is a form in the Appendix that JHSC members can use to evaluate the company's IRS.

Roles and Responsibilities of the JHSC

Besides ensuring that there is common ground for working on health and safety issues, the JHSC has duties to fulfill on the job:

- Meet at least once every three months. **Section 9(33)**
- Maintain and keep minutes of meetings. **Section 9(22)**
- Post the names and work locations of committee members for all workers. **Section 9(32)**
- Inspect the workplace at least once a month according to a schedule **Section 9(26)**, or where it is not practical, inspect a portion of the workplace at least once a month so entire workplace is inspected yearly. **Section 9(27)**

- Make written recommendations for improvement in health and safety of workers to the employer as needed. **Section 9(18)(b)**
- Identify workplace hazards. **Section 9(18)(a)**
- Being present at the beginning of workplace testing. **Section 9(18)(f)**
- Be present at investigations of work refusals and have the right to investigate critical injuries or fatalities. **Section 43(4) and 9(31)**
- Participate in information gathering. **Section 9(18)(d)(i-ii)**
- Accompany a Ministry of Labour inspector during a physical inspection of the workplace. **Section 54(3)**

The *OHSA* legally defines these responsibilities and functions. You will find the complete list of JHSC roles, responsibilities and entitlements in the *OHSA* and in the Appendix of this guide.

Roles and Responsibilities of the Employer

The responsibilities of the employer under the *OHSA* include:

- Establish as required and maintain a joint health and safety committee. **Section 9(4)**
- Provide time for JHSC members to carry out their duties and must pay JHSC members while they do committee work. **Section 9(34)(35)**
- Employer shall ensure that at least one member of the committee representing the employer and at least one member representing workers are certified members. **Section 9(12)**
- Ensure that the legally required number of certified members is met. **Section 9(17)**
- Respond to recommendations from the JHSC in writing within twenty-one days. **Section 9(20)**
- Provide any documentation or information concerning health and safety issues in the company to the JHSC). **Section 9(18)(d)(i-ii);(e)**

How Can the Employer Be More Effective?

Aside from the employer's responsibilities to the JHSC, part of maintaining a good relationship means:

1. Recognizing and rewarding the JHSC's work
2. Avoiding delegating "ownership of health and safety" to the JHSC, but taking responsibility themselves
3. Negotiating a common vision for health and safety with the JHSC
4. Guiding the development of specific health and safety objectives, when requested
5. Having senior managers promote health and safety issues
6. Integrating health and safety into day-to-day activities at all levels
7. Provide full support for the activities of the JHSC

CHAPTER 2: FORMING A JHSC

Topics in This Chapter:

- Setting up a JHSC
- Recruiting JHSC members
- Getting Organized for the First Meeting
- Notice Board Posting
- Developing Terms of Reference for the JHSC

Setting Up a JHSC

There are three basic steps to setting up a JHSC:

1. Identify the Need

First, the employer identifies that there is a need for a JHSC and consults the *OHS*A to determine the minimum number of members required. Additional members may be considered so that the workplace is adequately represented on the committee. Questions for the employer to ask themselves are:

- Will all departments/work areas be represented on the committee?
- Have I allowed for representation from part-time workers, multiple shifts, contract workers and senior workers?

When there is a union, their members of the committee are selected by them. This is sometimes part of the company's collective bargaining agreement (CBA). Check the CBA to see how the process works.

2. Select Management Members

Next, the employer appoints the management members.

3. Select Worker Members

Workers nominate or select people to be on the committee. Once nominations are received, voting takes place. All workers have the right to vote.

Here is a sample process for selecting JHSC members:

1. Identify membership needs

- a. How many people does the committee need to meet legislative requirements?
- b. Is there a need for additional members to obtain representation for all departments?

2. Informing the workers

- a. Tell workers how many worker positions need to be filled
- b. Tell workers how to nominate people for the positions

3. Inform nominees

- a. Provide the nominees with a description of the worker member position and confirm that they accept the nomination

4. Explain the voting process

- a. Tell all workers that they have the right to vote. Pick a voting date and method (email, ballot)
- b. Post worker member nominees names on the JHSC bulletin board
- c. Prepare voting material if needed (ballot box, voting form)

5. Vote

- a. Have the vote, tally results and inform the staff of successful nominees
- b. Remember to thank nominees individually for their interest and support

Recruiting JHSC Members

In the event that there are no volunteers for the JHSC, there are several strategies that can be used to encourage people to come forward. Some of these are:

1. Providing basic information about the JHSC so workers understand the role
2. Reinforce the fact that workers will be paid for time spent fulfilling duties on the JHSC
3. Reassure them that they will receive basic training on the JHSC and its functions
4. Point out that being a part of the JHSC is a valuable addition to their resume

On the next page there is a sample written document you may use to post or email to workers as part of your recruitment efforts. The message is a positive one to workers about JHSC membership.



Sample Recruitment Communication

To: All Staff

From:

Date:

RE: Joint Health and Safety Committee Nominations

Do you want to do your part in making your workplace a healthy and safe place to work?

Here is your chance!

We currently have two openings on our Joint Health and Safety Committee (JHSC) for one worker member representing the union staff and one worker member representing non-union staff. The **union worker member** will be **selected by the union**. The non-union worker member needs to be **selected by the non-union workers**.

What's involved in being a part of the JHSC?*

- Addressing health and safety concerns
- Conducting monthly workplace inspections once per month
- Attending scheduled meetings
- Taking initiative and making recommendations to senior management on how to reduce workplace injuries
- Helping to review the health and safety program
- Helping to identify workplace hazards
- Investigating workplace accidents

*The *Occupational Health and Safety Act* states that time spent performing JHSC duties is to be paid at the member's regular working rate.

Please place your nomination(s) into an envelope and deposit it into the appropriate box by [date]. If several workers are nominated, we will have an official vote during the week of [date].

Getting Organized for the First Meeting

The employer is responsible for getting the JHSC up and running. This involves helping to set up the first meeting.

Sometimes it is the owner who functions as the chair and completes the following tasks:

1. Organizes the agenda
2. Arranges a meeting time, date and place
3. Runs the meeting

What Should Be On the Agenda for the First Meeting?

Owner should talk about:

- His/her role as the JHSC sponsor
- The various JHSC roles, skills and commitment required

These roles include:

Co-chairs

Co-chairs ensure that meetings are held, run smoothly, all agenda items are addressed and recommendations are made to the employer. Co-chairs alternate chairing the meetings.

The process for selecting the co-chairs would be decided at the first meeting:

- a) By nomination and election
- b) Picked if only one person nominated

The management co-chair is selected by the management representatives on the committee; the worker co-chair is selected by the worker representatives on the committee.

Secretary

Minutes of JHSC meetings must be recorded. **Section 9(22)**

A best practice is that the committee chooses a secretary outside of the committee to keep the minutes. All the JHSC members can then concentrate only on the matters of the agenda during the meeting.

The secretary position can be filled in three ways:

1. It can be filled by a JHSC member – one member always takes the minutes
2. By rotating the secretary function among the JHSC members with the exception of the co-chairs
3. A person not on the committee may be chosen to record the minutes

Certified Members

The members to be certified are selected or designated by the management members and worker members respectively. There must be at least one management certified member and one worker certified member. **Section 9(12)**

If there is a trade union at the workplace, the trade union would be involved in determining who among the worker members on the committee is to be the certified member. **Section 9(14)**

General Members

The other JHSC members perform important functions on the committee such as contributing to decision making, being part of sub-committees to work on special projects; can participate in inspections.

Prior to the Meeting

All members of the JHSC should read the “Guide to the Joint Health and Safety Committee” and the “Guide to the *Occupational Health and Safety Act*”. Both of these publications are available at no cost from the Ministry of Labour. These publications should be posted in the workplace for all to read.

Make sure that the JHSC’s administrative needs are met, such as:

- Adequate bulletin board space
- An acceptable meeting room
- Proper record keeping
- Computer access
- Budget for training (e.g., Certification)
- Expenses
- Supplies

Creating a Vision for the Committee

It is important to set a direction for the JHSC to help it meet its goals. The following questions help the JHSC align itself with the goals and objectives of the company:

- What are the company's goals and objectives?
- What roles will the JHSC play in contributing to company goals and objectives?
- What are the priorities of the business?
- What are the priorities for the JHSC?

The benefit to knowing where the company is going and how it intends to get there ensures that the JHSC's recommendations will be written in consideration of these goals and objectives and therefore be sustainable.

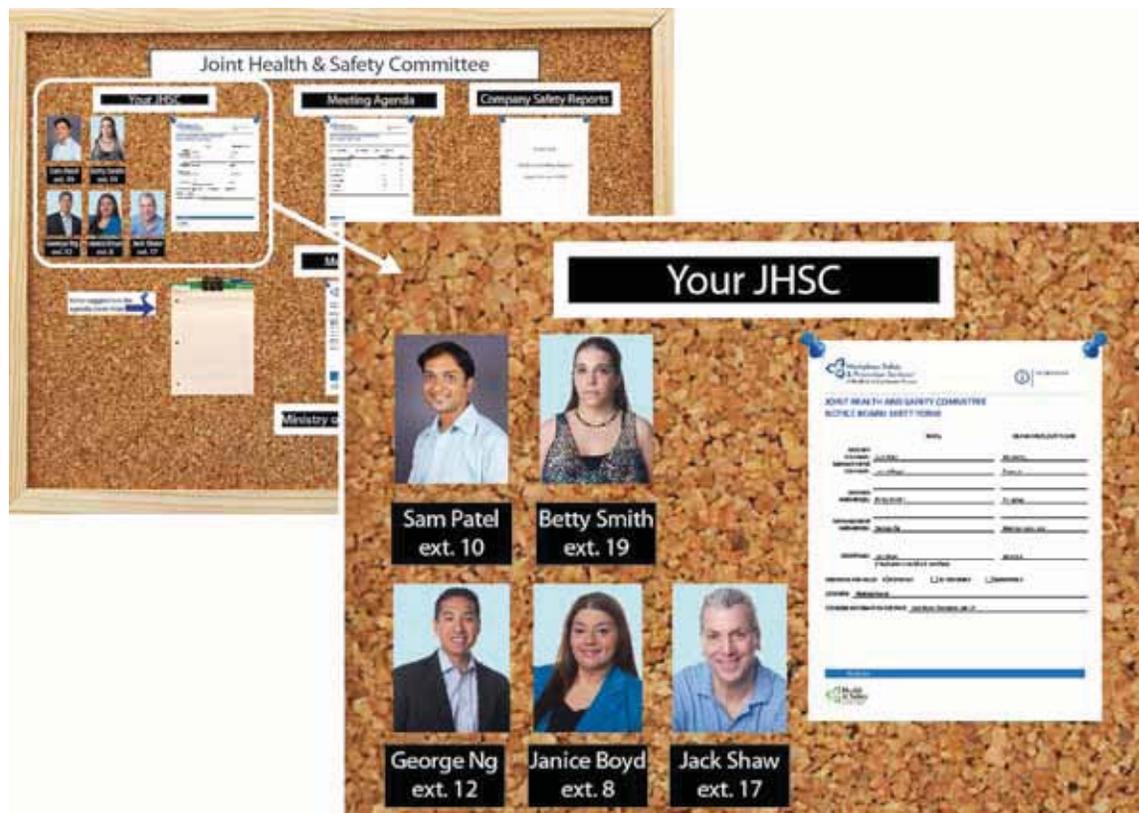
Notice Board Sheet Posting

When the committee membership is complete, gather information about the committee members and post this information for staff. A sample Notice Board Form is shown on the next page. In this sample form there is room for you to list:

- The names of committee members
- Their work location
- The frequency and location of JHSC meetings
- A contact number for workers to call

It is law that this information be posted in a highly visible location in your workplace. **Section 9(32)**

A best practice is to also post the pictures of the JHSC members so workers can easily recognize them.



On the next page is a sample notice board sheet form which you can download at:
<http://www.healthandsafetyontario.ca/Resources/Topics/JHSC---H-S-Rep.aspx>

JOINT HEALTH AND SAFETY COMMITTEE SAMPLE NOTICE BOARD SHEET FORM

	NAME	DEPARTMENT/LOCATION
WORKER		
CO-CHAIR:	Sam Patel	Marketing
MANAGEMENT		
CO-CHAIR:	Janice Boyd*	Finance
WORKER		
MEMBER(S):	Betty Smith*	Shipping
MANAGEMENT		
MEMBER(S):	George Ng	Human Resources
SECRETARY:	Jack Shaw	Dispatch
	(*indicates a certified member)	

MEETINGS ARE HELD: MONTHLY BI-MONTHLY QUARTERLY

LOCATION: Training Room

FOR MORE INFORMATION CONTACT: Jack Shaw, Secretary, ext. 17

Developing Terms of Reference for the JHSC

What Are the Terms of Reference?

Terms of Reference set out how the committee is set up; what the committee needs to do; and who will do the tasks. There are three steps that can be used to develop terms of reference.

1. Get Ideas on Paper

Using the topics in the Terms of Reference outline (see the following pages), begin to brainstorm the committee's ideas for their terms of reference. The decision making process needs to be defined before brainstorming begins:

- a) Will the team use the process of voting and majority wins? or
- b) Does the JHSC commit to working toward a consensus that everyone can live with?

Here are some tips for a successful brainstorming session:

- Get a flip chart
- Set the ground rules
- Write every idea down
- Don't critique the ideas

Once the brainstorming exercise is done, the team should go back and look at each point. The co-chairs facilitate the discussion, and the secretary takes notes. This process should continue until the ideas are refined and all members come to an agreement.

2. Create a Draft Terms of Reference

Gather all of the information from the brainstorming session. Use this information to create a draft of the terms of reference and distribute for committee members to review.

3. Final Terms of Reference

Once consensus has been reached, the co-chairs write the final terms of reference. They jointly sign and date the terms of reference and the secretary gives each member a copy. The secretary also provides copies to the owner. The terms of reference are also posted on the JHSC bulletin board for other workers to read. Finally, a copy is filed in the JHSC official records.

What Do I Need to Put in the Terms of Reference?

On the following pages are suggested topics to include in a Terms of Reference. Each JHSC's Terms of Reference document will contain similar main element but will be particular for each company.

1. Define the Purpose of the JHSC

State the purpose of your committee. An example of a purpose statement would be: "To ensure that hazards in the workplace are identified and recommendations are made to the employer to control these hazards."

2. Objectives of the JHSC

The objectives provide the backbone of the actions of the committee. The objectives are written specifically so that the committee will fulfill its purpose.

3. Functions of the Committee

List the functions of the committee as outlined in the *Occupational Health and Safety Act*. **Section 9(18)**

4. Structure of the JHSC

List the member roles that make up your committee. For example, the committee will be made up of a minimum of 4 people. It will have at least 50% workers on it, with representation from each department. Be sure to comply with the requirements in the *Occupational Health and Safety Act*.

Term of Office

State how long each member will sit on the committee (at least one year). If there is more than one worker and one management representative, terms should be staggered to allow continuity. Also decide if the one year or longer term is renewable. If so, how many times?

Subcommittees

Sometimes a JHSC divides into subcommittees to address particular events or assignments.

5. Meetings

State the frequency of meetings. Be sure to meet the minimum requirement set out in the *OHS Act*, which is to meet quarterly, however a best practice is to meet monthly, after the monthly inspection. This makes it easier to keep track of concerns raised during inspections and ensure controls are in place for each. Meeting dates should be established on a pre-set schedule or at the conclusion of each meeting.

Co-chair

Committee meetings are co-chaired by two members. One co-chair is chosen by the members who represent workers and one by the members representing management. Some committees have their co-chairs alternate the chairing role from meeting to meeting.

Agenda

The co-chair who is acting as chair for the upcoming meeting will prepare the agenda. Proposed agenda items should be given to the co-chair in advance of the meeting. The agenda should be distributed to all committee members about one week prior to the meeting and be posted on the JSHC section of the health and safety board.

Minutes

Minutes should contain details of all matters discussed, as well as a full description of health and safety issues and their resolution or any action deemed necessary. The co-chairs review and sign the minutes to authorize distribution.

- State:
 - Who will record the minutes
 - Where they will be posted in the workplace
 - How soon after the meeting they will be posted (e.g., one week after the meeting)
 - Who distributes the minutes
 - Who receives copies of the minutes
 - Where the official JHSC files are located

Resolution

State how decisions will be made. There are two options:

1. A formal vote by which the majority of votes decides the issues
2. Decisions are made by consensus

Consensus is actually the preferred method of conducting JHSC business. It permits the committee to make decisions through compromise which all members can support.

Also state what will happen if the committee cannot agree. Perhaps the co-chairs will take the issue to senior management for a decision.

Quorum

This is the minimum number of members that must be at the meeting to have an official meeting. Ideally 50% of the members in attendance are worker members. Regardless of the minimum number to achieve quorum, the emphasis should always be on full attendance.

Confidentiality

The *OHS*A requires that JHSC members keep confidential any trade secrets or personal medical information they receive in their work.

Note: There is a sample Terms of Reference document in the Appendix of this document. It is a suggested format only.

Functions and Powers of the JHSC

There are four principal functions of a JHSC outlined in the *OHS*A:

1. To identify potential hazards
2. To evaluate these potential hazards
3. To recommend corrective action
4. To follow up on implemented recommendations

To carry out its functions, the JHSC is required to hold meetings and carry out regular inspections of the workplace. **Section 9(33)**

Through the powers given to the JHSC, the committee is entitled to:

- Be consulted about workplace testing
- Make recommendations to the employer
- Participate in the investigation of work refusals
- Investigate critical injuries or fatalities

Workplace Inspections – Section 9(23-30)

The JHSC inspects the workplace. Monthly workplace inspections must be completed by a worker representative on the JHSC. It is best if they are certified because of the additional training they have had, but this is not mandatory. The inspections cannot be done by a management representative. The management representative can assist the worker representative during the inspection but this is only seen as a best practice. The same worker representative does not have to complete every monthly inspection - the task can be shared by the workers on the committee. If the workplace is extremely large, sections of the workplace are inspected each month until all areas have been examined at least once every year. The worker certified member identifies potential hazards during their inspection and reports these to the committee. The inspections must be conducted according to a regular schedule set out by the committee. **Section 9(28)**

A helpful tool to use is a workplace inspection form which you can customize as necessary for your business. You can access a fillable workplace inspection recording form from <http://www.healthandsafetyontario.ca/Resources/Topics/Inspections---Investigations.aspx>

Investigation of Critical Injuries or Fatalities – Section 9(31)

The JHSC must be advised immediately of critical injuries and fatalities. It is a best practice that the JHSC be notified of any injury of a worker regardless of its severity. One or more worker members are designated to investigate critical injuries and fatalities.

Work Refusal and Bilateral Work Stoppage

The worker representative of the JHSC has the duty to participate in work refusal and work stoppage situations. In a work refusal, the designated worker representative on the JHSC (certified if possible, but not mandatory) works with the worker who is refusing and the supervisor of that worker to try and come up with a solution that is safe. In a bilateral work stoppage situation, it is required that two designated certified members – one management and one worker – decide if it is a “dangerous circumstance” and can stop work in that circumstance.

Recommendations

The JHSC makes recommendations to the employer to control hazards identified. Define the process for making recommendations, who receives the recommendation and how the recommendation is to be followed up. Refer to Chapter 4: “Making Effective Recommendations” for information on making recommendations.

Training

All JHSCs are required to have members who successfully complete the Certification Training Program (Parts 1 and 2). Please see the Appendix of this document for a list of training courses for the JHSC offered by Workplace Safety and Prevention Services. With regard to training needs, here are some thoughts for you to consider:

- How many certified members will your committee need? Minimum number? Ideal number? Trained back-ups? It is a best practice to have all the members certified.
- What other training will the JHSC need? Keep in mind any changes in legislation that may impact the JHSC.
- All new JHSC members should receive orientation training to the JHSC terms of reference as a minimum. Who will do this? When?
- Additional training on workplace inspections and incident investigations is recommended for all members who are designated to take part in those tasks.
- Who approves training and related costs?



CHAPTER 3: RUNNING EFFECTIVE JHSC MEETINGS

Topics in this Chapter:

- Meeting Schedule
- Establish Ground Rules
- Timetables for Meetings and Inspections
- Preparing the Meeting Agenda
- JHSC Meeting Minutes
- A Three Step Guide to Effective Meetings

Meeting Schedule

How Often Should the JHSC Have Meetings?

The JHSC is required to meet regularly – at the minimum, once every three months. JHSCs can meet more often, depending upon the time they need to do their job the best way they can. If you are starting up a new JHSC, meeting at least once a month could be beneficial while you get business in order. Or, as mentioned earlier in this document the JHSC may choose to meet following the monthly inspections.

Meetings allow for sharing of information and facilitating decision-making. Meetings should be seen as learning experiences. Future meetings can be improved by asking members to assess how things are going. Then, determine as a committee what steps to take to conduct more effective meetings.

The following three tips will help you conduct effective meetings:

1. Be proactive. Determine if there is a definite need for a meeting to occur. Avoid the trap of meeting just for the sake of it. Also, if the committee's agenda is finished, end the meeting.
2. Keep things focused and summarize the progress as you go. This helps keep the committee moving forward.
3. It is important to facilitate the committee's problem-solving process. The co-chairs should monitor interactions and suggest procedures to help make decisions.

Establish Ground Rules

What Are Ground Rules?

Ground rules establish a code of conduct for everyone to follow during JHSC meetings. They help the meetings run smoothly. Once the rules are agreed upon, individual members are asked to adhere to them.

Examples of ground rules for meetings

- Will begin and end on time
- Everyone comes prepared
- No interruptions unless there's an emergency
- No cell phones
- Differing opinions are okay
- Strive for consensus

Timetables for Meetings and Inspections

1. Setting the JHSC Meeting Timetable in Advance

This helps make sure everyone can attend by giving lots of notice. Here are some things to take into consideration when booking meetings in advance:

- Take into consideration different work shifts if you have them
- Ask members to confirm their availability for the dates set
- Ask members to tell their supervisors about these meeting dates
- Hold members accountable for attending these meetings

If members find that the meetings are conflicting with their job and they cannot resolve this with their supervisor, the co- chairs may need to take the issue to senior management. Remember, it is the responsibility of the employer to make sure that the JHSC works.

2. Setting the Monthly Workplace Inspection Timetable in Advance

Monthly inspections need to be conducted in your workplace on a set schedule. A designated worker member of the committee completes the inspection and if possible this member is a certified member. The member the JHSC designates for inspections does not have to be the same member each time. For example, if your committee has enough members, consider a rotation schedule so all members have the opportunity to participate in inspections.

Many larger companies have representation from each department/work area and divide out inspection duties, so each member inspects their own department/work area each month. This can help larger facilities, such as hotels, big box retail stores, golf courses and large manufacturing sites ensure that their entire workplace is inspected once a month.

Preparing the Meeting Agenda

How Do I Prepare a Meeting Agenda?

An effective JHSC makes sure that the meeting agenda is prepared and distributed before the meeting. Sending the agenda out to members in advance allows them to come to the meeting prepared to discuss the information on the agenda. An agenda usually includes

- Actions brought forward from prior meeting(s)
- Outstanding actions or status reports on actions
- Issues brought forward to the JHSC by management or workers
- Status of recommendations to management
- Reviews of monthly workplace inspections, incident and accident reports, health and safety training activities, MOL or WSIB inspection reports, air quality reports and other workplace studies
- Changes to the workplace – jobs, tasks, equipment, new hires

When you distribute the agenda, ask if there is anything that needs to be added. This provides an opportunity for items to be brought forward at the meeting that the co-chairs may not know about when they prepared the agenda.

On the next page is a sample JHSC agenda. Please download the fillable form from:
<http://www.healthandsafetyontario.ca/Resources/Topics/JHSC---H-S-Rep.aspx>



JOINT HEALTH AND SAFETY COMMITTEE SAMPLE MEETING AGENDA FORM

DATE: **May 28 2012** TIME: **10:00 a.m.** PLACE: **Training Room**

ITEM	PRESENTER	TIME
1. Review of Previous Minutes	Sam	5
2. Issues Arising from Minutes	All	5
3. Incident Summary	Janice	5
4. Regular Reports	All	20
5. Program Updates	Betty	10
6. New Business	George	10
7. Other Business	All	5

JHSC Meeting Minutes

Minutes are a record of the issues discussed, the decisions made and action items assigned at any meeting.

The minutes of the JHSC committee meetings do not need to be recorded word for word. They can be bullet points or simple sentences. They should contain:

- Time and place of meeting
- Names of attendees
- Issues discussed (i.e., summary of the discussion, key concerns, ideas generated, options considered)
- Decisions made
- What items need follow-up (action items)
- Who will follow up and by when
- Time and place of next meeting
- Secretary's name
- Sign off by meeting co-chairs with date

Sometimes attendees may indicate that a comment or discussion is offline. That means that it is not for official records. The co-chairs are responsible for directing the secretary to add or leave out the information.

If there are copies of information submitted at the meeting, these are part of the minutes.

Distribution of Minutes

Secretary prepares minutes and distributes these to the co-chairs for revisions, approval and sign-off.

Approved minutes are sent to:

- JHSC committee members
- The employer

Finally, the secretary

- Posts a copy of the minutes to the JHSC's bulletin board for workers to read
- Places a copy in the official files

On the next page is a sample meeting minutes recording form. Please download the fillable form from: <http://www.healthandsafetyontario.ca/Resources/Topics/JHSC---H-S-Rep.aspx>

JOINT HEALTH AND SAFETY COMMITTEE SAMPLE MEETING MINUTES RECORDING FORM

DATE: *May 28, 2012* TIME: *10:00 am* PLACE: *Training Room*

MEMBERS: (*indicates a certified member)	PRESENT	ABSENT
WORKER CO-CHAIR: <i>Sam Patel</i>	<input checked="" type="checkbox"/>	
MANAGEMENT CO-CHAIR: <i>Janice Boyd*</i>	<input checked="" type="checkbox"/>	
SECRETARY: <i>Jack Shaw</i>	<input checked="" type="checkbox"/>	
WORKER MEMBER(S): <i>Betty Smith*</i>	<input checked="" type="checkbox"/>	
MANAGEMENT MEMBER(S): <i>George Ng</i>	<input checked="" type="checkbox"/>	
GUEST(S): <i>None</i>		

**JOINT HEALTH AND SAFETY COMMITTEE
SAMPLE MEETING MINUTES RECORDING FORM**

AGENDA ITEM NO.	DISCUSSION	ACTION BY
1	<p><u>Sharps Container</u></p> <p><i>A work order will be submitted to move the sharps container closer to the sink and not by the entrance.</i></p> <p><input type="checkbox"/> MINUTES CONTINUED ON NEXT PAGE</p>	<p><i>Brian Bolder</i></p>

NEXT MEETING DATE: *June 30, 2012* TIME: *10:00 am* PLACE: *AC Training Centre*

SIGNED: *Sam Patel* *Janice Boyd*
 WORKER CO-CHAIR MANAGEMENT CO-CHAIR

A Three-Step Guide to Effective Meetings

Co-chairs

Before Meeting	During Meeting	After Meeting
<ul style="list-style-type: none"> <input type="checkbox"/> Review new information or submissions to the JHSC <input type="checkbox"/> Briefly review the agenda items <input type="checkbox"/> Discuss what topics or items to cover with the co-chair <input type="checkbox"/> Prioritize agenda items <input type="checkbox"/> Estimate the time needed for each agenda item <input type="checkbox"/> Provide notice of meeting time and put this on the agenda <input type="checkbox"/> Send agenda to committee members one week before the meeting (if possible) 	<ul style="list-style-type: none"> <input type="checkbox"/> Call meeting to order <input type="checkbox"/> Take attendance <input type="checkbox"/> Introduce any guests <input type="checkbox"/> Briefly review agenda items <input type="checkbox"/> Review prior meeting minutes and ask for a vote to accept or change <input type="checkbox"/> Start to bring forward business from previous meeting <input type="checkbox"/> Start new business item <input type="checkbox"/> Start roundtable <ul style="list-style-type: none"> - Wrap-up: summarize meeting discussions, decisions and action points - Confirm date, time and place of next meeting - End meeting on time 	<ul style="list-style-type: none"> <input type="checkbox"/> Receive prepared minutes from secretary <input type="checkbox"/> Review and approve minutes <input type="checkbox"/> Send out minutes to all committee members within one week (if possible) <input type="checkbox"/> Prepare recommendations and refer them to owner/CEO or senior management designate, as needed <input type="checkbox"/> Follow up with members on actions agreed to in meeting <input type="checkbox"/> Follow up with senior management designate on any outstanding action points as needed

Secretary

Before Meeting	During Meeting	After Meeting
<ul style="list-style-type: none"> <input type="checkbox"/> File copy of agenda for JHSC records <input type="checkbox"/> Ensure meeting facilities are booked <input type="checkbox"/> Ensure meeting materials and equipment (i.e., flip charts, LCD projectors) <input type="checkbox"/> Prepare copies of materials for meetings <input type="checkbox"/> Make sure meeting room and equipment are ready 	<ul style="list-style-type: none"> <input type="checkbox"/> Take accurate minutes <input type="checkbox"/> Keep copies of all tabled documents for the JHSC records 	<ul style="list-style-type: none"> <input type="checkbox"/> Prepare minutes and any accompanying documents within two days of meeting <input type="checkbox"/> Forward minutes to chair for approval <input type="checkbox"/> File copy of the minutes in JHSC records <input type="checkbox"/> Post approved minutes on bulletin board

JHSC Members

Before Meeting

- Forward any agenda items a week ahead of the meeting if possible
- Block meeting time on personal schedule
- Know location of meeting and arrange to be there on time
- Complete action points from previous meetings
- Review agenda and any materials before the meeting
- Advise chair if unable to attend

During Meeting

- Show up on time
- Bring agenda and any materials
- Actively participate in discussions and decision-making
 - Ask questions
 - Give information
 - Volunteer to carry out action points identified by the co-chairs

After Meeting

- Follow up on assigned actions
- Carry out delegated committee work (e.g., inspections, Certification training, inspections)



CHAPTER 4: MAKING EFFECTIVE RECOMMENDATIONS

Topics in this Chapter:

- Purpose of Recommendations
- Making a Recommendation
- Types of Recommendations
- Effective Recommendations
- Responding to Recommendations

Purpose of Recommendations

Why Do We Need Recommendations?

Formal written recommendations are the way the JHSC proposes significant health and safety changes to the workplace to senior management. Recommendations may be made that involve improvements to a procedure or a process to improve the health and safety of the workers. These changes often require approval from senior management and/or may need to be budgeted for. The proposed changes would impact staff in the department(s) affected. For example, if the JHSC discovers a new type of PPE the committee may make a recommendation to management based on facts supporting how switching to this new PPE would benefit the workers and increase productivity (perhaps less absenteeism).

In some companies formal recommendations are reserved for larger, more complex situations that require a significant amount of collaboration between departments, policy change or are costly. Other changes may be handled more informally through approval by the senior management member on the JHSC.

Making a Recommendation

How Does the JHSC Make a Recommendation?

The written recommendation is addressed to, and received by, the senior management person responsible for health and safety. Management must respond to the recommendation within 21 days.

Recommendations should:

- Be made in written form
- Be dated
- Give the reason for the recommendation(s)
- Describe the intended immediate outcome(s)
- Describe the intended long-term impact(s)

Types of Recommendations

What Types of Recommendations Will the JHSC Make?

Recommendations may be made to:

- Correct specific unsafe practices or hazardous conditions
- Correct root causes of issues
- Undertake analysis to identify appropriate business management solutions such as manager/supervisor training
- Undertake studies or reviews to address a specific identified system performance gap or to engage in third-party consultation

Types of Recommendations

Issue	Indicators	Type of Recommendation
Observed Hazards	<ul style="list-style-type: none"> ▪ Verbal - reported to the JHSC ▪ Workplace inspections ▪ Work refusals 	Recommendations to correct specific unsafe practices or hazardous conditions, including: <ul style="list-style-type: none"> ▪ Hazard analysis ▪ Job-task analysis ▪ Daily monitoring and early hazard reporting
Incidents	<ul style="list-style-type: none"> ▪ Occurrences ▪ Reoccurrences ▪ Trends ▪ First-aid records ▪ Incident reports 	Recommendations to correct root cause(s), including: <ul style="list-style-type: none"> ▪ Trends or “hot spots” ▪ Controls ▪ Procedures ▪ Training
System Breakdowns	<ul style="list-style-type: none"> ▪ Gaps in leadership and delegation ▪ Lack of controls ▪ Performance barriers ▪ Negative perceptions, attitudes and behaviours ▪ Substandard supervisory competencies ▪ Program gaps, including orientation, safe work practices, standard operating procedures, etc. 	Recommendations to undertake analysis to identify appropriate business management solutions, such as manager/supervisor training and/or to refer issues to technical service provider, i.e., <ul style="list-style-type: none"> ▪ Air quality sampling ▪ Ergonomics
System Gap	<ul style="list-style-type: none"> ▪ Lack of purchasing policies ▪ Lack of health and safety policies ▪ Lack of health and safety management accountability 	Recommendations to undertake studies or reviews to address specific identified system performance gaps, and/or to engage a third-party consultant

Effective Recommendations

Effective recommendations are clear and specific. Here are some other tips on how to accomplish effective and high quality recommendations:

- Support the IRS
- Promote continuous improvement of IRS performance
- Are based on factual, detailed, expert data
- Focus on organizational strengths
- Incorporate best practices
- Address opportunities and threats realistically
- Reduce or eliminate health and safety risks and unsafe practices
- Eliminate factors that contribute to uncontrolled health and safety hazards
- Stop practices that violate legal requirements
- Remove barriers to safe work practices

Effective recommendations ensure the committee is observing:

- Compliance with minimum legislated requirements
- The IRS as the building-block for company-wide involvement
- Co-operation and understanding

More tips for effective recommendations:

- If the recommendation is based on some legislated authority, put this information on the form
- Track the recommendations at JHSC meetings. They should appear on the agenda until they are resolved or there is a response from management. If there is no response within 21 days, the JHSC should follow-up with management
- Make sure to include the facts and evidence that support the recommendation

Responding to Recommendations

How Should the Employer Respond to a JHSC Recommendation?

The response to the recommendation must be submitted to the JHSC in writing. There are three ways the employer can respond:

1. Accept the recommendation and take action
2. Decide to use an alternative solution that meets the need and take action
3. Decline the recommendation and take no action

When the employer accepts the recommendation as proposed, the JHSC can expect to receive a response that details:

- The proposed recommendation
- What is accepted
- The goal
- A time frame
- The management person assigned to complete key activities

If the employer responds negatively to the recommendation or with a revised proposed solution, the written response must clearly explain the decision to the JHSC.



CHAPTER 5: EVALUATING THE EFFECTIVENESS OF YOUR JHSC

Topics in This Chapter:

- Making a JHSC Effective
- Positive Contributions of a JHSC
- Measuring Team Effectiveness
 - Effective JHSC Scorecard
 - Measuring the Effectiveness of Recommendations
 - Measuring JHSC Meeting Performance
 - JHSC Effectiveness in the Workplace
 - Measuring IRS Effectiveness
 - Individual Member Effectiveness in Meetings
- How to Write a Year-End Report

Making a JHSC Effective

A number of things help a JHSC become effective. Start by:

- Preparing and sending out agendas ahead of meeting times
- Setting meeting times in advance
- Setting goals

Setting goals is important for a JHSC to be effective. JHSC teams that set goals are more likely to get things done. Goal setting also builds team co-operation and tasks become more efficient. It also helps a company to meet legal requirements easily.

It is important for the owner or senior management to provide active support to the JHSC. Their involvement in health and safety is the lead that people will follow.

An effective JHSC:

- Focuses on solutions and issues
- Keeps in mind the differing interests in a company (e.g., cost, priorities)
- Admits when they don't know the answer
- Embrace ongoing learning

Differences of Opinion Help a Team Grow

An effective JHSC consists of members who represent the composition of the workplace. For example, the committee may include worker members from the warehouse, a young worker and a shift worker. Each member provides unique experiences, knowledge, skills and interests. Not everyone will see things the same way. Effective teams take advantage of this difference of opinion through agreed upon procedures and an effective decision making process.

Keeping in Mind the Differing Interests in a Company

JHSC recommendations may involve changes to business practices or changes that require new learning. Costs may be incurred and there may be competition with other business and management priorities. Effective teams look for buy-in and shared benefits among all of the various interests, roles and responsibilities in an organization.

Not Knowing All the Answers

Effective teams come up with new ideas for improvements. Some of the smallest ideas can produce the biggest returns. It is good to identify problems and discuss them even if there is no immediate solution. Some problems require complex analysis or expert solutions, some are easily resolved. Occasionally it may be necessary to bring in an outside expert to solve a difficult problem.

Learning and Growing

JHSCs are dynamic – they grow as they gain experience. JHSC members gain important job skills, such as the ability to:

- Solve problems
- Work in teams
- Run meetings
- Give feedback

By using these skills and setting goals, a JHSC can have a big impact on a business. When starting up a committee, think of some long-term changes that can be made over time. In addition to meeting the minimum requirements in the *OHSA*, effective committees can have long-standing influence on health and safety behaviours, attitudes and values which may bring improvement to a company's health and safety culture.

Positive Contributions of a JHSC

- Bring people with different skills and experience together
- Ensure regular dialogue between management and workers
- Ensure health and safety issues are communicated to senior management
- Emphasize the value of health and safety in the workplace

Measuring Team Effectiveness

An effective JHSC is a dynamic team. Regular reviews and assessments of its performance are completed to point out areas to improve and areas of success as a committee. Since one of the functions of the JHSC is to monitor the IRS of a company, an assessment of the committee's success can be a valuable exercise.

A best practice for an effective JHSC is to review one area of performance (see the bullet points above) once per year.

How Do I Measure the Effectiveness of Our JHSC?

In order to measure how well the JHSC functions you will want to evaluate it from several aspects to get an accurate picture. On the following pages are several assessment tools which are self-explanatory.

These tools help the JHSC to evaluate the effectiveness of the team, its recommendations, meeting performance, the JHSC's effectiveness in the workplace and how well the Internal Responsibility System functions. For the individual member, there is a form to evaluate their performance in meetings.

Electronic versions of these tools can be downloaded from:

<http://www.healthandsafetyontario.ca/Resources/Topics/JHSC---H-S-Rep.aspx>



Effective JHSC Scorecard

Instructions: Use the scorecard below to check your JHSC's effectiveness. If there are areas for improvement, think about what the committee needs to do better. Hand in the completed form to your co-chairs.

Another option may be to discuss one or two areas of the form at several meetings as a committee until the form is completed.

Rating Scale: 1 = Never 2 = Sometimes 3 = Often 4 = Always

What a JHSC Needs to be Effective	Characteristics	Your Score Low to High 1-2-3-4	Action Required?		By Whom?
			Yes	No	
Endorsement	<ul style="list-style-type: none"> Support of JHSC from senior management 				
Composition	<ul style="list-style-type: none"> JHSC represents the composition of the workplace, for example: <ul style="list-style-type: none"> Many departments represented Shift workers, young workers, older workers 				
Spirit and Vision	<ul style="list-style-type: none"> JHSC has a clear vision of its role, and how to fulfill this role as a committee and as individuals View the JHSC as an opportunity to demonstrate leadership within the organization 				
Roles and Contribution	<ul style="list-style-type: none"> Committee members support the values and culture of the workplace JHSC makes recommendations that are sustainable* JHSC measures its contributions and effectiveness 				

Rating Scale: 1 = Never 2 = Sometimes 3 = Often 4 = Always

What a JHSC Needs to be Effective	Characteristics	Your Score Low to High 1–2–3–4	Action Required?		By Whom?
			Yes	No	
Knowledge and Skills	<ul style="list-style-type: none"> All committee members have a general knowledge of workplace health and safety legislation 				
	<ul style="list-style-type: none"> All committee members have specific knowledge of legislated JHSC roles, rights and responsibilities 				
	<ul style="list-style-type: none"> Designated committee members have specific knowledge of workplace health and safety: Joint Health and Safety Committee Member Certification Part One and Part Two 				
	<ul style="list-style-type: none"> Co-chairs have strong interpersonal skills including effective communications, conflict resolution, and presentation/facilitation skills 				

*Sustainable recommendations are made in keeping management structure and style in mind and in taking into account the company's strengths and business systems

Measuring the Effectiveness of Recommendations

Instructions: This assessment may be filled out by a member appointed by the co-chairs or by the co-chairs themselves. Questions to think about before filling in your answers are:

- How often does management accept recommendations by the JHSC?
- How quickly are plans and actions put into place?
- How well are the recommendations, plans and actions communicated?
- Do the recommended solutions work? If not, why not?
- Do the recommended solutions require further work?
- Are there outstanding issues or system barriers that prevent solutions from being effective?

No.	Recommendation	Date Made	Status at Time of Evaluation	Outcome and/or Impact
1				

Measuring JHSC Meeting Performance

Instructions: Read the statements in the left-hand column and rate your JHSC’s meeting performance by clicking on your answer in the Rating Scale columns. You may make notes in the “How to Improve” column if you have any thoughts. Submit this form to your co-chairs.

Statements	Rating Scale			How to Improve
	Seldom	Usually	Always	
Meetings begin and end on time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Meeting agendas are sent out in advance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Members are asked for input on the agenda.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Meetings follow the planned agenda.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Accurate meeting minutes are kept.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Different views are valued and explored.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Decisions are made by consensus (everyone in agreement).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Members use meeting time effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Members’ knowledge and skills are fully utilized.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Members treat each other with respect and trust.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
All members participate actively in meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Meeting chairs are effective meeting leaders.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Members are comfortable talking with each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Members debate but don’t argue.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

JHSC Effectiveness in the Workplace

Instructions: Insert the number from the rating scale which indicates how you rate the JHSC on the statements below.

Rating Scale: 1 = Never 2 = Sometimes 3 = Often 4 = Always

1. Senior management includes the JHSC in health and safety program planning.	
2. Our JHSC has written terms of reference that we use regularly.	
3. Our JHSC has a process for making recommendations to senior management.	
4. Our JHSC monitors its effectiveness on a regular basis.	
5. We have more JHSC members certified than the minimum required by law.	
6. Our JHSC members have access to continuing education in health and safety.	
7. Our JHSC members have access to health and safety resources. (e.g., journals, papers, conferences).	
8. Information about workplace hazards and their control is shared among all staff through JHSC minutes.	
9. Our JHSC meetings have excellent attendance.	
10. Guests are invited to attend the JHSC meetings (e.g., experts, guest speakers, guests).	
11. Our JHSC members have the support they need from senior management to function effectively in terms of resources and time provided.	
12. Our JHSC meetings are always held according to the schedule.	
13. The committee carries forward items on the JHSC agenda that remain unresolved.	
14. It is easy to recruit new members to the JHSC.	
15. Our JHSC has a process in place to identify new or emerging workplace hazards.	

Measuring IRS Effectiveness

This tool is designed so JHSC members can indicate their opinion of how well the Internal Responsibility System functions in their workplace.

Instructions: Respond to the statements by choosing a rating number for each statement.

Rating Scale: 1 = Never 2 = Sometimes 3 = Often 4 = Always

1. Our company has written corporate health and safety objectives.	
2. We are meeting our corporate health and safety objectives.	
3. All health and safety hazards have been identified and communicated by senior management.	
4. There are health and safety policies and procedures to control the hazards in this workplace.	
5. Expectations for each employee's health and safety performance are clearly communicated by the supervisor.	
6. Every worker is measured on his or her health and safety performance.	
7. During monthly workplace inspections, workers are observed practicing safe work behaviours.	
8. Positive health and safety performance is recognized by management.	
9. Workers are coached and provided with feedback by supervisors to encourage and reinforce safe behaviours and work practices.	
10. There is regular input from staff for JHSC agenda items.	
11. The workplace recognizes and assesses potential hazards, puts in place controls or these and evaluates potential hazards. Reports of results are made available.	
12. Staff report health and safety problems directly to their supervisors.	
13. Legislated training is being provided to JHSC members (e.g., Certification training).	
14. All staff members are trained in safe work practices.	
15. All health and safety training takes place in a timely fashion.	
16. Senior management is represented on the JHSC.	
17. Our JHSC has the mandate to identify breakdowns in the IRS.	
18. Our supervisors correct health and safety problems in a timely manner.	

Individual Member Effectiveness in Meetings

This tool can be useful for individual members of the committee to get an idea of how well they participate in meetings and areas where improvement can be made. The information in this tool is for the individual member's own use.

Instructions: Read the statements in the left-hand column. Click in either the “Yes” or “No” column to indicate whether you agree or disagree with the statement as it pertains to you. You may make notes in the “How to Improve” column if there are areas where you would like to improve your effectiveness in the meetings.

Statements	Yes	No	How to Improve
I have a clear understanding of my role in meetings.	<input type="checkbox"/>	<input type="checkbox"/>	
I confirm my attendance in advance of the meeting.	<input type="checkbox"/>	<input type="checkbox"/>	
I complete required “homework” such as gathering information and reviewing notes prior to the meeting.	<input type="checkbox"/>	<input type="checkbox"/>	
I arrive on time at meetings.	<input type="checkbox"/>	<input type="checkbox"/>	
I avoid side conversations while the meeting is in progress.	<input type="checkbox"/>	<input type="checkbox"/>	
I avoid leaving meetings for reasons such as non-emergency phone calls.	<input type="checkbox"/>	<input type="checkbox"/>	
I ask questions when I am not sure about something.	<input type="checkbox"/>	<input type="checkbox"/>	
I listen to new ideas from others with an open mind.	<input type="checkbox"/>	<input type="checkbox"/>	
I participate in discussions when I have something to contribute.	<input type="checkbox"/>	<input type="checkbox"/>	
I contribute to improving meetings by giving positive feedback.	<input type="checkbox"/>	<input type="checkbox"/>	
I inform people about the JHSC meetings.	<input type="checkbox"/>	<input type="checkbox"/>	

How to Write a Year-End Report

The report should document the activities of the JHSC team throughout the year. Keep the information in the report brief and positive. Focus on successes and frame any negatives in terms of challenges faced and lessons learned.

To begin the report, you would include testimonials from the CEO and two to four workers. Next, would be the introduction which would include the purpose of the report and the acknowledgement of the committee (member names).

For the body of the report, much of the information to include there can be found in JHSC records (e.g., the terms of reference; JHSC yearly objectives; meeting minutes).

Below is a sample of other topics to include in the table of contents for the report:

Report on Activities

- Meeting scheduled and held
- Monthly inspections – findings, trends (e.g., improvement in number of unsafe acts or unsafe conditions observed over time)
- Recommendations made to senior management
- Training and personal development opportunities provided
- Health and safety promotional activities undertaken
- Workplace testing conducted (hygiene and other surveys)
- Trends identified (in injury causes)
- Any other reports that show health and safety improvements

Achievements and successes

- Number of recommendations accepted by senior management
- Corrective actions taken
- Improvements achieved – in reducing accidents, incidents, first aid and claims. Elimination or substitution of hazards, training, compliance, etc.

Lessons learned

- What did not go as well as planned; how you will do it differently in the future

Future plans

- Action plan for next year

Appendix

- Performance evaluation summaries. Sources for this information include results of the evaluations of the IRS and results of the evaluations of the effectiveness of the JHSC

APPENDIX

Table of Contents

- Operating as an Effective Team
- Legal Roles, Responsibilities and Entitlements of the JHSC
- Sample Terms of Reference
- Resources

Operating as an Effective Team

First of All, What is a Team?

A team is a group of individuals with a common purpose, each with a valuable role to play in achieving that purpose.

One of the most important features of a successful JHSC is effective teamwork. Effective teamwork is built on:

- Shared values and goals
- Mutual respect and consideration
- Valid debate and differing points of view
- Consensus-building
- Personal commitment
- Consistency of process
- Active participation

What Are the Benefits of Teamwork to Our Organization?

A team can be greater than the sum of its parts. By having a depth of expertise and a sharing of knowledge between positions, groups of individuals who operate as a cohesive team can provide a higher quality and more consistent service than individuals working alone.

Individual Benefits

Most people want to feel they are part of something bigger than themselves. The emotional benefits of working closely within a team are high. Personal growth is also a benefit since individual members may, for example, want to:

- Enhance their experience and knowledge of the *OHSA*
- Increase their personal profile within the company
- See how committees are run
- Develop active listening techniques and speaking skills
- Get to know other people in the company
- Learn new skills such as facilitation, administration, documentation, planning and collaboration

Operating as a Team

Running a strong team does not require magic. There are specific structures and activities that successful teams consistently follow.

Developing Guiding Principles for Effective Teams

Successful teams operate within a set of common principles. These will vary for teams in different settings, but they are the backbone of the team culture. A statement of guiding values and beliefs will provide a guideline for member conduct on the JHSC. Additionally, this statement will help maintain good working relationships.

Sample Guiding Principle Statement

We are committed to the company's health and safety goals - to create an injury and illness-free workplace, through prevention.

- We will assist our colleagues in meeting their health and safety responsibilities.
- We will be active partners for our health and safety programs and services.
- We will deal honestly and respectfully with our colleagues.
- We will always carry a positive attitude.
- We will respect the opinions of others.
- We will be accountable to each other for our actions and our contributions to the committee.

As a JHSC, you may want to develop your own statement of commonly held beliefs and values to help guide the committee in its working relationships.

Trust and Respect

Guiding principles establish the framework of trust and respect among team members. The principles must be adhered to in all committee activities.

Share Information – Keep Confidences

Informed individuals are people who are engaged. They work harder and contribute more. All members of the JHSC team are given access to a full range of pertinent information. The JHSC is bound to keep private any medical or other personal information about a worker that it learns during the course of its duties.

Constructive Conflict

Conflict occurs when two or more parties have interests that – to some degree – are competing. Conflict – properly worked through – can be an excellent catalyst for change. Problems can be discussed from many points of view. Solutions often may call for collaboration and compromise. Realistically, “conflict” is not a question of “If”. It is a question of “when.”

Unmanaged conflicts can escalate into disputes, with anger and frustration. By focusing on a process of common interests, almost all conflict can be resolved.

- Discuss conflicts in the open
- Acknowledge different points of view
- Find common interests that people can agree on
- If appropriate, dig deeper by asking questions to uncover core, root issues that are contributing to the conflict

Roles and Core Skills

The JHSC develops flexibility by cross-training members in more than one function. This benefits the team by ensuring understanding of all JHSC functions, back-up coverage, succession and individual enrichment. For example, it is a good idea to certify additional JHSC members over and above the minimum legislated requirement. Not only does this build a bigger platform of expertise on the JHSC; it also ensures that designated members can be seamlessly replaced if they leave the committee.

JHSC Legal Roles, Responsibilities and Entitlements	OHSA	Effective JHSC Practices
<p>Establishment A JHSC is required in a workplaces where:</p> <ul style="list-style-type: none"> ▪ 20 or more persons are regularly employed ▪ a designated substance regulation applies ▪ ordered by the MOL ▪ a toxic substance/physical agent order has been issued by the MOL under Section 33 <p>A JHSC is required at farming operations with 20+ workers regularly employed and have duties related to mushroom, greenhouse, dairy, hog, cattle or poultry farming.</p>	<p>Section 9(2) (a)(b)(c)</p> <p>O.Reg. 414 Section 3(1) (2)</p>	
<p>Responsibility to Establish The employer shall cause a JHSC to be established and maintained in the workplace.</p>	<p>Section 9(4)</p>	
<p>Composition of Committee A committee shall consist of at least two persons for a workplace where fewer than 50 workers are regularly employed – or, at least four persons or such greater number of people...for a workplace where 50 or more workers are regularly employed. Farming operations need certified members with 50 or more workers as in Section 9(12).</p>	<p>Section 9(6) (a)(b)</p> <p>O.Reg. 414 Section 3(3)</p>	
<p>Composition of Committee (management/workers) At least half of the JHSC members shall be workers who do not exercise a management function.</p>	<p>Section 9(7)</p>	
<p>Selection of Members (workers) The members of the JHSC who represent workers shall be selected by the workers they are to represent, or if a union represents the workers, by the union.</p>	<p>Section 9(8)</p>	
<p>Selection of Members (management) The employer shall select the remaining members from among persons who exercise managerial functions for the employer.</p>	<p>Section 9(9)</p>	<p>The employer appoints a senior manager to provide senior management perspective and take health and safety issues to senior management meetings.</p>

JHSC Legal Roles, Responsibilities and Entitlements	OHSA	Effective JHSC Practices
<p>Committee Co-chaired Two of the members of the JHSC shall co-chair the committee, one of whom shall be selected by the members who represent workers and the other of whom shall be selected by the members who exercise managerial functions.</p>	Section 9(11)	Co-chairs — selected by committee members — with chairing responsibilities determined by the team.
<p>Certified Member Requirement The employer shall ensure that at least one member each of management and workers (union) JHSC members are Certified. The employer will choose the management member for training and the workers (union) will choose the worker member for training.</p>	Section 9(12) (14)	All members certified or all receive Certification for Joint Health & Safety Committee Members – Part One.
<p>Designation to Exercise Rights If there is more than one worker certified, the other worker members (or union) determine who will enact the powers and duties of the certified worker member. If there is more than one management member certified, the employer determines which certified management member enacts the powers and duties of the certified management member.</p>	Section 9(15) (16)	
<p>Certified Member Replacement If a certified member resigns...the employer shall within a reasonable time take all steps to ensure the requirement in subsection (12) is met.</p>	Section 9(17)	The JHSC Terms of Reference includes succession procedures.
<p>Powers The JHSC has the power to: identify hazardous situations, make written recommendations for health and safety improvements and the establishment, maintenance and monitoring of programs and procedures respecting health and safety to the employer; obtain a range of information from the employer and be consulted about and be present at the start of testing</p>	Section 9(18)	JHSC reviews information provided by the employer to determine opportunities for improvement in work practices or standards.
<p>If the JHSC fails to reach consensus about making recommendations under subsection (18) either co-chair has the power to make written recommendations.</p>	Section 9(19.1)	JHSC attempts in good faith to reach consensus on recommendations.

JHSC Legal Roles, Responsibilities and Entitlements	OHSА	Effective JHSC Practices
Employer must respond to written recommendations within 21 days. Response must include timetable for implementation or reasons for not accepting recommendations.	Section 9(20)(21)	
Minutes The JHSC shall maintain and keep minutes of its proceedings and make those minutes available for examination by a Ministry of Labour inspector.	Section 9(22)	Minutes are kept and are distributed to the CEO and all work areas. JHSC decisions included as agenda item for all work areas. JHSC representative from the area presents and clarifies minutes.
Workplace Inspections A designated worker member of the JHSC shall inspect the physical condition of the workplace at least once per month and shall inform the committee of situations that may be a source of danger or hazard to workers. If possible the designated member shall be a certified member.	Section 9(23)(24)(26)	Worker and management members jointly conduct monthly inspections. Assessment of work practices and performance of the IRS included in monthly inspections.
Workplace Inspections If it is not practical inspect the workplace monthly, part of the workplace must be inspected in each month with an inspection of the entire workplace occurring at least once per year. Inspections must occur according to a schedule set by the JHSC.	Section 9(27)(28)	
Workplace Inspections Employer and workers must provide the member designated to conduct inspections with information and assistance required to carry out the inspection.	Section 9(29)	Employer provides inspection team with information and assistance and gives inspection team the authority to stop unsafe work identified during inspections.
Inspection Information The JHSC shall consider the inspection information provided by the JHSC member designated to conduct inspections within a reasonable period of time.	Section 9(30)	Designated worker member conducting the inspection informs supervisors immediately of any hazardous situations and JHSC at next meeting.

JHSC Legal Roles, Responsibilities and Entitlements	OHSA	Effective JHSC Practices
<p>Investigate Incidents A designated worker member of the JHSC has the power to investigate fatal or critical injury accidents and report his/her findings to the Ministry of Labour and the JHSC.</p>	Section 9(31)	All worker JHSC members are trained to conduct incident investigations and are designated to investigate.
<p>Committee Names Posted The employer posts the names and work locations of all JHSC members prominently in the workplace.</p>	Section 9(32)	Names and work locations of JHSC members are posted in a conspicuous place(s) and included in orientation training packages for new hires. Posted pictures of JHSC members will mean greater recognition.
<p>Meeting Schedule The JHSC shall meet at least once every three months.</p>	Section 9(33)	JHSC meets monthly or consistent with meeting frequency of other functional committees.
<p>Entitlement to Time from Work It is critical that committee members are provided time to prepare for and attend JHSC meetings, conduct inspections, investigate accidents and be present at work refusals.</p>	Section 9(34)	
<p>Entitlement to Pay Committee members must be paid while performing functions and powers and during certification training at either the premium or regular rate, as may be proper.</p>	Sections 9(35)(36) 43(13)48(2) 54(5)	Committee members are paid at their regular rate or a premium rate as may be appropriate while performing functions and powers and during certification training.
<p>Consultation on Industrial Hygiene Testing The employer must consult the JHSC about proposed testing strategies for investigating industrial hygiene and provide relevant information.</p>	Section 11(1) (2)	
<p>Attendance at Testing A designated worker member is entitled to be present at the beginning of industrial hygiene testing.</p>	Section 11(3) (4)	JHSC reviews information provided by the employer to determine opportunities for improvement in work practices or standards.

JHSC Legal Roles, Responsibilities and Entitlements	OHSA	Effective JHSC Practices
<p>WSIB Claim Information WSIB must furnish to the JHSC annual summary of claims, etc., if requested.</p>	<p>Section 12(1)</p>	<p>JHSC requests annual summary from WSIB. JHSC identifies trends and opportunities for improvement, and makes recommendations for improvement to the employer.</p>
<p>WHMIS Information Employer must provide the JHSC with copies of MSDSs and any prescribed assessments of hazardous materials.</p>	<p>Sections 38(1)(b) 39(2)</p>	<p>Employer furnishes JHSC with copies of hazardous material inventory and MSDSs. JHSC reviews inventory to determine opportunities for substitution.</p>
<p>WHMIS Consultation and Review* The instruction and training on hazardous materials and physical agents to be provided by the employer must be developed, implemented and reviewed annually in consultation with the JHSC.</p>	<p>Section 42(2)(3)</p>	
<p>Work Refusal A designated worker member of the JHSC shall be present when the supervisor investigates a worker's refusal to perform unsafe work; the employer informs another worker of the work refusal prior to reassigning the task; a Ministry of Labour inspector investigates a worker's refusal to perform unsafe work.</p>	<p>Section 43(4)(a) (7)(11)</p>	
<p>Work Refusal Decision The inspector will give his/her work refusal decision, in writing, to the employer, the worker and the designated JHSC member and/or certified member, as soon as is practical.</p>	<p>Section 43(9)</p>	<p>JHSC worker member receives inspector's decision about a work refusal. Work refusal is brought to JHSC to determine the breakdown in IRS that led to the refusal.</p>

JHSC Legal Roles, Responsibilities and Entitlements	OHSA	Effective JHSC Practices
<p>Bilateral Work Stoppage A certified member of the JHSC who has reason to believe that dangerous circumstances exist may request that a supervisor investigate the matter and the supervisor shall promptly do so in the presence of the certified member; the certified member may request a second certified member representing the other workplace party to investigate if he/she believes dangerous circumstances continue to exist after the supervisor's investigation; the certified members may direct the employer to stop work if both certified members agree that dangerous circumstances exist; if both certified members do not agree, one or both certified members may request an MOL inspector to investigate.</p>	<p>Section 45(1-6)</p>	
<p>Complaints Investigation Certified members of the JHSC are entitled to investigate complaints of dangerous circumstances.</p>	<p>s.48(1)</p>	
<p>Inspection by Ministry of Labour The employer must afford a worker member of the JHSC the opportunity to accompany an MOL inspector during his or her inspection of the workplace.</p>	<p>s.54(3)</p>	<p>Worker member accompanies MOL inspector on inspection and reports results to the JHSC.</p>
<p>Promoting a Safety Culture</p>	<p>n/a</p>	<p>JHSC invites guest speakers on health and safety issues relevant to the business. JHSC prepares a year-end report that identifies activities and successes to raise the profile of health and safety issues.</p>
<p>Dangerous Circumstance A dangerous circumstance occurs when all three of the following conditions apply:</p> <ul style="list-style-type: none"> ▪ A provision of the <i>Act</i> or Regulations is being contravened ▪ The contravention poses a danger or hazard to a worker; and ▪ The danger or hazard is such that any delay in controlling it may seriously endanger a worker 	<p>s.44(1)</p>	

*WHMIS Review

On an annual basis the employer, in partnership with the JHSC, should conduct an annual review of the company's WHMIS program.

This typically includes:

- A review of the inventory of hazardous materials at the workplace
- Identification of any MSDSs that are out of date or missing
- A review of the training program, to determine if there are any gaps in training or staff that have not received the training
- Some type of refresher of WHMIS information, to confirm that existing staff still remember the basic principles of WHMIS (e.g., symbols, labeling requirements, how to find information on an MSDS, etc.)

The review should be documented. It is also recommended that the JHSC consider if there are any new chemicals/products available that are effective, but less hazardous, that could replace any existing hazardous materials. "WHMIS General Information and Training Requirements" is a document which contains useful information and checklists for your WHMIS review. This download is available at: http://www.healthandsafetyontario.ca/HSO/media/WSPS/Resources/Downloads/WHMIS_General_Info_Training_final.pdf?ext=.pdf

Sample Terms of Reference

ABC Company

Joint Health and Safety Committee
Terms of Reference

Signed at: ABC Company
this ___ day of _____, 2____.

For the Committee

Worker Co-chair

Management Co-chair

Purpose of the Committee

We are required to monitor the Internal Responsibility System of the company. Our role in the IRS is to identify, report and recommend corrective action on any hazards or potential hazards which may cause harm to our staff or property and in so doing, promote a healthy and safe workplace for all staff.

1.0 Structure of the Team

- 1.1 The Joint Health and Safety Committee (hereafter referred to as the JHSC) shall consist of five (5) members. Two (2) members shall be selected by the employer; three (3) members shall be selected by the workers.
- 1.2 The following areas of the organization shall be represented - Production, Office, Warehousing, Assembly and Finishing.
- 1.3 The JHSC shall meet on the second Tuesday of the month starting October 2010 at 8:30 a.m.
- 1.4 Any member may call a special meeting if the need arises. This meeting will be scheduled through the co-chairs.

2.0 Selection of Members

- 2.1 The two members exercising managerial functions will be appointed to the committee by the general manager.
- 2.2 The three workers who do not exercise managerial functions will be elected to the committee by the workers.
- 2.3 Workers from each group whose member had completed his/her term of office will be asked for volunteers to stand for election.
- 2.4 If there are no volunteers, the committee may ask interested individuals from the group to stand for election.
- 2.5 Workers from all groups who do not exercise managerial functions will be eligible to vote for those standing for election.
- 2.6 In the event that a worker member is unable to complete his/her term of office a new member shall be elected in the manner described in point 2.4 and 2.5.

3.0 Term of Office

- 3.1 Each worker shall serve a term of two (2) years.
- 3.2 A worker committee member may be elected for an additional second term.
- 3.3 Election of members to the committee will be structured so that no more than two (2) members will complete a term of office in any calendar year.
- 3.4 At the discretion of the committee, the term of office may be extended for such a period as to ensure provisions under 3.3.

4.0 Co-chairs

- 4.1 One (1) co-chair represents the employer and one (1) represents the workers.
- 4.2 Selection of Co-chairs
 - 4.2.1 The worker co-chair shall be elected by the worker members of the committee.
 - 4.2.2 The worker co-chair shall serve a term of two (2) years.
 - 4.2.3 The management co-chair shall be elected by the management members of the committee.
 - 4.2.4 The management co-chair shall serve a term of two (2) years.
 - 4.2.5 Incumbents are required to serve at least one (1) year on the committee to be eligible to serve as a co-chair.
- 4.3 The co-chairs will alternate the function of meeting chair monthly. Should the designated chair not be available to attend a meeting the other co-chair will organize and preside over the meeting.
- 4.4 A co-chair, with the consent of his/her counterpart, may invite resource person(s) to attend the meeting to provide additional information and comment. These invited guests may not participate in the regular business of the meeting.

6.0 Selection of Secretary

- 6.1 The JHSC will have a secretary made available, by the General Manager, for each meeting. The secretary will, at the direction of the co-chair, transcribe and distribute the meeting minutes and prepare and circulate a meeting agenda prior to each meeting.
- 6.2 The secretary will not participate in the regular business of the meeting.

7.0 Functions of the Joint Health and Safety Committee

- 7.1 To attain the spirit of the *Occupational Health and Safety Act*, the functions of the JHSC shall be to:
 - Identify, evaluate and recommend a resolution of all matters pertaining to health and safety in the workplace, brought to the committee's attention and within the committee's legal mandate.
 - Recommend continuing education and training programs in order that all workers become knowledgeable in their rights, duties and responsibilities under the *Occupational Health and Safety Act* and in the ABC Company's health and safety policies.
 - Address matters related to Hazardous Materials, where applicable.
 - Deal with any health and safety matters the JHSC deems appropriate.
 - Work in compliance with Section 9 of the *Occupational Health and Safety Act*.

7.2 Inspections

- 7.2.1 The members of the JHSC who represent workers shall designate a member of the committee to inspect the physical condition of the workplace at least once per month. The worker member should be a certified member, if possible.
- 7.2.2 All health and safety concerns noted during the inspection will be recorded on the standard workplace inspection form and forwarded to the committee for consideration as soon as possible.
- 7.2.3 The workplace inspection form will also be forwarded to the plant manager for action. The plant manager will inform the JHSC of the status of outstanding items before the next committee meeting. Action on unresolved items will be taken by the committee at each meeting and forwarded in recommendation form to the General Manager.

7.3 Recommendations

- 7.3.1 The JHSC will make written recommendations using the standard recommendation form.
- 7.3.2 Recommendations will be signed by the co-chairs and forwarded to the General Manager for response.
- 7.3.3 Within 21 days the General Manager will communicate in writing directly to the JHSC in compliance with Section 9(20) and 9(21) of the *Occupational Health and Safety Act*.

7.4 Accident Investigation

- 7.4.1 The worker members of the JHSC will designate a worker member (preferably the certified member) to investigate all critical and fatal workplace accidents. In addition, the worker member may investigate incidents that have the potential to be serious accidents.

7.5 Work Refusal

- 7.5.1 The worker members of the JHSC shall designate a worker member (preferably the certified member) to investigate work refusals as outlined under Section 43 of the *Occupational Health and Safety Act*.

7.6 Dangerous Circumstances Investigations

- 7.6.1 Where a complaint of dangerous circumstances has been reported to the workers' certified member of the JHSC he/she may investigate the complaint as outlined under Section 48 of the *Occupational Health and Safety Act*.

8.0 Attendance

- 8.1 If a committee member is unable to attend a meeting he/she must inform the co-chairs of the expected absence and provide any required reports or information.

9.0 Agenda

- 9.1 The co-chair of the scheduled meeting will prepare an agenda, at least one week prior to the meeting and forward a copy to the secretary for typing and distribution to all Committee members.

10.0 Minutes of the Meetings

- 10.1 The secretary will take minutes and be responsible for having the minutes typed within five (5) days of the meeting. The co-chairs will review the minutes, edit where necessary, sign and return to the secretary for circulation.

11.0 Resolution

- 11.1 Decisions will be made based on consensus. All decisions will be made with committee's input; a compromise solution will be proposed; and, the committee shall accept the compromise as the decision.

12.0 Quorum

- 12.1 A quorum of three (3) members, one of whom must be a management member, is required to conduct regular business.

13.0 Confidentiality

- 13.1 Medical and trade secret information will be kept strictly confidential by all Committee members.

14.0 Amendments

- 14.1 Any amendments, deletions or additions to these procedures must have the consensus of the JHSC; be set out in writing; signed by the co-chairs and employer; and forwarded to each committee member.

RESOURCES

Training

- **Certification for Joint Health and Safety Committee Members – Parts 1 and 2**

We offer a selection of Certification training solutions, both for Certification Part 1 and 2. For more information: <http://www.healthandsafetyontario.ca/WSPS/search.aspx?searchtext=certification&searchmode=anyword>

- **Managing Hazards (1/2 day)**

This course explains the principles of hazard management in an easy-to-understand format and introduces a new, practical hazard management tool that has been developed by Ontario's Occupational Health & Safety system. For more information: <http://www.healthandsafetyontario.ca/WSPS/Catalogue/Training/Managing-Hazards.aspx>

- **Inspecting Your Workplace (1/2 day)**

When properly carried out, workplace inspections can help you proactively identify and address hazards before they contribute to costly incidents. This course helps you to meet your legal requirements and improve your ability to effectively inspect your workplace. For more information: <http://www.healthandsafetyontario.ca/WSPS/Catalogue/Training/Inspecting-Your-Workplace.aspx>

- **Investigating Accidents & Incidents (1/2 day)**

This course covers the purpose and benefits of an investigation, legal reporting requirements, and proven steps and techniques for conducting effective investigations. For more information: <http://www.healthandsafetyontario.ca/WSPS/Catalogue/Training/Investigating-Accidents-and-Incidents.aspx>

Consulting Services

- Our consultants use their expertise to work as partners with our customers to create client-personal solutions for health, safety and environment improvements in their workplaces.

Information

- **Inspecting Physical Conditions, Guidelines for Setting Standards (8th Edition)**

A comprehensive, print-based resource that identifies applicable laws and standards and provides detailed guidelines relating to over 30 workplace hazards and 20 controls. For more information: <http://www.healthandsafetyontario.ca/WSPS/Catalogue/Products/Inspecting-Physical-Conditions,-Guidelines-for-Set.aspx>

- **Occupational Health and Safety Newsletter**

A free electronic publication that gives you key updates on occupational health and safety topics, products, services and events, prosecutions and alerts. <http://www.healthandsafetyontario.ca/WSPS/search.aspx?searchtext=network+news&searchmode=anyword>

Downloads

- WSPS has a wide selection of downloads concerning health and safety topics. Here is the url for topics specific to a JHSC: <http://www.healthandsafetyontario.ca/WSPS/search.aspx?searchtext=jhsc&searchmode=anyword>

For additional information on training, consulting or information solutions,
visit www.wsps.ca

or

call 1-877-494-WSPS (9777)
to speak with one of our Customer Care Specialists



WORKPLACE SAFETY & PREVENTION SERVICES

As a business partner and expert in risk management, Workplace Safety & Prevention Services (WSPS) provides industry-specific health & safety solutions to help its customers achieve their goals and grow the life of their business.

Our solutions address economic realities and organizational risks, and help our 154,000 member firms achieve results that last: engaged employees, productivity improvements, reduced paper burden related to health and safety legislation and satisfied customers. The lasting results for our customers build a safer, more profitable Ontario.

wsp.ca

CONNECT
WITH US



140-002-07-IGOT

WSPS.CA

5110 Creebank Road, Mississauga, ON L4W 0A1
1 877 494 WSPS (9777) | T 905 614 1400 | F 905 614 1414
E customer care@wsp.ca

This product contains a minimum of 10%
Post-Consumer Waste and is 100% recyclable.