

# PSAC HEALTH AND SAFETY COMMITTEE GUIDEBOOK

# PART I – BASICS



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## INTRODUCTION

Health and safety is an essential part of the important work that PSAC, components, locals and members do to ensure safe workplace environment for everyone. PSAC members face a wide range of hazards while on the job. Worker involvement is the real key to resolving health and safety problems, because workers have the required experience and understanding of health and safety hazards in their own workplace. PSAC provides members with the tools, resources, collective agreement language, training, and staff to address health and safety concerns.

Occupational health and safety committee members and representatives play an important role within their local unions. They are advocates for healthy and safe work and are leaders in recognizing, evaluating, and recommending controls to hazards found throughout their work and their workplace.

Occupational health and safety is about the occupation, not the place. Health and safety activists must be concerned with all aspects of health and safety that relate to the work, not just the workplace. It is the work that needs to be safe; focus not only on the where, but also the who, how, when, and why. This includes the physical, mental and organizational aspects of the work.

Sometimes health and safety struggles can seem overwhelming. You are not expected to be an expert or to have all the answers. You are expected to share the experience of workers in your workplace – that's your expertise and your strength. PSAC, your component, local, and many other labour organizations are here to support you.

... it's the work that needs to be safe... focus not only on the where, but also who, how, when, and why.

# **RESOURCES**

#### **PSAC National Website**

Visit **PSACunion.ca/health-and-safety** for a collection of online resources.

#### **Health & Safety Committee Toolkit**

Members of a Health & Safety Committee get access to PSAC's Health & Safety Committee Toolkit. It includes factsheets and checklists that you can use to ensure your committee is acting effectively and to assist you in doing worksite safety checks, among many other tasks.

You can find the Health & Safety Committee Toolkit here: PSACunion.ca/health-and-safety-committee-toolkit

#### WHO CAN I CONTACT FOR SUPPORT?

Reach out to someone on your workplace Health & Safety Committee. Not sure who that is? Try reaching out to your Shop Steward or member of your Local executive!

You can always contact your PSAC Regional Office to contact your Regional Health & Safety Representative for advice on how to proceed with a health and safety concern or issue happening in your workplace.

Visit your region's PSAC website to find their email and phone number.

#### I DON'T KNOW WHO TO CONTACT!

Contact PSAC's enquiries team at <a href="mailto:info@psac-afpc.com">info@psac-afpc.com</a> or call 1-888-604-PSAC (7722), option 3 and they will be able to find someone to connect you with.

Live calls are answered on weekdays between 8:30 a.m. ET and 4:30 p.m. ET.



## **WORKERS' RIGHTS**

Unions have and continue to fight for many basic workers' rights found in legislation.

The pillars of occupational health and safety rights are:

- The right to know
- The right to participate
- The right to refuse
- The right to act upon these rights

#### The Right to Know

Workers have the right to know what health and safety hazards are related to their work. It is an employer's duty to tell workers of any hazards they may encounter, the likelihood of being exposed, and the severity of harm if they are exposed. Additionally, the employer must ensure that workers know how to safely deal with them if the hazards cannot be avoided.

#### The Right to Participate

Workers have the right to participate in the decisions that impact their health and safety. That means having worker's input on health and safety hazards and assessments and recommendations on how to fix or control them. This work is done by workers electing a union health and safety representative to discuss health and safety issues with the employer or having worker committee members on the Joint Health and Safety Committee.

The right to participate also means that workers must report hazards they become aware of to their supervisor and the health and safety representative or committee. Additionally, workers are required to work in a safe manner, follow safety rules and cooperate with the health and safety committee or any regulatory body.

#### The Right to Refuse

Workers have the right to refuse to perform work that they believe is unsafe, either for themselves

#### **WORKERS HAVE THE RIGHT**

- To know
- To participate
- To refuse

or for their co-workers. While procedures and circumstances around the right to refuse may be different depending on what province or territory you work in, all workers have the right to say no to dangerous work.

In some jurisdictions, the law obligates workers to protect their own safety by refusing to perform work that they believe could harm themselves or others at the worksite. In many jurisdictions, the right to refuse work may be limited, if by refusing to perform a task, another person is put in danger.

Employers are not allowed to discipline workers for exercising their right to refuse. No other worker should be assigned to do the refused work, unless they have been informed of the work refusal and the reasons for it.

# You have the right to act upon these rights

The right to act upon these rights means that workers have the legally protected right to act on and exercise all these rights. You also have the right to know and understand all your rights as a worker. These rights are not just here to be listed; you have the right to training and education on your rights. These rights are yours to fully exercise.

In most jurisdictions, the committee has an important role to play in investigating work refusals. For more information about the right to refuse: visit <u>psacunion.ca/right-refuse-dangerouswork</u>, the Right to Refuse fact sheet in the Health & Safety Committee Toolkit, or contact a PSAC National Health and Safety Representative.



# LEGISLATION & COLLECTIVE BARGAINING

Not all workers are covered by the same health and safety legislation. If you are unsure about which laws apply to your workplace, contact your local union officials.

In most jurisdictions, the Health & Safety Act is the main health and safety law. In the federal sector, this is Part II of the Canada Labour Code. The Act provides general requirements and principles that must be followed. Regulations provide clarification and detail how specific sections of the Act should be applied. Regulations serve to carry out the specifics of the Act and frequently apply to a specific hazard, task or type of workplace.

Regulations cannot conflict with any aspect of the Act; the Act takes precedence over a Regulation. If ever there is a conflict between the two, the Act always prevails.

For a list of relevant Occupational Health & Safety Acts and legislation in various jurisdictions, visit PSAC's Health and Safety website.

#### The General Duty Clause

In all jurisdictions, the responsibility of ensuring that a workplace is safe lies with the employer. Provincial and federal occupational health and safety legislation all contains a "general duty" clause, which holds employers legally responsible for providing healthy and safe work.

This is a powerful clause. Because of it, an employer that is aware of a health and safety hazard must take reasonable steps to make it safe. Employers are legally obligated to share information with workers about the hazards that are present in their work or worksites. Once they

have shared that information, a worker must be trained by the employer, at the employer's cost, on how to deal with those hazards safely.

Employers must take all reasonable steps to protect workers against hazards and ensure compliance with occupational health and safety laws. They must be able to demonstrate that they have done their due diligence when it comes to protecting workers from hazards in the workplace.

See below for more information on due diligence.

#### **Due Diligence**

Legislation can't cover everything that could happen on the job. Sometimes employers must take measures to protect workers and service providers that are not stated in the legislation. Due diligence means that a person has a legal duty to take every *reasonable* precaution in the circumstances to avoid harm and an offence against the law. These precautions must be taken *before* an incident happens – it's not considered due diligence if health and safety processes are implemented after an incident.

What an employer must do to provide a healthy and safe workplace depends on the circumstances, including the types of hazards and severity of associated exposures in relation for the opportunities for control. Though not explicitly stated, health and safety laws require employers to think, be engaged, be creative, plan and consider the hazards faced by workers and do everything they can to prevent incidents before they occur.

TABLE 1: LEGISLATIVE SUMMARY OF GENERAL DUTY CLAUSE	
Alberta	<ul><li>2(1) Every employer shall ensure, as far as it is reasonably practicable for the employer to do so,</li><li>(a) the health and safety of</li><li>(i) workers engaged in the work of that employer, and</li></ul>
B.C.	115(1) Every employer must (a) ensure the health and safety of (i) all workers working for that employer,
Manitoba	4(1) Every employer shall in accordance with the objects and purposes of this Act (a) ensure, so far as is reasonably practicable, the safety, health and welfare at work of all his workers;
New Brunswick	9(1) Every employer shall (a) take every reasonable precaution to ensure the health and safety of his employees;
Newfoundland & Labrador	4. An employer shall ensure where it is reasonably practicable, the health, safety and welfare of his or her workers.
Nova Scotia	13(1) Every employer shall take every precaution that is reasonable in the circumstances to (a) ensure the health and safety of persons at or near the workplace;
Prince Edward Island	12.(1) An employer shall ensure (a) that every reasonable precaution is taken to protect the occupational health and safety of persons at or near the workplace;
Ontario	25(2) Without limiting the strict duty imposed by subsection (1), an employer shall, (h) take every precaution reasonable in the circumstances for the protection of a worker;
Saskatchewan	3 Every employer shall:  (a) ensure, insofar as is reasonably practicable, the health, safety and welfare at work of all of the employer's workers;
Federal	124. Every employer shall ensure that the health and safety at work of every person employed by the employer is protected



Due diligence describes a very high standard to take reasonable care. In the context of the Act and Regulations, the due diligence standard is reflected in the following principles:

General Duties. The Act imposes different duties on every workplace party (employer, director, supervisor or worker) to take reasonable care of the health and safety of themselves and others, to the degree that they have the authority and ability to do so. This general duty is in addition to all the specific requirements and goes beyond just complying with the law.

**Regulatory Compliance.** The obligations of every workplace party are described in the occupational health and safety legislation and regulations that apply to the work and the workplace. It is each party's responsibility to follow those obligations.

Each person that does not follow the legislation can be held accountable for their actions or lack of action. Ignorance of the law is not a defense. Not knowing what the law or regulations demand cannot be a defense for employers, directors or owners. Because they own and direct the work, it is their responsibility to make sure that they are informed about what needs to be done to do it safely.

Reasonably Practicable. That concept is one that is frequently debated at health and safety committees. For something to be reasonable, one must consider whether an occurrence was foreseeable, preventable and the degree of potential harm. The greater the likelihood of exposure to a hazard, and harm or illness from that exposure, the greater the health and safety measures required to mitigate these threats. Employers must show that they took every possible precaution, unless they can show that the benefits of taking the precaution are greatly exceeded by the cost in time, effort and money. This is known as an undue hardship, and is up to the employer to prove. It is the position of PSAC that if a job can't be done safely, it shouldn't be done at all.

PSAC's Health and Safety Committee Toolkit includes a Due Diligence Checklist that can be used to assess whether an employer is meeting their obligations.

**Proactive.** Due diligence requires a proactive and systematic approach to health and safety. This can be done in a workplace by establishing and implementing a health and safety plan that:

- identifies hazards
- assesses the likelihood of exposure and severity of harm associated with exposure to those hazards
- implements measures to eliminate or minimize the likelihood of exposure or severity
- includes identified monitors for each part of the plan to ensure that it is adequate and effective

Employers must develop and implement this plan in consultation with workers. Workers must follow instructions and safety precautions that are established and put in place to the extent that they have the knowledge, authority, and ability to do so.

# **INTERNAL RESPONSIBILITY SYSTEM (IRS)**

The Internal Responsibility System (IRS) is the foundational principle by which all jurisdictions apply health and safety laws.

It is based on the idea that everyone in the workplace has a role to play in health and safety and that the workplace parties are most likely to find effective solutions when they work together. The IRS puts in place a worker-employer partnership intended to have employers and workers deal with health and safety issues internally through the Health and Safety Committee, working together towards the common goal of safer workplaces.

#### A GOOD IRS IN THE WORKPLACE:

- Establishes systems to address and resolve problems
- Supports a safety culture
- Promotes best practices
- Ensures compliance

When all parts of the IRS are prepared to participate in a system that promotes the health and safety of workers, the system can work well. This means workers are reporting hazards and following the rules, employers are working to keep workers safe, and the Health and Safety Committee are performing their legislated tasks and providing their recommendations towards a healthy and safe workplace.

Application of the core concepts of the IRS have not always been to the advantage of workers. It is based on the principle that everyone at the Health and Safety Committee is equal, but, in practice, this is not always the case. Workers must make recommendations to the employer to fix something; they cannot order it done. That process means that employers are the decision-makers, not the workers.

The recognition in law of the three workers' rights to health and safety came only after decades of pressure from the union movement and its political allies. Unfortunately, this achievement is limited in practice by the IRS's attempts to encourage *voluntary* compliance with the Health and Safety Act and Regulations instead of *mandating* its compliance.

Health and safety laws give workers the right to participate in Joint Health and Safety Committees, but there is no legal obligation to employers to carry out the committee's recommendations. Occupational Health and Safety laws assume that employers will act in good faith and obey health and safety laws. It fails to recognize that workers and employers have very different priorities and experiences in the workplace - worker involvement is the real key to resolving health and safety problems because frontline workers have the required experience and understanding of health and safety hazards in their own workplace. Since management has more power but may lack firsthand exposure to the work-related hazards, the definition of what is 'safe" often does not favour the worker.

The vagueness of some sections of the Act and regulations, combined with the imbalance of power makes worker participation in Health and Safety Committees even more important. Showing collective strength as a group of workers around health and safety issues is the best way to convince management to act voluntarily, especially where substantial cost may be involved. It also calls for careful preparation, strong presentations and effective strategy.

# Legislated Role of the Health & Safety Regulator

Legislations outline how the government ensures that the laws are followed. The enforcement of legislations is delegated to a group called regulators. In general, regulators are tasked with the following responsibilities:

- Routine inspections. An inspector may visit any
  worksite covered by the laws of their jurisdiction
  for routine or surprise inspection. They are not
  required to call ahead and do not require a
  warrant to enter the workplace.
- Investigate concerns. Anyone who observes a violation of health and safety laws can contact a regulator who can investigate the reported concerns.
- Refusals. When a worker invokes their right to refuse work because of danger and the employer won't agree that there is a possible harm, it is the regulator that makes the final decision as to whether the refusal has merit or if the worker must return to work. Workers can appeal their decision if they don't agree with it, but it is recommended they seek assistance from their union before they do.

- Investigations. Laws or regulations describe when employers must notify the regulators about health and safety incidents in the workplace. If an inspector investigates an incident, the committee or representative has an opportunity to inform the inspector about concerns. The inspector will provide a report to the employer and committee or representative about each visit. They may also write orders highlighting non-compliances (where the employer is breaking the law). In serious circumstances, the inspectors may even issue a directive to immediately stop work activity, called a Stop Work Order.
- Failure of the committee. If the Health &
   Safety Committee cannot function effectively,
   an inspector should be asked to help. A
   dysfunctional committee is a sign of deeper
   problems with the IRS. An inspector can
   intervene and mediate disagreements so that the
   committee can return to a functional state.
- Disputes. An inspector can intervene to resolve conflict in the Health & Safety Committee.
   If necessary, an inspector can issue a notice of contravention requiring the employer, or anyone else covered by the legislation, to take corrective action.



# ROLES AND RESPONSIBILITIES OF HEALTH & SAFETY COMMITTEES

Health and Safety Committees are the focal point for all matters related to health and safety. Committees provide a forum where health and safety issues can be discussed by both worker members and employer members, with the goal of resolving the issue. In well-functioning committees, members are actively identifying hazards and finding adequate ways to either remove them, or reduce the likelihood and harm to health of exposure where hazards cannot be removed.

Committees that are supported by the employer foster positive communication between workers and their employers that will ultimately reduce incidents, increase productivity and contribute to the sense of teamwork in the workplace.

#### **Effective Committees:**

# WITH AN EFFECTIVE HEALTH AND SAFETY COMMITTEE:

- Incidents are reduced.
- Awareness of health and safety is improved.
- A broad base of expertise and experience is developed and available for solving problems.
- Cooperation is encouraged through better communication.
- All workers have a way to express concerns and have them addressed.

#### TO BE A FUNCTIONING COMMITTEE, THE FOLLOWING ASPECTS SHOULD BE CONSIDERED:

- Who sits on the Committee
- Committee Member Selection
- Bylaws
- Terms of Reference
- Meeting Schedule and Agenda
- Training

#### Who sits on the Committee

Most PSAC workplaces have a Health and Safety Committee structure that's established to address the health and safety concerns of workers. This committee is made up of worker and management representatives. The worker representative cannot have managerial functions. There can never be more management than workers; at minimum there must be equal representation of worker and management representatives, but more worker representatives are allowed.

#### **Committee Member Selection**

The worker representatives are appointed or elected by union members, **NOT** by management. It's important that the workers do not let management influence the selection of its workers' representatives. Management cannot influence or suggest that a worker representative resign or step down from the committee – even if the attempt to do so is motivated by a sincere desire to promote safety rather than to dominate the health and safety committee. It's a fundamental right for workers to select who they want as their representative without any participation or influence by the employer.

#### **Bylaws**

PSAC locals, with the support of their component, are encouraged to prescribe how representatives to the Health and Safety Committee will be selected, how long the term will be and how to fill vacancies. The primary methods are election or appointment:

**Election.** Many locals choose to elect the members of the Health and Safety Committee. This is usually done at the Annual General Meeting.

**Appointment.** Appointments of the members of the Health and Safety Committee are usually done by the president of the local, or by a subcommittee of the local executive.

**Election of a local health and safety executive member.** Some PSAC locals choose to have a health and safety position on their executive to ensure that health and safety issues are always brought to the executive level of the local.

#### **Terms of Reference**

Terms of reference (TOR), also known as Rules of Procedure, for the Health and Safety Committee are an essential component of a functional committee. While many jurisdictions have regulations that define how some aspects of the committee shall function, there is much that is not covered. The TOR explains how certain procedures will work, such as:

- The role of the committee members, chairperson(s), secretary, or other positions
- The structure of the committee
- The meetings specifics, like standing agenda items, guests and quorum
- Training for members
- How committee functions shall be performed, such as inspections and investigations

Nothing in the Health and Safety Committee's TOR should violate any health and safety legislation.

#### Meeting Schedule and Agenda

Health and Safety Committees are co-chaired; one co-chair from the management side and one co-chair from the worker side. Some jurisdictions go as far as to specify that co-chairs should take turns chairing the Health and Safety Committee meetings.

To fulfill its required functions, Health and Safety Committees must meet per the requirements set out in the health and safety legislation. In many proactive workplaces committed to health and safety, the Health and Safety Committees meet more often than the legislated minimum. A schedule for the meetings is established by the committee members to ensure that the health and safety concerns in the workplace are being addressed and there should be enough scheduled time to cover all the agenda items.

During Health & Safety Committee meetings, committee members should be doing the following:

- Reviewing and approving minutes from previous Health and Safety Committee meetings.
- Reviewing inspection reports and the items identified (some of which may already be corrected).
- Reviewing temporary measures put in place to protect workers until hazards can be permanently fixed.
- Getting information on outstanding or recurring inspection items which might benefit from a Health and Safety Committee recommendation.
- Reviewing incident report forms: incidents, near misses, injury reports etc.
- Discussing/reviewing policies and procedures.
- Discussing visits from the Ministry or Department of Labour or its equivalent.
- Discussing the outcomes of any testing that was done.
- Reviewing maintenance records (i.e. HVAC systems, biological safety cabinets, etc.).
- Discussing emerging problems or issues.

If there was not enough time scheduled to get through the meeting's agenda items, then the meeting time is not adequate to meet the needs of the committee. Before the meeting adjourns, the committee should schedule another meeting to complete the agenda as soon as possible. It's not good practice to have undiscussed agenda items be deferred to the next meeting, as it could lead to problems getting worse. For example, if

reports aren't reviewed and recommendations made because of a lack of time, and a committee only meets every three months, serious hazards or concerns could be easily left unaddressed in the workplace for up to nine months. This goes against the Health and Safety Committees role to quickly and efficiently address health and safety concerns.

#### **Tasks of Health and Safety Committees**

Health and safety hazards, concerns or problems in the workplace are addressed by Health and Safety Committees. Health and Safety Committee members perform the following functions:

- Identify potential hazards, including performing inspections
- Evaluate these potential hazards
- Identify and raise the health and safety concerns of workers
- Investigate injuries and illnesses that occur from the work or at the workplace
- Meet regularly to discuss occupational health and safety concerns
- Ensure the maintenance of records of meetings and related activities
- Help develop and promote health and safety training
- Investigate refusals to work
- Receive and participate in the distributing of health and safety related information
- Recommend corrective action
- Follow up on implemented recommendations

# Providing Guidance for Other Members

Committee members and representatives are frequently asked by other members about what to do with their health and safety issues. PSAC's Health & Safety Committee Toolkit provides a handout on how to deal with health and safety issues in the workplace.

In all jurisdictions, there is a process that should be followed by any worker with a health and safety issue that usually contains the following steps:

- 1. Raise the issue with your supervisor.
- 2. If not resolved, involve your local and the health and safety representative.
- 3. Write to the Health and Safety Committee and have the item added to the committee meeting agenda.
- 4. Have the Committee recommend a course of action to the employer in writing.
- 5. Follow-up! Just like in grievances, timelines are important.
- 6. Call the PSAC regional health and safety representatives for assistance.



## PRECAUTIONARY PRINCIPLE

The precautionary principle in health and safety means we don't need to wait for complete certainty about a hazard before taking action to protect workers. The precautionary principle is not explicitly stated in law. However, health and safety legislation does direct employers to "take every precaution reasonable (or practicable) for the safety of a worker". This means the precautionary principle *should* be the priority in keeping members safe.

THE PRECAUTIONARY PRINCIPLE HAS FOUR PARTS:

- People have a duty to act to prevent harm before it happens. If there is a reasonable suspicion that something bad may happen, then there is an obligation to try to prevent it.
- Proving that something isn't dangerous is the responsibility of those who want to use or introduce it. In most cases, this is the employer.
- Before using a new technology, process, or chemical, or starting a new activity, there should be an examination a full range of alternatives, including the alternative of doing nothing.
- Decisions applying the precautionary principle must be opened, informed, and democratic and must also include all affected parties.

A very real example of what could happen if an employer does not apply the precautionary principle occurred in Ontario. In 2007, health care employers did not have a system that allowed for the automatic use of N95 respirators at the outset of a potentially airborne illness. The employers were slow to adopt such procedures and to train workers until they were 'more certain' about the routes of infection. This contributed to the SARS outbreak killing 44 people, three of whom were healthcare workers, and resulting in approximately 330 cases of serious lung diseases.



# HAZARD PREVENTION PROGRAM, JOB HAZARD ANALYSIS, AND TASK HAZARD ANALYSIS

#### **Hazard Prevention Program (HPP)**

Hazard Prevention Program (HPP) is an inventory of all hazards, control measures, work-hazard analyses in the workplace that are not specifically referenced in legislation or regulations. HPPs are run by the employer. That is why it is important that Health & Safety Committee members or representatives are aware of HPPs, so they can participate in them and hold the employer accountable for adequately completing them.

Hazard Prevention Programs, such as Part XIX of the Canada Occupational Health and Safety Regulations (COHSR), include identifying and assessing all hazards, assessing their risks, implementing preventive measures, and educating employees.

Most jurisdictions require that employers develop a written health and safety plan or system that may include:

- A health and safety policy and program,
- Defined responsibilities for workers, supervisors and management,
- Job hazard analysis and safe work procedures,
- Process for reporting hazards and incidents,
- Defined roles for the health and safety committee (including workplace inspections and making recommendations),
- Training for new hires (orientation) and ongoing training,
- Emergency procedures including first aid.

The name and requirements vary greatly between jurisdictions. What is called a HPP in one province could be called something else in another. Users of this guide should ensure they have reviewed their provincial act and regulations for proper terms and requirements.

No matter what jurisdiction you're under, monitoring and documenting hazards and their control measures is best practice.

The Health and Safety Committee Toolkit contains a sample HPP.

# Task Hazard Analysis (THA) and Job Hazard Analysis (JHA)

A Task Hazard Analysis (THA) and Job Hazard Analysis (JHA), are key components of the HPP.

THA involves breaking down a task into individual steps and analyzing each step to identify potential hazards. For example, identifying that the task of going to a storage room to lift a heavy box can potentially lead to a strain or injury from improperly lifting that box.

JHA involves analyzing a **job** to identify individual hazards associated with that position. For example, a Coast Guard Deckhand must spend a lot of time on a wet floor of a ship which leads them to a high risk for slipping on deck.

# A GOOD THA/JHA INCLUDES ALL THE FOLLOWING:

#### HAZARD IDENTIFICATION:

THA helps identify hazards associated with each step of a task, such as physical hazards (e.g., slips, trips, falls), chemical hazards, ergonomic hazards, and biological hazards.

#### RISK ASSESSMENT:

Once hazards are identified, THA assesses the likelihood and severity of potential harm associated with each hazard.

#### CONTROL MEASURES:

THA focuses on developing and implementing control measures to eliminate or reduce identified hazards. These controls can include engineering controls, administrative controls, and the use of personal protective equipment (PPE).

#### • DOCUMENTATION:

Part XIX requires the documentation of identified hazards and the control measures implemented for all the tasks and all the hazards.

#### EMPLOYEE INVOLVEMENT:

The Hazard Prevention Program, including THA and JHA, should be developed and implemented in consultation with and the participation of the workplace health and safety committee.

#### • CONTINUOUS REVIEWS

THA/JHA should be reviewed and updated regularly to ensure its effectiveness.

# **TRAINING**

Most workers do not get hired knowing how to perform all the duties of a Health and Safety Committee member. It is ok to recognize when there is a training need. In most jurisdictions, it is a requirement of the employer to provide committee members with training or provide them with the time and resources to get the training they need to be effective committee members.



