July 6, 2017

Dear [Name],

Re: Your request for access to information under Part II of the Access to Information and Protection of Privacy Act [Our File # HRS-17-2017]

On June 12, 2017, the Human Resource Secretariat (HRS) received your request for the following general information:

“In 2012, the Auditor General conducted an audit on the Human Resource Secretariat and the audit included Occupational Health and Safety Sections. Since 2012, the HRS has responded annually to these comments. Please provide:
2. Copy of the Human Resource Secretariat's annual responses to the Auditor General.”

In a follow-up email on June 14, 2017, you amended your request based on the section of the Auditor General’s Report on Executive Council (HRS) that shows that there are four OHS items that are only partially implemented. Your amended request is as follows:

“Item #1 is withdrawn.

Item #2 is amended to read: Please provide the responses from HRS to the office of the Auditor General that describes the actions being taken to address the four partly implemented items.”

I am pleased to inform you that a decision has been made by the Deputy Minister of the Human Resource Secretariat to provide access to the requested information. In accordance with your request for a copy of the records, the appropriate copies have been enclosed.

Please be advised that you may ask the Information and Privacy Commissioner to review the processing of your access request, as set out in section 42 of the Access to Information and Protection of Privacy Act (the Act). A request to the Commissioner must be made in writing within 15 business days of the date of this letter or within a longer period that may be allowed by the Commissioner.

The address and contact information of the Information and Privacy Commissioner is as follows:

Office of the Information and Privacy Commissioner
2 Canada Drive
P. O. Box 13004, Stn. A
St. John’s, NL A1B 3V8

P.O. Box 8700, St. John’s, NL, Canada A1B 4J6  t 709.729.2633  f 709.729.1746
You may also appeal directly to the Supreme Court Trial Division within 15 business days after you receive the decision of the public body, pursuant to section 52 of the Act.

If you have any further questions, please feel free to contact me by telephone 709-729-6158 or by e-mail at vburry@gov.nl.ca.

Sincerely,

Veronica Burry
ATIPP Coordinator
**Executive Council – Human Resource Secretariat**

**Occupational Health and Safety in Government - 2012**

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Partially Implemented</th>
<th>Not Implemented</th>
<th>Does the department plan to implement the recommendation. Yes or No (If yes go to question 3, if no go to question 2)</th>
<th>Why is the department not planning to implement the recommendation</th>
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<th>What is the anticipated completion date to fully implement the recommendation</th>
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</thead>
<tbody>
<tr>
<td><strong>SHRMUs and Departments should ensure that OHS programs are developed and implemented as required under Government policy and in accordance with the Occupational Health and Safety Act and Regulations.</strong></td>
<td>Yes - Since the AG Report in 2012, the SHRMUs all became part of the Human Resource Secretariat (HRS). Under Government Policy for OHS, the Departments are responsible for OHS programs and the role of the HRS is to corporately support OHS within the public service by providing consultation, training supports, etc. HRS has obtained approval to implement a new Division of Employee Safety &amp; Wellness and is in the process of staffing the director position for this Division.</td>
<td>Programs are in various stages of development for all core GNL departments. Changes in departmental structures, Deputy Ministers and staffing changes resulting in turnover among OHS committees’ membership require that there be continual review and updating of information in order to establish 100% compliance. The HRS has also experienced multiple vacancies in SHRM positions that support departments with OHS programming, including Integrated Disability Managers and Occupational Health &amp; Safety HR Consultants. The HRS is working with the OCIO on implementation of technology to assist with OHS monitoring (Advanced HR).</td>
<td>A consistent process for assessing compliance will be developed and implemented by HRS; the goal is to have this compliance process completed and implemented by December 31, 2015.</td>
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<tr>
<td>Departments should comply with the Occupational Health and Safety Act and Regulations.</td>
<td>√</td>
<td></td>
<td>Yes – this is required by legislation.</td>
<td>As above, organizational and staff changes impact on the ability to ensure compliance. Vacancies in some of the SHRM positions, as well as in the Division of Employee Safety &amp; Wellness, have delayed development and implementation of consistent compliance reporting. In addition, the HRS does not currently have ‘Advanced HR’ technology for OHS; working with the OCIO, this is in progress currently. The HRS has also engaged the WHSCC in conducting audits of departmental OHS programs; recommendations arising are being addressed by the departments in consultation with the HRS.</td>
<td>As above, the HRS is in the process of developing a consistent process for assessing compliance; the goal is to have this compliance process completed and implemented by December 31, 2015. WHSCC audits are also an ongoing process and will facilitate continuous improvement for OHS programming and legislative compliance.</td>
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<td>SHRMUs should monitor the Departments they support to ensure that OHS programs are effective and that there is compliance with the Occupational Health and Safety Act and Regulations.</td>
<td>√</td>
<td></td>
<td>Yes</td>
<td>As above, vacancies in SHRM have impacted on the ability to monitor effectiveness of OHS programs across all departments; however, work is ongoing with WHSCC compliance audits. The HRS is working to develop consistent approaches to monitor OHS Committee activity and compliance, as well as ensuring required training. The HRS is also partnering with the departments and Service NL to ensure communication occurs with HRS on OHS Orders that are issued.</td>
<td>In addition to ongoing WHSCC audits, by March 31, 2016, the HRS plans to have a consistent and streamlined process in place for monitoring departmental OHS compliance, including regular reporting to Deputy Ministers and other Executives on OHS Committee activity and other OHS indicators. The HR reporting process and Deputy Minister performance indicators are also being updated to strengthen reporting on these indicators.</td>
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<tr>
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<td>Departments should provide the HRS with sufficient and appropriate information for determining OHS performance.</td>
<td>✓</td>
<td></td>
<td>Yes</td>
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The departments and the HRS are working together on information-sharing for OHS performance indicators. The HRS is also partnering with the departments and Service NL to ensure communication occurs with HRS on OHS Orders that are issued. This will enable the HRS to assess whether there are underlying systemic issues that may require a coordinated level of intervention. The HRS will also work with WHSCC to ensure consistent reporting occurs on injury statistics, by department; this information is useful for establishing trends and preventative programs.

While there are various processes currently in place for information-sharing through HR accountability and reporting processes in support of Deputy Minister performance contracts, there are opportunities for streamlining and strengthening these processes. During fiscal year 2015-16, the HRS will embark on collecting information from departments and will develop inventories for access across SHRMUs (e.g. safe-work practices).
January 23, 2015

Keith Butt
Office of the Auditor General of NL
15 Dundee Avenue, Mount Pearl
P. O. Box 8700, St. John’s,
NL A1B 4J6

RE: Update on Prior Years’ Report Items, 2014
Occupational Health and Safety in Government

Dear Mr. Butt,

I am writing in response to correspondence from Mr. Terry Paddon, dated December 23, 2014, wherein an update was requested on the progress of the recommendations of the report items, as it relates to Occupational Health and Safety (OHS) in Government and rehiring pensioners.

Government is committed to compliance with the Occupational Health and Safety Act and Regulations, as well as to improving departmental programming in support of meeting the requirements of the Act and Regulations. This commitment was reinforced in May 2014, when the Clerk of the Executive Council launched a ‘Commitment for Safety and Health’ Statement, which has been posted in all government departments. Government has also developed an Occupational Health and Safety Policy that states:

“Government departments will work with their Occupational Health and Safety (OH&S) Committees and employees in carrying out a collective responsibility for occupational health and safety.”

The Human Resource Secretariat (HRS) is also committed to providing support to government departments in their efforts to improve occupational health and safety programming, including legislative compliance. As a central agency of Government, the HRS has undertaken several initiatives, including efforts aimed at assisting departmental executives to ascertain whether their departments are OHS compliant, as follows:

- The HRS has engaged the services of the Prevention Services Division of the Workplace Health Safety and Compensation Commission (WHSCC), which offers employers throughout Newfoundland and Labrador the services of an OHS Advisor, to complete OHS audits. The audits are based on the legislative requirements of the OHS Act and...
Regulations and provide the employer with guidance regarding compliance with OHS legislation, data collection, and reporting activity. The WHSCC has committed to completing audits within government departments, which commenced in November, 2013.

- By implementing a consistent approach to auditing OHS programs and initiatives, departmental executives will be informed, and have improved ability to monitor and report on OHS compliance. The audit process is ongoing and recommendations thus far are being addressed by the departments who have already been audited. Action plans are being developed with the assistance of Strategic Human Resource Management (SHRM) staff to address the recommendations arising from the audits. The HRS is also tracking instances where there may be commonality or emerging themes which could require more systemic action.

- To further support OHS legislative requirements, the HRS has implemented a new Division of Employee Safety and Wellness, and is currently undergoing recruitment for a Director to lead the Division. This Division will provide oversight and corporate direction in order to achieve improvements in occupational health, safety, and wellness for public service employees, by partnering with government departments, and maximizing on available resources for consistent and quality approaches.

- The HRS also continues to employ dedicated OHS consultants and Integrated Disability Managers within the SHRM Divisions to assist government departments with addressing various OHS issues, and attendance support when employees experience illness or injury. These resources help provide oversight to OHS Committees, OHS Program development, implementation and review. Further, liaison with the Enforcement Branch of the Department of Service NL helps to ensure that the departments are responsive to any OHS Orders arising, in addition to exercising due diligence and compliance with legislation by companies contracted by government.

The HRS ensures that safety information is also readily available to government departments and employees. For example, the HRS website contains ‘Safety Moments’, and communication of same is encouraged, particularly when staff meetings occur. The HRS has also implemented and updated an on-line training program for core public service managers, entitled: ‘Managing
Occupational Health and Safety’, which is designed to inform managers of their roles and responsibilities under the Occupational Health and Safety Act. This training is provided through the ‘Resource Management Package’ which is required for those managers who manage people, finances and information.

Detailed responses to the specific questions posed by your office are included below for your information.

**REPORT ITEM: Occupational Health and Safety in Government**

**RECOMMENDATION 1:**

The SHRMs and Departments should ensure that OHS programs are developed and implemented as required under Government policy and in accordance with the Occupational Health and Safety Act and Regulations.

**STATUS:** Partially Implemented

**DETAILS:** SHRMs are responsible for working with their client departments in developing, implementing and reviewing OHS programs. Departmental needs vary and efforts are made to have programs that are responsive to a wide range of work locations. The programs have to be general enough to meet the basic requirements, but specific enough to address unique departmental requirements.

**RECOMMENDATION 2:**

Departments should comply with the Occupational Health and Safety Act and Regulations.

**STATUS:** Partially Implemented

**DETAILS:** Departments are committed to compliance, in accordance with policy and the Occupational Health and Safety Act and Regulations. OHS Committees are established and training occurs regularly, in conjunction with the SHRMs. Policy for travel and work over ice has been developed by two departments based on a risk assessment; departments are also sharing resources to deliver snowmobile safety training to select employee groups who utilize snowmobiles in...
the conduct of their work duties.

- Collaboration with Service NL has been established to ensure due diligence in OHS by monitoring OHS Orders, as well as safety requirements of contracted services (e.g. Department of Natural Resources monitors tree-planting contractors).
- Hazard assessments have been conducted and safe work procedures developed for implementation.
- Quarterly reporting exists in some SHRM divisions to ensure that executives are advised on OHS Committees and associated compliance issues. These reports are provided annually to the HRS for reporting to the Clerk of the Executive Council, on select HR performance indicators.

RECOMMENDATION 3:

*SHRMs should monitor the Departments they support to ensure that OHS programs are effective and that there is compliance with the Occupational Health and Safety Act and Regulations.*

**STATUS:** Partially Implemented

**DETAILS:** The SHRM Divisions, via the Integrated Disability Manager and OHS Consultants, support their respective client departments and foster an “Internal Responsibility System” (i.e. everyone is responsible for health and safety in the workplace). The SHRM Divisions also employ Managers of Organizational Development who oversee priority training needs which address due diligence training and legislative compliance. Examples of monitoring and support activities include the following:

- Ensure effective OHS programming.
- Ensure that committee members and representatives receive required training (e.g. First Aid, CPR, hazard identification, supervisor responsibility).
- Oversee compliance with OHS orders from Service NL.
- Oversee accident/incident reporting.
- Conduct audits of divisions.
- Encourage participation in general safety training/awareness.
- Provide regular reports to Departmental Executives and the HRS on OHS compliance activities.
- Provide financial support to ensure priority safety training needs are regularly assessed and provided, through Organizational Development Initiatives (ODI) funding. In the current fiscal year, $1.1 M was allocated by the HRS.

As a result of OHS audits by the WHSCC in some departments, various SHRM staff are engaged in developing and implementing action plans to address audit recommendations. For example, the SHRM division supporting the Department of Transportation and Works has developed a “Self-Audit Tool”, in response to WHSCC recommendations, for internal use, to support compliance with OHS requirements. SHRM staff are also regularly engaged in assisting divisions with establishing safe work procedures and hazard assessments processed.

RECOMMENDATION 4:

Departments should provide the HRS with sufficient and appropriate information for determining OHS performance.

STATUS: Partially Implemented

DETAILS: The following information is provided to HRS on a quarterly basis:
- WHSCC - temporary earnings loss, total WHSCC cost, injury data
- Sick Leave - sick leave and long-term disability cases
- Ergonomic Assessments - assessments conducted and cost
- Accommodations – permanent cases and cost, temporary cases and cost
- Occupational Health and Safety Committee activity – total committees, active committees, inspections conducted, issues identified, investigations conducted, reports reviewed, workplace complaints
- Training – number of employees trained

The Department of Transportation and Works, for example, is currently discussing the establishment of a measurement system for safety performance, based on leading and lagging indicators. Leading indicators could include such things as number of inspections, OHS meetings, safety meetings, near miss reports, and
training sessions completed. Lagging indicators could include such things as number of lost time accidents, number of investigations, and WHSCC claims. The department also measures the number of open OHS orders and the number of outstanding items on the ADM Quarterly Report.

I trust that this information addresses the issues raised. Please feel free to contact Wanda Penney, Assistant Deputy Minister (Acting) of Client Services, at wandapenney@gov.nl.ca or 729-3559, should you require any further information or clarification in relation to OHS and
Marie Wells, Director, Human Resources Policy and Planning, at mwells@gov.nl.ca or 729-7350 should you require any further information regarding rehiring pensioners.

Kindest regards,

Geoff Williams
Deputy Minister
Human Resource Secretariat
February 29, 2016

Keith Butt  
Office of the Auditor General of NL  
15 Dundee Avenue, Mount Pearl  
P. O. Box 8700, St. John’s,  
NL A1B 4J6

RE: Update on Prior Years’ Report Items, 2015  
Occupational Health and Safety in Government

Dear Mr. Butt,

I am writing in response to correspondence from Mr. Terry Paddon, wherein an update was requested on the progress of the recommendations of the Auditor General’s Report items, as it relates to Occupational Health and Safety (OHS) in Government.

Government is committed to compliance with the Occupational Health and Safety Act and Regulations, as well as to improving departmental programming in support of meeting the requirements of the Act and Regulations. The Human Resource Secretariat (HRS) is also committed to providing support to government departments in their efforts to improve occupational health and safety programming, including legislative compliance.

As a central agency of Government, the HRS has undertaken several initiatives, including efforts aimed at assisting departmental executives to ascertain whether their departments are OHS compliant, as follows:

- The HRS has continued their partnership with the Prevention Services Division of the Workplace NL, which offers employers throughout Newfoundland and Labrador the services of an OHS Advisor, to complete OHS audits. The audits are based on the legislative requirements of the OHS Act and Regulations and provide the employer with guidance regarding compliance with OHS legislation, data collection, and reporting activity. Since the onset of this partnership, 14 audits have been completed from which action plans are developed to address the recommendations arising from the audits. The HRS is also tracking instances
where there may be commonality or emerging themes which could require more systemic action.

- In 2015, the HRS, through the new Division of Employee Safety and Wellness, led the development of programs and services to promote and support the health, safety and wellness of GNL employees. Throughout 2015, employees have benefited from the provision of influenza immunization clinics, and the promotion and coordination of events related to Nutrition Month, NAOSH Week, Healthy Workplace Month, Public Service Week, and Fire Safety Week. Some of these events included wellness fairs and organized group walks for employees in various worksites. Many of the promotions and programs, including the influenza immunization clinics, involve engaging employees in various worksites and departments to assist in the planning and coordination. The HRS also supports the work of the Confederation Complex Fitness Centre Committee. The Fitness Centre offers a selection of fitness classes to employees who are members, in addition to cardio and weight equipment that is available. The Fitness Centre Committee holds promotions related to wellness activities, such as Healthy Workplace Month and organized its first healthy living challenge for members in 2015.

- HRS also continues to conduct research, including jurisdictional scans of safety and wellness programs, policies and services throughout provincial governments and other large organizations in order to inform their efforts of continuous improvement in the area of safety and wellness.

- The HRS ensures that safety information is readily available to government departments and employees. In 2015, the HRS began the development of a Safety and Wellness Webpage which is intended to provide employees with current information related to matters concerning Occupational Health and Safety, Disability Management, Productivity and Wellness.

- The HRS is in the final stages of the recruitment effort for a Director of Occupational Safety. This position will lead the work related to the provision,
oversight, and corporate direction in order to achieve improvements in occupational health, safety, and wellness for public service employees, by partnering with government departments, and maximizing on available resources for consistent and quality approaches.

- The HRS continues to employ dedicated OHS consultants and Integrated Disability Managers within the SHRM Divisions to assist government departments with addressing various OHS issues, and attendance support when employees experience illness or injury. These resources assist with the provision of oversight to OHS Committees, OHS Program development, implementation and review. Further, liaison with the Enforcement Branch of the Department of Service NL helps to ensure that the departments are responsive to any OHS Orders arising, in addition to exercising due diligence and compliance with legislation by companies contracted by government.

- The HRS also continues to seek innovative measures to increase OHS Legislative compliance with a greater focus on job risk assessment focused training, delivered by accredited institutions in both consistent and cost effective approaches. In 2015, resources have been allotted to review the existing training delivery methods of First Aid and Standard First Aid course delivery across government, for efficiencies and uniformity. This venture will standardize Occupational Health and Safety Legislative training for Government, ensuring the employer’s compliance with competently trained staff and accurate, up-to-date legislative training records.

Detailed responses to the specific questions posed by your office are included below for your information.

REPORT ITEM: Occupational Health and Safety in Government

RECOMMENDATION 1:
The SHRMs and Departments should ensure that OHS programs are developed and implemented as required under Government policy and in accordance with the Occupational Health and Safety Act and Regulations.
STATUS: Partially Implemented

DETAILS: There is ongoing engagement of SHRM Divisions and their client departments in developing, implementing and reviewing OHS programs, the introduction of the new Division of Employee Safety and Wellness will shift this responsibility. Further, in 2015, the HRS commenced work on research and development of a proposal to create and cultivate a uniform approach to a government-wide safety management system which conforms to a recognized standard. In addition, this proposal is considering that within the safety management system, there needs to be a standardized approach throughout government departments, for recognizing, recording and assessing the risk associated with hazards related to work tasks. Finally, the proposal is considering a consistent approach to measuring and reporting on safety performance. This proposal is currently in progress and will be finalized once the new Director of Occupational Safety is in place.

RECOMMENDATION 2:
Departments should comply with the Occupational Health and Safety Act and Regulations.

STATUS: Partially Implemented

DETAILS: Departments are committed to act in accordance with policy and the Occupational Health and Safety Act and Regulations.

In such a large organization as the Government of Newfoundland and Labrador, compliance in relation to Occupational Health and Safety Act and Regulations is an ongoing initiative. Compliance with legislation requires involvement of all employees, with personal responsibility for safety through the "Internal Responsibility System" and the commitment of senior executive to provide necessary resources.

Occupational Health and Safety continues to be a priority at the executive level. In 2015, leaders from Service NL and Workplace NL have attended Executive meetings with all department heads to provide
information regarding current status and best practice approaches to health and safety. The Clerk of the Executive Council, with the support of the HRS, organized a Deputy Minister Retreat focusing on OHS and regulatory compliance; the purpose was to educate DMs regarding accountabilities for regulatory OHS issues and increase compliance. The Clerk is also establishing a DM-level OHS Committee and DM performance contracts have now been amended to include the obligation to develop a Departmental OHS plan.

Highlighting the GNL’s commitment to Occupational Health and Safety is the requirement for heads of Departments to identify and develop a safety plan, including specific actions which enhance OHS awareness, compliance, training, reporting and other necessary measures within their departments. There is also a responsibility and requirement to ensure OHS committees are established, trained and meeting regularly as well as ensuring any directives issued by service NL are promptly addressed and rectified.

As an example of Government’s commitment to the achievement of compliance, the Department of Transportation and Works created a Corporate Safety Division in February, 2015. The division currently consists of four OHS Consultants, one Fire Protection Officer, one Departmental Program Coordinator, and one Director of Corporate Safety. In addition, there is one OHS designate in each of the Marine and Air Services Branches. The Corporate Safety Division is accountable for leading the enhancement and promotion of the safety culture within the Department with a focus on maximizing employee safety and reducing the risk of employee injury, illness, time away from work, and associated losses. Activities of the Division impact employee, contractor, and public safety, with a focus on compliance with both provincial and federal regulations.

A further example of departments working toward compliance over the last number of years would include the commitment of the Department of Advanced Education and Skills to their Violence Prevention Programming. As the threat of violence was a recognized hazard within this department, a significant commitment of time and resources was provided in the development of their robust Violence Prevention Program, which is compliant with requirements of the OHS Act and
Regulations.

Executive Council is also engaged in the facilitation of a training program designed to support the building of psychologically safe workplaces. "The Working Mind" is a training initiative which seeks to engage both employees and managers in active and positive discussion related to the stigma surrounding mental health, and mental illness and its effect in the workplace. "The Working Mind" initiative has received very positive feedback and is continuing into 2016.

RECOMMENDATION 3:

SHRM should monitor the Departments they support to ensure that OHS programs are effective and that there is compliance with the Occupational Health and Safety Act and Regulations.

STATUS: Partially Implemented

DETAILS: The SHRM Divisions, via the Integrated Disability Managers and OHS Consultants, continue to support their respective client departments in monitoring OHS activities and fostering OHS compliance. The SHRM Divisions also employ Managers of Organizational Development who oversee priority training needs to address due diligence training and legislative compliance.

There are a number of monitoring initiatives which inform the effectiveness of safety programming within departments:

- Quarterly reporting exists in some SHRM divisions to ensure that executives are advised on OHS Committees and associated compliance issues. These reports are also provided annually to the HRS for reporting to the Clerk of the Executive Council, on select HR performance indicators.

- In 2015, the Department of Transportation and Works, with the support of their SHRM unit, completed an Employee Safety Survey. The purpose of the survey was to help establish
benchmarks/metrics, to involve employees in the Safety Plan process, to solicit suggestions for safety improvement, to help establish priorities, and to gauge effectiveness of TW's safety program.

- As a result of OHS audits by Workplace NL, SHRM staff are engaged in developing and implementing action plans to address audit recommendations. For example, the SHRM division supporting the Department of Transportation and Works has developed a "Self-Audit Tool" in response to Workplace NL recommendations, for internal use, to support compliance with OHS requirements. SHRM staff are also regularly engaged in assisting divisions with establishing safe work procedures and hazard assessments processed.

- As noted above, the Employee Safety and Wellness Division of the HRS will assume the role of monitoring, to align with a new organizational model for the HRS, which is under development.

RECOMMENDATION 4:
Departments should provide the HRS with sufficient and appropriate information for determining OHS performance.

STATUS: Partially Implemented

DETAILS: The following information continues to be provided to HRS on a quarterly basis as part of the HRS accountability reporting requirements:
- Workplace NL - temporary earnings loss, total Workplace NL cost, injury data related to injury type, part of body, source of injury, number of lost time and medical aid claims.
- Sick Leave - sick leave and long-term disability cases
- Ergonomic Assessments - assessments conducted and cost
- **Accommodations** – permanent cases and cost, temporary cases and cost
- **Occupational Health and Safety Committee activity** – total committees, active committees, inspections conducted, issues identified, investigations conducted, reports reviewed, workplace complaints
- **Training** – training needs and numbers of employees trained

In addition, a number of departments also provide information related to:
- **Risk Assessment** – including the development of safe operating procedures and safe work practices; and
- **OHS Inspections and Orders** – including up to date activity and required action.

HRS has been working with departments to identify efficient approaches to reporting for OHS leading and lagging indicators in a consistent format. The importance of reporting related to Occupational Health and Safety matters is recognized in that it allows Departments to be better positioned to ensure continuous improvement of safety systems and programming.

Several examples of increased information tracking within departments include:

- The Department of Transportation and Works, through their Departmental Safety Division has created a measurement system for safety performance, which also includes a ranking system allowing them to prioritize issues and determine the order in which they should be addressed.

- The Department of Business, Tourism, Culture and Rural Development has increased their reporting efforts to HRS which has informed their safety planning for 2016 with the support of their SHRM unit.

- In 2015, a system to better track OHS Orders was implemented for the Forestry and Agrifoods Agency. The system involved obtaining regular reports from the OHS Enforcement Branch of Service NL to assess the
status of Order compliance. The Resource Sector SHRM unit then coordinated an effort with the Department to ensure timely action on outstanding Orders. At the end of the 2015 calendar year, Forestry and Agrifoods had only two outstanding Orders.

I trust that this information addresses the issues raised. Please feel free to contact Wanda Penney, Assistant Deputy Minister (Acting) of Client Services, at wandapenney@gov.nl.ca or 729-3559, should you require any further information or clarification.

Kindest regards,

Bruce Cooper
Deputy Minister
Human Resource Secretariat
<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Please indicate if the recommendation is &quot;Fully Implemented / Resolved&quot;, &quot;Partially Implemented&quot; or &quot;Not Implemented&quot; (If Fully go to question 2, if Not fully Implemented go to question 3)</th>
<th>Please indicate when the recommendation was fully implemented or resolve.</th>
<th>Does the department plan to fully implement the recommendation? Yes or No (If yes go to question 5, if no go to question 4)</th>
<th>Please choose from the list the primary reason why the department is not planning to fully implement the recommendation?</th>
<th>Please choose from the list the primary reason the recommendation has not been fully implemented yet</th>
<th>In what fiscal year do you anticipate full implementation?</th>
<th>Comments - If multiple answers are necessary in questions 4 or 5 please note the additional answers here. If Other was chosen in question 4 and or 5 please briefly include additional details.</th>
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<tbody>
<tr>
<td>SHRMUs and Departments should ensure that OHS programs are developed and implemented as required under Government policy and in accordance with the Occupational Health and Safety Act and Regulations.</td>
<td>Partially Implemented</td>
<td>No</td>
<td>other</td>
<td></td>
<td></td>
<td>2017-18</td>
<td>With the creation of the new Division of Employee Safety and Wellness, through industry research and collaboration with the new team of OHS Professionals, the HRS has decided to implement a government-wide Occupational Health and Management System that conforms to a globally recognized standard. Instead of implementing the recommendation of the Auditor General based on the 2012 audit, the HRS will implement an overarching management system instead of the current departmentalized programs. This will ensure a consistent approach and the implementation of methodologies designed to be applied within specific departments to meet their operationalized needs. The foundation of the Safety Management System is based on risk...</td>
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<tr>
<td>Departmental Policy</td>
<td>Status</td>
<td>Status of Implementation</td>
<td>Year</td>
<td>Description</td>
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<td>partially implemented</td>
<td>Yes</td>
<td>Lack of sufficient resources to fully implement</td>
<td>2017-18</td>
<td>In such a large organization as the Government of Newfoundland and Labrador, compliance in relation to Occupational Health and Safety Act and Regulations is an ongoing initiative. Compliance with legislation requires involvement of all employees, with personal responsibility for safety through the “Internal Responsibility System” and the commitment of senior executive to provide necessary resources. Occupational Health and Safety continues to be a priority at the executive level. In 2015, leaders from Service NL and Workplace NL attended Executive meetings with all department heads to provide information regarding current status and best practice approaches to health and safety. The Clerk of the Executive Council has given direction to organize a DM-level Safety Advisory Group and DM performance contracts have now been amended to include the obligation to promote a more extensive focus on safety. In an effort to ensure the safety of employees as well as work toward legislative compliance, there has been an increased focus on formalized risk management, legal compliance and continual improvement - all of which will achieve OHS and economic objectives. The requirements within the system will support and promote sound OHS practices while taking into account the dynamic nature of the core Public Service. Additionally, the system will provide performance monitoring and measurement to ensure accurate, timely reporting of OHS performance.</td>
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<tr>
<td>SHRMUs should monitor the Departments they support to ensure that OHS programs are effective and that there is compliance with the Occupational Health and Safety Act and Regulations.</td>
<td>Partially Implemented</td>
<td>Yes</td>
<td>Lack of sufficient resources to fully implement</td>
<td>2017-18</td>
<td>The HRS has reorganized and support has been provided through reassignment of duties. With the restructuring of the HRS, Executive and Senior Management has further committed their support for their respective client departments while working towards enhancing the Internal Responsibility System. With the reassignment of the Organizational Development Managers to the CLD, the expertise is now in place to allow the new Safety and Wellness Division to provide technical advice related to safety training, program priorities, development and delivery required to meet legislative compliance. The Safety and Wellness Division will also collaborate with the CLD to ensure alignment with the newly developed organizational model</td>
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</table>
There are a number of monitoring initiatives which inform the effectiveness of safety programming within departments.  
- Quarterly reporting exists in a number of divisions to ensure that executives are advised on OHS Committees and associated compliance issues. These reports are also provided annually to the HRS for reporting to the Clerk of the Executive Council, on select HR performance indicators.

- As a result of OHS audits by Workplace NL, staff is engaged with departments in developing and implementing action plans to address audit recommendations. They are also regularly engaged in assisting divisions with establishing safe work procedures and hazard assessments processed. The Safety and Wellness Division is also involved in providing expert guidance in the application of a Risk Assessment Methodology.

- In the Department of Transportation and Works, resources are allocated which ensures collaborative engagement with the Corporate Safety Division to support the Department’s OHS initiatives and ensure compliance with legislation and regulations. To ensure compliance, these resources coordinates, delivers and tracks the completion of a number of safety related training programs and initiatives based on Departmental learning.
| Departments should provide the HRS with sufficient and appropriate information for determining OHS performance. | Partially Implemented | Yes | Lack of sufficient resources to fully implement | 2017-18 | The following information continues to be provided to HRS on a quarterly basis as part of the accountability reporting requirements: • Workplace NL - temporary earnings loss, total Workplace NL cost, injury data related to injury type, part of body, source of injury, number of lost time and medical aid claims. Sick Leave - sick leave and long-term disability cases • Ergonomic Assessments - assessments conducted and cost • Accommodations – permanent cases and cost, temporary cases and cost • Occupational Health and Safety Committee activity – total committees, active committees, inspections conducted, issues identified, investigations conducted, reports reviewed, workplace complaints • OHS Inspections and Orders – including up to date activity and required action • Training – training needs and numbers of employees trained In addition, a number of departments also provide information related to: • Risk Assessment - including the development of safe operating procedures and safe work practices. HRS has been working with departments to identify efficient approaches to reporting OHS leading and lagging indicators in a consistent format. |
and through technology utilization. With the inclusion of the "Monitor Health and Safety" component in People Soft, we can target more specific information that will allow the Safety and Wellness Division to identify, and communicate, trends and high focus areas related to incident occurrence with the goal of preventing recurrences. The importance of reporting related to Occupational Health and Safety matters is recognized in that it allows Departments to be better positioned to ensure continuous improvement of safety systems and programming.
<table>
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<tr>
<th>Recommendation</th>
<th>1) Please indicate if the recommendation is &quot;Fully Implemented/Resolved&quot;, &quot;Partially Implemented&quot; or &quot;Not Implemented&quot; (If Fully go to question 2, if Not fully implemented go to question 3)</th>
<th>2) Please indicate when the recommendation was fully implemented or resolve.</th>
<th>3) Does the department plan to fully implement the recommendation? Yes or No (If yes go to question 5, if no go to question 4)</th>
<th>4) Please choose from the list the primary reason why the department is not planning to fully implement the recommendation?</th>
<th>5) Please choose from the list the primary reason the recommendation has not been fully implemented yet</th>
<th>6) In what fiscal year do you anticipate full implementation</th>
<th>Comments - If multiple answers are necessary in questions 4 or 5 please note the additional answers here. If Other was chosen in question 4 and or 5 please briefly include additional details.</th>
</tr>
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</table>
| Departments should comply with the Occupational Health and Safety Act and Regulations. | Partially implemented | Yes | Other | 2017/18 | In such a large organization as the Government of Newfoundland and Labrador, compliance in relation to Occupational Health and Safety Act and Regulations is an ongoing initiative. Compliance with legislation requires involvement of all employees, with personal responsibility for safety through the "Internal Responsibility System" and the commitment of senior executive to provide necessary resources. Occupational Health and Safety continues to be a priority at the executive level. In 2015, leaders from Service NL and Workplace NL attended Executive meetings with all department heads to provide information regarding current status and best practice approaches to health and safety. The Clerk of the Executive Council has given direction to organize a DM-level Safety Advisory Group and DM performance
contracts have now been amended to include the obligation to promote a more extensive focus on safety. In an effort to ensure the safety of employees as well as work toward legislative compliance, there has been an increased focus on formalized risk assessment and auditing within Departments. There is also a continued effort to ensure OHS Committees are established and training occurs regularly.

Highlighting the Government of Newfoundland and Labrador’s commitment to Occupational Health and Safety is the requirement for heads of Departments to identify and develop a safety plan including specific actions which enhance Occupational Health and Safety awareness, compliance, training, reporting and other necessary measures within their departments. There is also a responsibility and requirement to ensure committees are established, trained and meeting regularly as well as ensuring any directives issued by Service NL are promptly addressed and rectified.
| SHRMUs should monitor the Departments they support to ensure that OHS programs are effective and that there is compliance with the Occupational Health and Safety Act and Regulations. | Partially implemented | Yes | Lack of sufficient resources to fully implement | 2017/18 |

The HRS has reorganized and support has been provided through reassignment of duties. With the restructuring of the HRS, Executive and Senior Management has further committed their support for their respective client departments while working towards enhancing the Internal Responsibility System. With the reassignment of the Organizational Development Managers to the CLD, the expertise is now in place to allow the new Safety and Wellness Division to provide technical advice related to safety training, program priorities, development and delivery required to meet legislative compliance. The Safety and Wellness Division will also collaborate with the CLD to ensure alignment with the newly developed organizational model for the HRS.

There are a number of monitoring initiatives which inform the effectiveness of safety programming within departments.
- Quarterly reporting exists in a number of divisions to ensure that executives are advised on OHS Committees and associated compliance issues. These reports are also provided annually to the HRS for reporting to the Clerk of the Executive Council, on select HR performance indicators.
- As a result of OHS audits by Workplace NL, staff are engaged with departments in developing and implementing action plans to address audit recommendations. They are also regularly engaged in assisting divisions with establishing safe work procedures and hazard assessments processed. The Safety and Wellness Division is also involved in providing expert guidance in the application of a
Risk Assessment Methodology.

- In the Department of Transportation and Works, resources are allocated which ensures collaborative engagement with the Corporate Safety Division to support the Department’s OHS initiatives and ensure compliance with legislation and regulations. To ensure compliance, these resources coordinate, deliver and track the completion of a number of safety related training programs and initiatives based on Departmental learning needs. Additionally, the Integrated Disability Managers provide a supportive and leadership role to the Corporate Safety Division by assisting with accident/incident reporting and investigation, disability management, ergonomic compliance and the prescription safety eyewear program.

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<tr>
<th>Departments should provide the HRS with sufficient and appropriate information for determining OHS performance.</th>
<th>Partially implemented</th>
<th>Yes</th>
<th>Other</th>
<th>2017/18</th>
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The following information continues to be provided to HRS on a quarterly basis as part of the accountability reporting requirements:

- Workplace NL - temporary earnings loss, total Workplace NL cost, injury data related to injury type, part of body, source of injury, number of lost time and medical aid claims.
- Sick Leave - sick leave and long-term disability cases
- Ergonomic Assessments - assessments conducted and cost
- Accommodations – permanent cases and cost, temporary cases and cost
- Occupational Health and Safety Committee activity – total committees, active committees, inspections conducted, issues identified, investigations conducted, reports reviewed,
workplace complaints
- OHS Inspections and Orders – including up to date activity and required action
- Training – training needs and numbers of employees trained

In addition, a number of departments also provide information related to:
- Risk Assessment - including the development of safe operating procedures and safe work practices.

HRS has been working with departments to identify efficient approaches to reporting OHS leading and lagging indicators in a consistent format and through technology utilization. With the inclusion of the "Monitor Health and Safety" component in PeopleSoft, we can target more specific information that will allow the Safety and Wellness Division to identify and communicate trends and high focus areas related to incident occurrence with the goal being the prevention of recurrences. The importance of reporting related to Occupational Health and Safety matters is recognized in that it allows Departments to be better positioned to ensure continuous improvement of safety systems and programming.