Centre de recherche sur les politiques en matière d'invalidité professionnelle (CRPIP)
Centre for Research on Work Disability Policy (CRWDP)

The CSA Z1011:20, *Work disability management system* Standard

Webinar 13: Continued Conversations on the Labour Perspective

Monday May 31, 2021
12:00 noon to 1 p.m. EST

CRWDP CRPIP

CANADIAN INSTITUTE SAFETY, WELLNESS & PERFORMANCE   CONESTOGA | BUSINESS

CSA GROUP™

Agenda for the Session

1. Introduction to the CSA Group and standards development
2. High-level summary of the Standard (CSA Z1011:20, *Work disability management system*) with a focus on the role of labour and unions
3. Fireside chat with panelists including questions and comments from attendees

Moderators and Panelists

Emile Tompa
Director, CRWDP

Lina Lopez
Project Manager
CSA Group

Alec Farquhar
Coordinator,
Asbestos Free Canada
Chair of Engagement,
CRWDP

Tom McKenna
National Representative,
Canadian Union of Public
Employees (CUPE)

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May 31, 2021

CSA Group

Holding The Future To A Higher Standard

Standards Development Process

CSA Group At-a-Glance

Centre de recherche sur les politiques en matière d'invalidité professionnelle (CRPIP)
Centre for Research on Work Disability Policy (CRWDP)

Holding the future to a higher standard

Standards Development Organization

Commercial Subsidiaries

Standards Development

Research

Education

Advocacy

Social Good

Testing

Inspection

Certification

www.crwdp.ca

Standards Development Organization

Centre de recherche sur les politiques en matière d'invalidité professionnelle (CRPIP)
**Centre for Research on Work Disability Policy (CRWDP)**

Ensuring the right people are involved, the right voices are heard and the right process is followed

Open, transparent and consensus-based development process.

- 12 areas of focus

- Standards harness the knowledge and expertise of volunteer member experts from all walks of life

- Standards development committees are comprised of a balanced representation of relevant stakeholders

- technical rigor with an inclusive process and range from fully-accredited solutions to guidance and workshop agreements to meet changing market needs
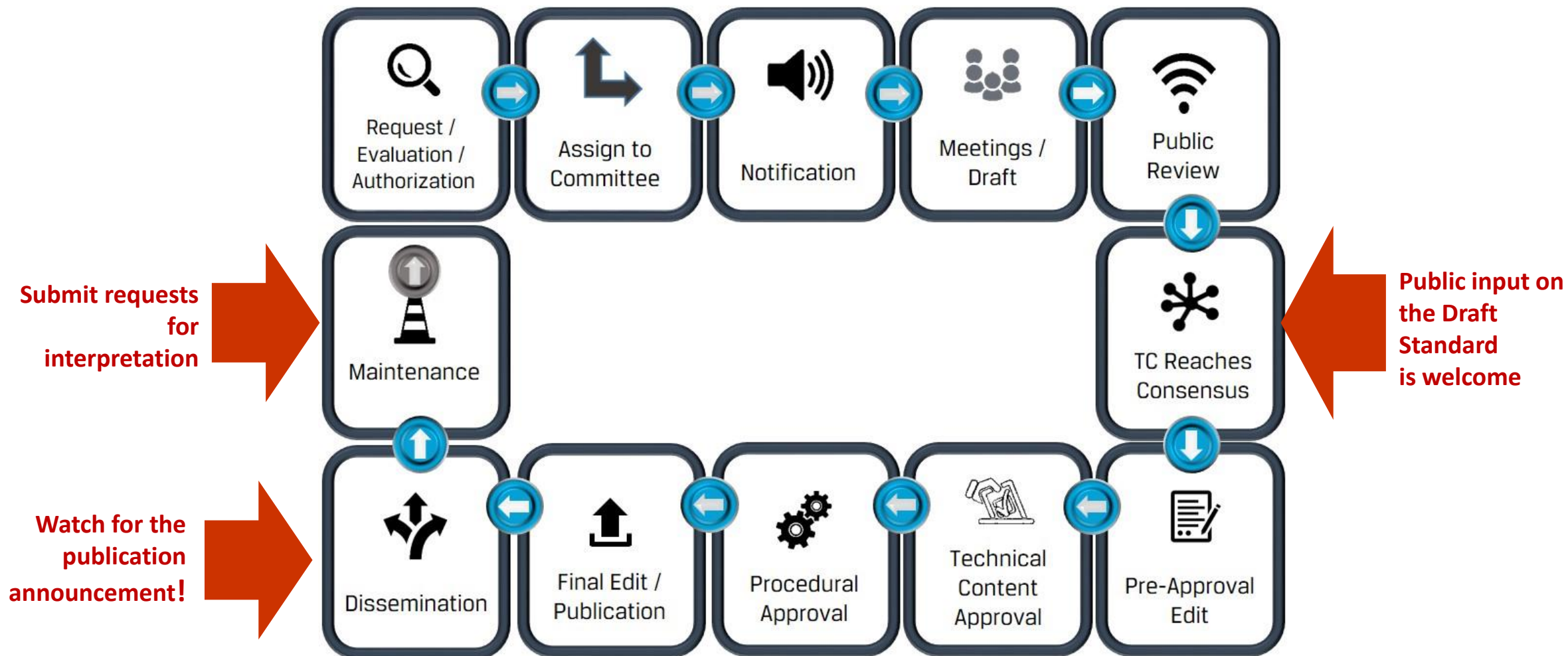
Why are standards adopted?

Standards and codes affect the lives of everyone - how we work, live and play.

- Consumer, industry and government awareness can influence the use of standards and codes.

- All standards are **voluntary unless referenced** in regulation.

- Improves safety practices in the workplace

- Developed using a consensus based approach

- Promotes **harmonization** to reduce barriers in trade and expense of navigating different requirements

- Less expensive approach / increased flexibility to respond to changes

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Participate on a Technical Committee

Comment during Public Review

Participate in /conduct research

Join the CSA Community of interest

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CSA Z1011 Technical Committee Overview

- Technical Committee Members
  - Chair: Emile Tompa
  - Vice Chairs: Amin Yazdani
                                        David Brown
  - CSA Project Managers: Lina Lopez and Dave Shanahan
  - 26 voting members and several non-voting members

- Extensive efforts to ensure balanced representation from broad variety of stakeholder groups
  - Employer representatives
  - Labour/unions representatives
  - Injured/disabled worker representatives
  - Health and safety professionals
  - Return-to-work specialists
  - Experts in work disability prevention
  - Work disability insurance/program providers
  - Academics/researchers

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List of Technical Committee Members (by last name)

T. Amell: CoreHealth Technologies, Calgary, Alberta, Canada
J. Baiardo: Canadian Vehicle Manufacturing Association (CVMA) — Ford of Canada, Oakville, Ontario, Canada
D. Bain: Donna Bain & Associates Inc., Toronto, Ontario, Canada
D. Barrett: Government of Newfoundland and Labrador, St. John's, Newfoundland and Labrador, Canada
A. Bieksa: United Steelworkers (USW) Local 2009, Langley, British Columbia, Canada
M. F. Coutu: Université de Sherbrooke, Longueuil, Québec, Canada
J. Dowdall: International Union of Operating Engineers (IUOE), Local 793, Oakville, Ontario, Canada
A. Farquhar: Lawyer, Toronto, Ontario, Canada (former Director, Office of the Worker Advisor)
J. Geary: National Institute for Disability Management (NIDMAR), Toronto, Ontario
J. Giulione: L'Arrimage, Montréal, Québec, Canada
M. Haan: Canadian Council on Rehabilitation & Work (CCRW), Toronto, Ontario, Canada
P. Lahey: Employment and Social Development Canada (ESDC), Gatineau, Québec, Canada
M. Lallouz: Ometz, Montréal, Québec, Canada
G. LeBlanc: United Steelworkers (USW) — Canadian National Office, Toronto, Ontario, Canada
M. MacDonald: Jazz Aviation LP, Dartmouth, Nova Scotia, Canada
C. Makar: Deloitte, Toronto, Ontario, Canada
C. J. McInnis: International Brotherhood of Boilermakers (IBB), Edmonton, Alberta, Canada
T. McKenna: Canadian Union of Public Employees (CUPE), Burnaby, British Columbia, Canada
B. Nowrouzi-Kia: University of Toronto, Toronto, Ontario, Canada
G. Pomaki: Manulife, Vancouver, British Columbia, Canada
L. Porplycia: School Boards' Co-operative Inc., Markham, Ontario, Canada
J. G. Rabideau: Workplace Safety & Insurance Board of Ontario (WSIB), Toronto, Ontario, Canada
V. Russell: WorkSafeBC, Vancouver, British Columbia, Canada
S. Sairanen: UNIFOR, Toronto, Ontario, Canada
D. Sousa: Ontario Occupational Health Nurses Association (OOHNA), Toronto, Ontario, Canada
K. Stathakos: ArcelorMittal Dofasco, Hamilton, Ontario, Canada

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Purpose of the Standard

- Provide a consensus-based framework for the management of work disability at the organizational level to address both physical and mental health needs of workers

- It is relevant for the management of both work-related and non-work-related health needs of workers

- Include consensus-based guidance for recruitment, hiring and onboarding of workers with disabilities

- Supporting materials are provided in Annexes to the standard, including implementation tips

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Systems Approach

- Traditional approach used to address work disability issues within organizations
  - Assign role of work disability manager to a particular person, within human resources department or within OHS department
  - Handle workers' compensation claims separately and differently than non-work-related injuries and illnesses
  - Some organizations may farm out disability management function
  - Take a reactive role to performance measurement using indicators such as absence days
- **Systems approach** is proactive and considers roles and responsibilities across the organizations
  - Considers **inputs, process, outputs and feedback**
  - Evaluation and improvement are done on a continual basis

INPUT → PROCESS → OUTPUT

FEEDBACK

Organisation

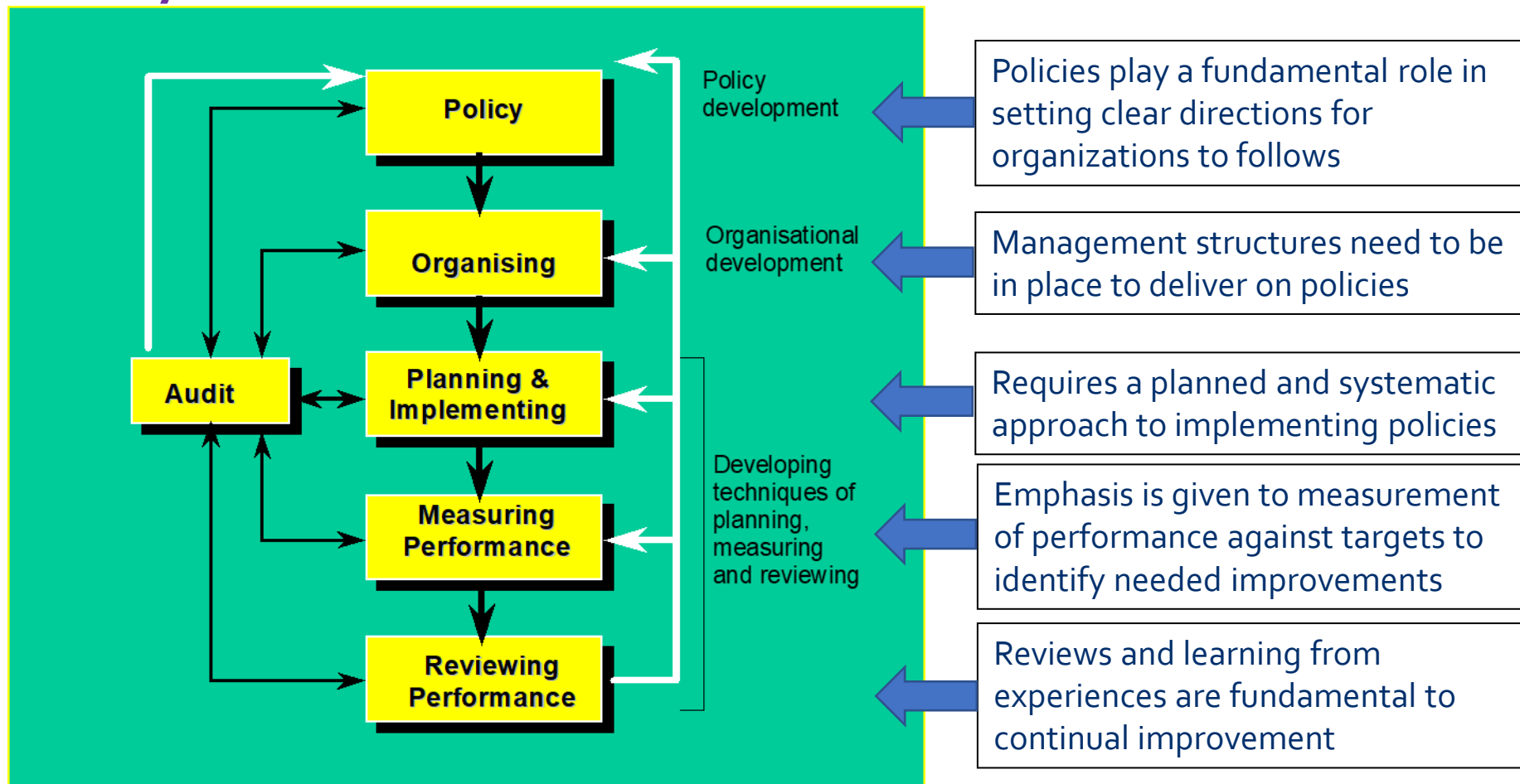External Environment

www.crwdp.ca
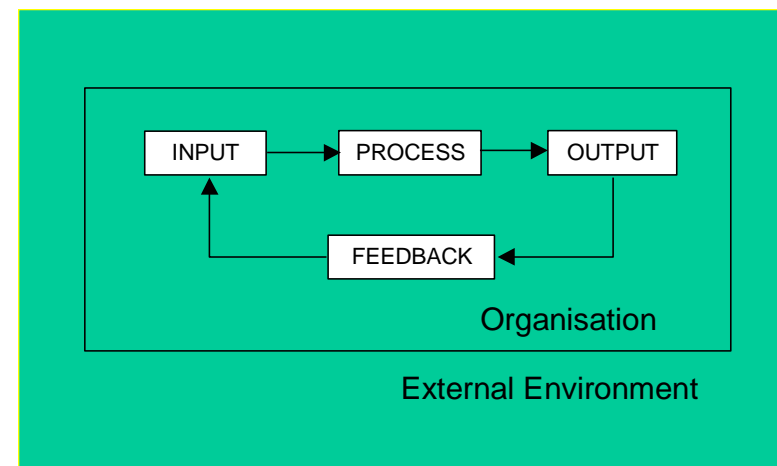
What is a Management System?

- Preferably, an organization has a formalized framework of policies, processes and procedures to meet its objectives

- Documented and tested step-by-step method aimed at smooth functioning through standard practices

- Audits are a vital part of the management system approach (what gets measured gets done)

- Ideally, an organization has frameworks in place to address all core aspects of organizational activities including **work disability management (WDM)**

- The systems approach to work disability management ensures clarity, consistency and integration with other organizational activities

- This Standard promotes a proactive approach – addressing health needs of workers before they become disabling – **work disability prevention –** whether health need arises from exposure at work or elsewhere

Management System   OHS   WDM

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Management System Model*

Policies play a fundamental role in setting clear directions for organizations to follows

Management structures need to be in place to deliver on policies

Requires a planned and systematic approach to implementing policies

Emphasis is given to measurement of performance against targets to identify needed improvements

Reviews and learning from experiences are fundamental to continual improvement

*Health and Safety Executive Model (HSG65)

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Six Guiding Principles at the Foundation of the CSA *Z1011:20*

The Standard promotes:

1. An evidence-informed, data-driven approach that is strategic in nature
2. A focus on inclusion and accessibility to ensure worker engagement and belonging
3. A worker-centred, supportive approach that is contextualized and case-by-case
4. Accommodation and early return-to-work that considers the essential duties of the worker's role within the organization
5. Joint responsibility between the organizational management, worker/workforce, and worker representatives, where applicable
6. Legal compliance, as applicable in the jurisdiction where the organization is situated

Contents and Annexes

Contents

0 Introduction

1 Scope

2 Referenced publications

3 Definitions and abbreviations

4 Work disability management system

5 Planning

6 Implementation

7 Performance Monitoring, Evaluation, and Continual Improvement

Core Sections

Informative Annexes

Annex A: Developing a Business Case for WDM System

Annex B: Role of Experts

Annex C: Management of Confidential Information

Annex D: Implementation Tips

Annex E: Systemic Barriers and Unconscious Bias

Annex F: Using Evidence-informed Methods, Technologies, Resources and procedures

Annex G: Benchmarking and Monitoring Progress Using Quantitative and Qualitative Data

Annex H: Case Studies on Reasonable Work Accommodation

Annex I: Relevant Legislation

Core Sections of the Standard

4 Work Disability Management System
- Management commitment and leadership
- Responsibilities, accountability, and authority
- Organization's responsibility to an inclusive and accessible workplace
- Work disability management policies
- Work disability management procedures

5 Planning
- Review internal policies, processes, programs, procedures, practices, and resources
- Identify gaps, barriers and opportunities in internal policies, procedures, practices, programs, and resources
- Set objectives, targets, and establish an action plan

6 Implementation
- Implementing the plan with resources available
- Work disability preventative and protective measures
- Accommodation
- Improving organizational culture related to disability
- Training, awareness, and competence
- Managing change

7 Performance monitoring, evaluation, and continual improvement
- Monitor and evaluate the performance of the management system
- Internal audit
- Identifying new and unresolved issues
- Management review
- Continual improvement

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Chapter 4 emphasizes that involvement of all key stakeholders is essential – everyone plays a role.
It ensures the foundations for a strong system are in place.

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4.3.3 Organizational responsibilities

The organization shall

a) encourage stakeholders to work collaboratively to establish a WDM system that outlines the respective roles and responsibilities;

b) ensure internal stakeholders, including workers and (where appropriate) their representatives, as well as their immediate supervisor, have timely access to information relevant to the WDM system, including accommodation and RTW;

c) ensure existing relevant workplace committees are engaged and all relevant stakeholders are informed and consulted about, and given opportunities to participate in, all aspects of the WDM system, including accommodation and RTW;

d) ensure that supervisors have the skills and ability to respond to workers' health needs, including supporting the accommodation process, maintaining contact with the worker if off work, participating in the RTW process, and communicating with co-workers about accommodations as needed; and

e) ensure that workers' rights to privacy are respected throughout all stages of the WDM, including accommodation and RTW (see Annex C).

4.3.4 Worker participation

Worker participation is essential for the success of a WDM system, including active participation in treatment, rehabilitation, and the stay-at-work (SAW) and RTW process. Worker participation shall include

a) identifying and selecting *healthcare treatment* that addresses their health needs;

b) identifying and reviewing needs and opportunities for *job/workplace accommodation*;

c) identifying any potential *barriers or impedances to RTW*;

d) assisting with *RTW planning* and identifying barriers in the RTW process; and

e) assisting with the *establishment, implementation, evaluation, and maintenance of the WDM system*, as appropriate.

Core Sections of the Standard

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7 Perform ... **continual** ...
- Monitor a...
- Internal a...
- Identifying
- Managem
- Continual improvement

Chapter 5 emphasizes the need for the organization to understand its strengths and identify areas for improvement, to identify appropriate targets.

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Core Sections of the Standard

4 ... tem

• N ...

• P ... authority

• C ... clusive and
accessible workplace

• Work disability management policies

• Work disability management procedures

Chapter 6 emphasizes the importance of a well-thought-out plan to achieve success.

5 Planning

• Review internal policies, processes, programs, procedures, practices, and resources

• Identify gaps, barriers and opportunities in internal policies, procedures, practices, programs, and resources

• Set objectives, targets, and establish an action plan

6 Implementation

• Implementing the plan with resources available

• Work disability preventative and protective measures

• Accommodation

• Improving organizational culture related to disability

• Training, awareness, and competence

• Managing change

7 Performance monitoring, evaluation, and continual improvement

• Monitor and evaluate the performance of the management system

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Core Sections of the Standard

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•Responsibilities, accountability, and authority

•Organization's responsibility to an inclusive and accessible workplace

•Work disability management policies

•Work disability management procedures

5 Planning

•Review internal policies, processes, programs, ~~procedures, practices, and measures~~

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•~~~~n an action plan

Chapter 7 emphasizes the importance of performance measurement– what gets measured gets done.

6 Implementation

•Implementing the plan with resources available

•Work disability preventative and protective measures

•Accommodation

•Improving organizational culture related to disability

•Training, awareness, and competence

•Managing change

7 Performance monitoring, evaluation, and continual improvement

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Panelist Bios

Alec Farquhar
Coordinator,
Asbestos Free Canada
Chair of Engagement,
CRWDP

Tom McKenna
Canadian Union of
Public Employees
(CUPE)

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Fireside Chat with Panel Members

Questions for Consideration

1. What do you see as the highlights of this new standard? (Alec)
    i. What do you see as the key benefits for labour/unions, workers, and management?
    ii. Is the business case a key feature?

2. How can labour and unions support uptake of the standard in organizations? (Tom)
    i. Do you think the business case is a good way to promote it amongst your constituents?
    ii. Do you have other suggestions on how to facilitation uptake?

We will also take questions from attendees on a continual basis through the chat box

Fireside Chat with Panel Members

Questions for Consideration

1. Many unions have a lot of inhouse expertise on various disability management issues. Can you suggest how employers could best tap into this expertise when adopting or expanding their work disability management system? (Alec)
    i. What role might labour/unions play in the policy and programs development levels?
    ii. What role might labour/unions at the implementation and case levels?

2. On a practical level, what do organizations and labour/unions need to consider in order to get started with uptake of the standard? (Tom)
    i. What resources are needed?
    ii. Do you have suggestions about what to prioritized for organizations that are new to the idea of work disability management systems?

We will also take questions from attendees on a continual basis through the chat box

Thank You!

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For follow-up related to CSAZ1011:20 *Work disability management system*, please contact:

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