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

Webinar 6
Continued Conversations on the Implications for Persons with Disabilities

Monday January 11, 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. Background statistics on the issues
3. High-level summary of the Standard (CSA Z1011:20, *Work disability management system*) with a focus on recruitment, hiring and onboarding
4. Fireside chat with panelists including questions and comments from attendees

Moderators and Panelists

Emile Tompa
Director, CRWDP

Lina Lopez
Project Manager
CSA Group

Joseph Giulione
Director, L'Arrimage
Servide d'aide à l'emploi

Pam Lahey
Research Advisor
Social Research Division, Strategic
and Social Policy Branch,
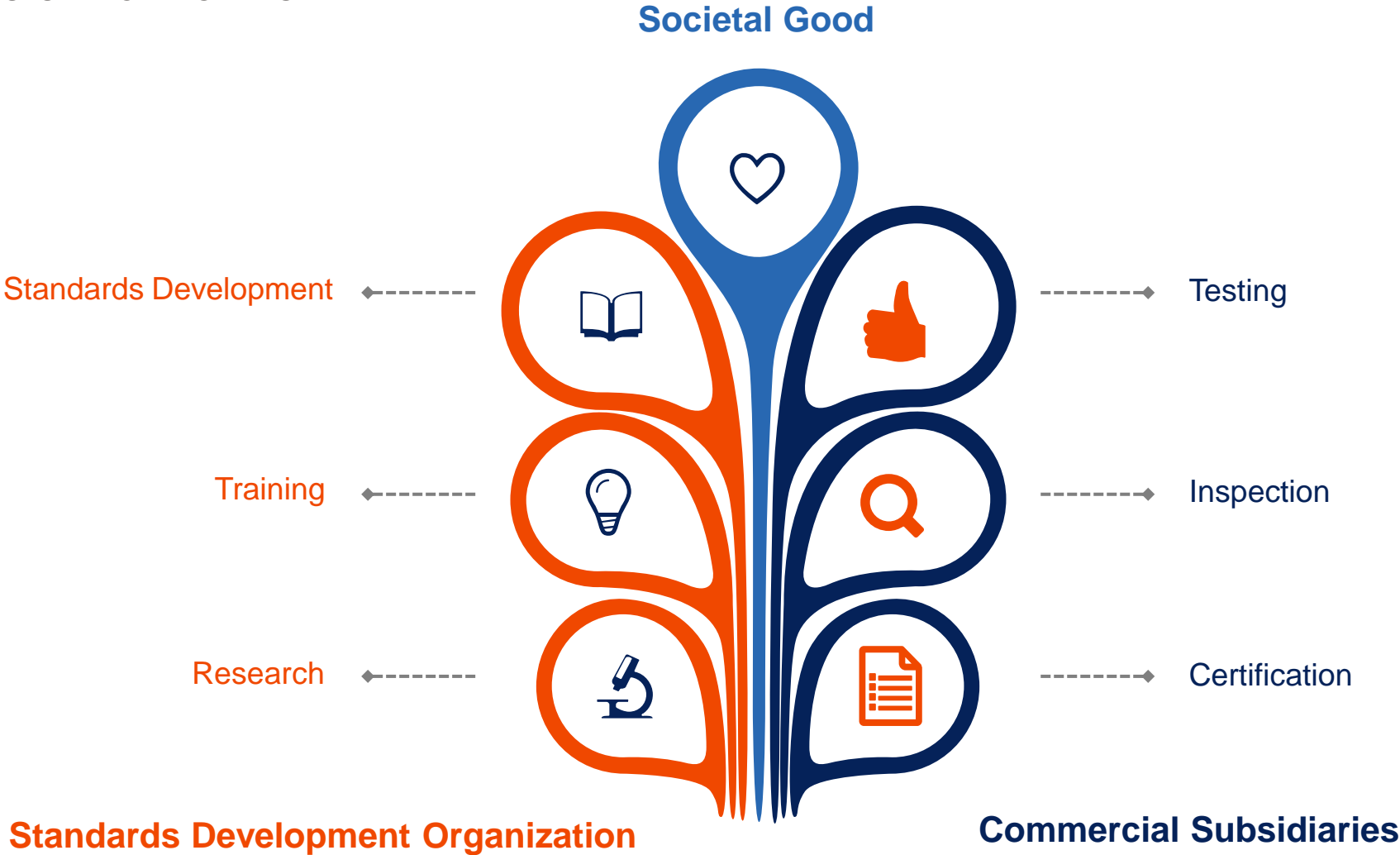Employment and Social
Development Canada (ESDC)

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

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Standards Development Process

CSA Group At-a-Glance

HOLDING THE FUTURE TO A HIGHER STANDARD

Societal Good

Standards Development

Training

Research

Testing

Inspection

Certification

Standards Development Organization

Commercial Subsidiaries

Standards Development Organization

Consensus Based Decision Making

OUR AREAS OF FOCUS

- 12 areas of focus
- 10,000 dedicated members
- ~1,115 Standards Technical Committees
- Accredited, balanced, consensus-based approach
- 12 areas of focus

Electrical

Health Care and Well-being

Environment and Natural Resources

Nuclear

Construction and

Public Safety

Management Systems

Occupational Health and Safety

Fuels and Transportation

Mechanical and Industrial Equipment

Information and Communication Technology

Petroleum and Natural Gas

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

Examples of CSA Standards with an Occupational Health and Safety (OHS)

OHS Management System Standards

- CSA Z45001:19 *Occupational health and safety management*

- CSA Z1001-18 *Occupational health and safety training*

- CSA Z1002-12(R2017) *Hazard Identification and elimination and risk assessment and control*

- CSA Z1003-13 *Psychological health and safety in the workplace*

- CSA Z1004-12 *Workplace ergonomics*

- CSA Z1005-17 *Incident Investigation*

- CSA Z1006-16 Management of work in confirmed spaces

- CSA Z1007-16 Hearing loss presentation program (HLPP) management

- CSA Z1008 *Management of impairment in the workplace (under development)*

- CSA Z1010-18 *Work in extreme conditions*

- ==**CSA Z1011:20 Work disability management system**==

- CSA B701-17 *Carer-inclusive and accommodating organizations*

- **Occupational Diving Standards**

- **OHS Standards for Public Safety Personnel**

- **OHS Nanotechnology**

- **Machinery and Equipment Safety**

- **Personal Protective Equipment**

- **Elevation Hazards**

- **Worker Wellness**
  - CSA Z1003-13, *Psychological health and safety in the workplace*
  - CSA Z1008 *Management of impairment in the workplace (under development)*
  - CSA Z1210-17 First Aid Kits for the workplace
  - CSA Z1220-17 First Aid Training for the workplace
  - CSA B701-17 *Carer-inclusive and accommodating organizations*
  - Worker Fatigue
  - CSA Z1004-12 *Workplace ergonomics*
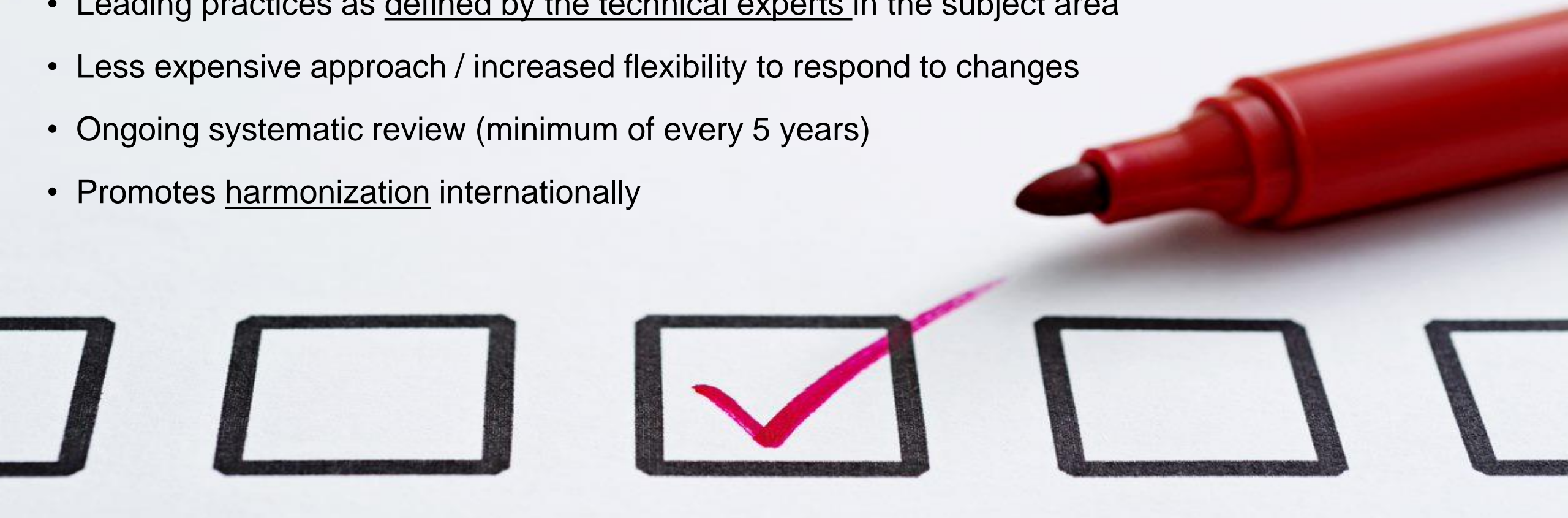 - ==**CSA Z1011:20 Work disability management system**==

CSA Standards Development Process – The Cycle

Submit requests for interpretation

Watch for the publication announcement!

Public input on the Draft Standard is welcome!

Request / Evaluation / Authorization

Assign to Committee

Notification

Meetings / Draft

Maintenance

Public Review

Dissemination

TC Reaches Consensus

Final Edit / Publication

Procedural Approval
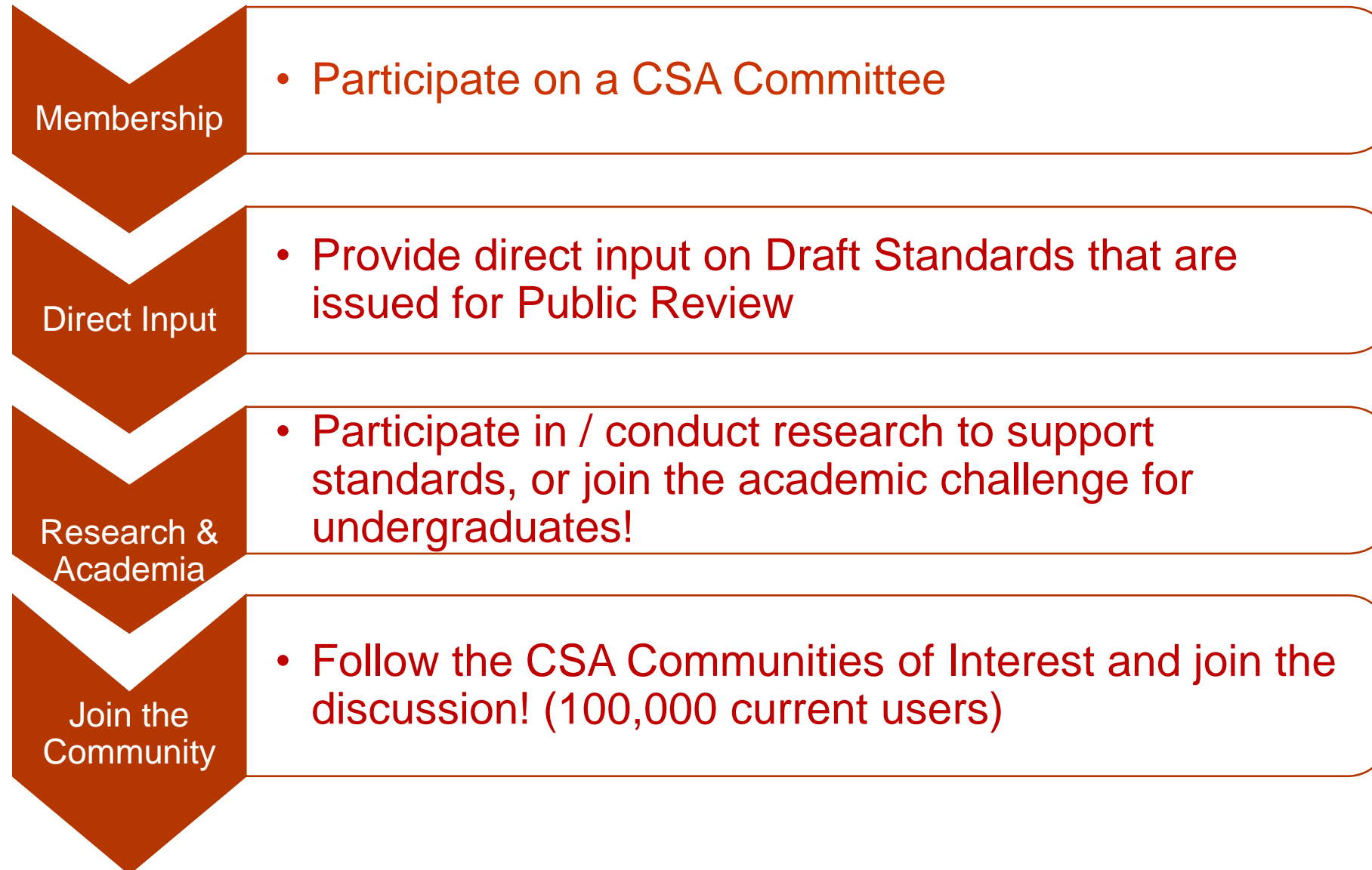
Technical Content Approval

Pre-Approval Edit

Why do organizations and governments adopt standards?

- Multi-stakeholder expert volunteer participation using a <u>consensus</u> based approach – CSA Group staff facilitate the accredited process

- Leading practices as <u>defined by the technical experts</u> in the subject area

- Less expensive approach / increased flexibility to respond to changes

- Ongoing systematic review (minimum of every 5 years)

- Promotes <u>harmonization</u> internationally

How can you or your organization get involved?

Membership
- Participate on a CSA Committee

Direct Input
- Provide direct input on Draft Standards that are issued for Public Review

Research & Academia
- Participate in / conduct research to support standards, or join the academic challenge for undergraduates!

Join the Community
- Follow the CSA Communities of Interest and join the discussion! (100,000 current users)

Questions

CSA GROUP™

Thank you.

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csagroup.org

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 and substantive expertise amongst members
  - Employer representatives
  - Labour/unions and 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
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
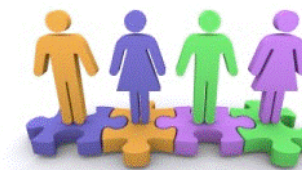
Employment Challenges for Persons with Disabilities

Here is some background information to set the stage:

- **Persons with disabilities have disproportionately poorer employment outcomes**, even with appropriate qualifications and work readiness (Morris, 2019; Turcotte, 2014; Till, 2012).
- **Less likely to be employed** compared to those without disabilities (59% vs. 80%) (Stats Canada, 2018a)
- Type and severity of disability can bear on employment outcomes
- Persons with mild disabilities more likely to be employed than those with very severe disabilities (76% vs. 31%)
- **Persons with disabilities also earn less than those without disabilities** (Turcotte, 2014)
- For example, men with disabilities with a university education earn less than men without a disability ($69,200 vs. $92,700) (Turcotte, 2014)
- For those employed, persons living with chronic/episodic health conditions are more likely to report productivity loss including absenteeism (i.e., missed workdays) and presenteeism (i.e., working while unwell) (Zhang et al., 2016)
- Overall, employers have much learning to do to better tap into the talent of persons with disabilities
- The Work Disability Management System Standard (CSA Z1011:20) provides a framework to advance an organization's abilities to accommodate the needs of workers with disabilities

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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**

- 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

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
    - Within OHS department
  - 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**
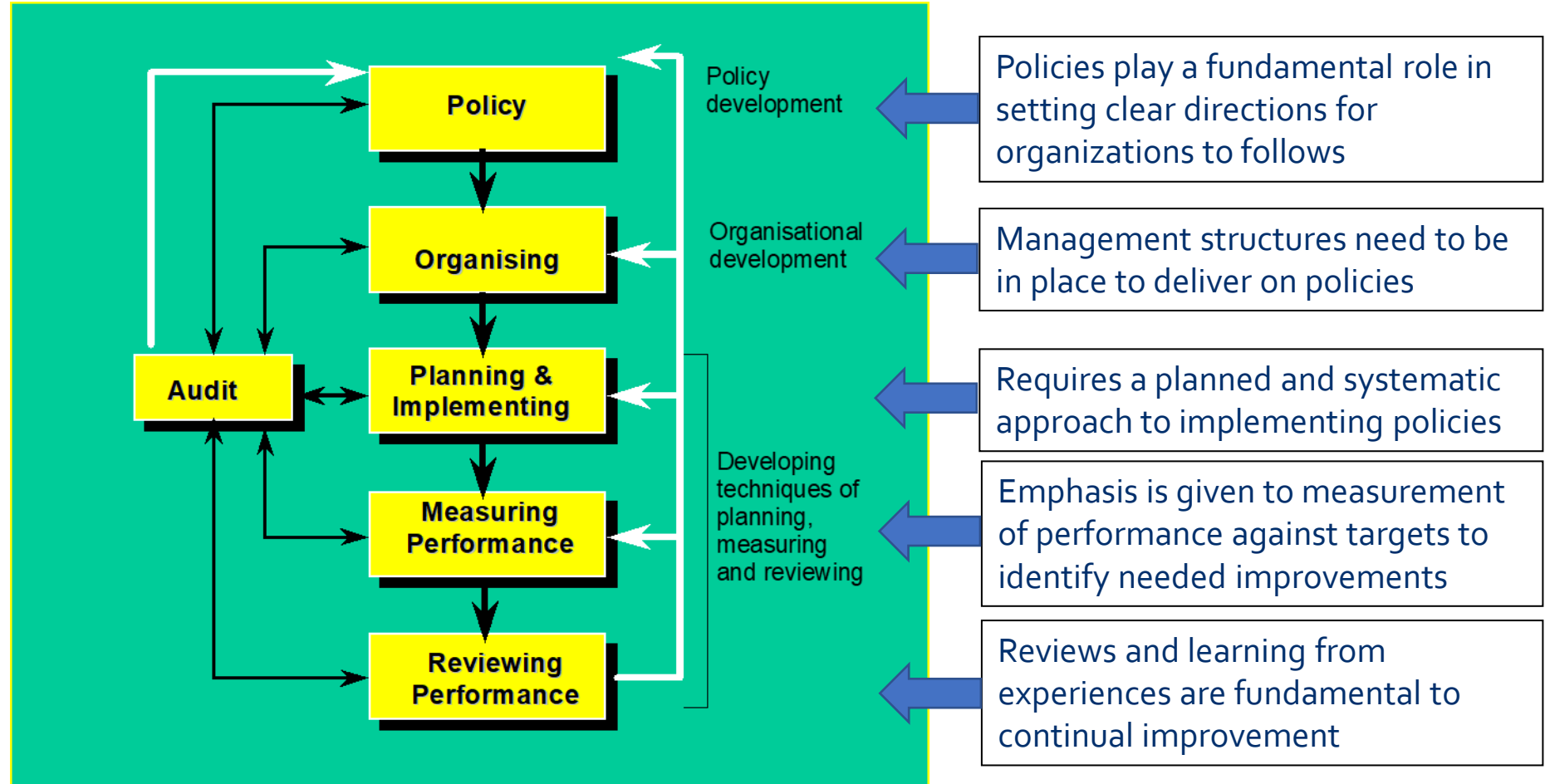 - Evaluation and improvement on a continual basis

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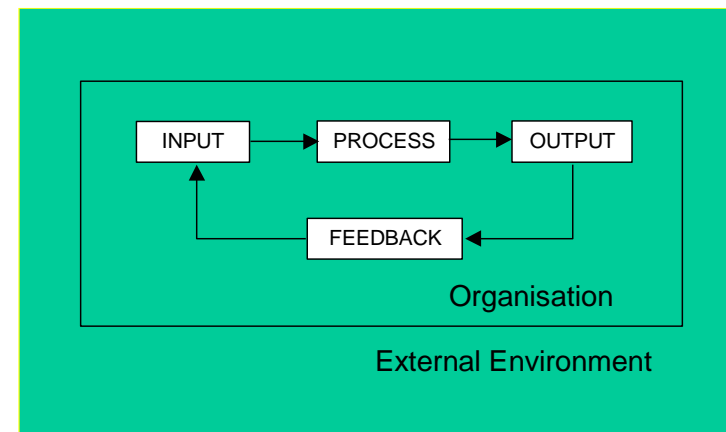
What is a Management System?

- A formalized framework of policies, processes and procedures used by an organization 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

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

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

- The Standard promotes a proactive approach – addresses health needs of workers before they become disabling – **work disability prevention**

Management System | OHS | WDM

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Management System Model*

Policy development

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

Organisational development

Management structures need to be in place to deliver on policies

Requires a planned and systematic approach to implementing policies

Developing techniques of planning, measuring and reviewing

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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Continual Improvement Cycle

Plan-Do-Check-Act (PDCA)

Continual Improvement Cycle

1. Plan: Establish improvement objectives
2. Do: Implement the plan
3. Check: Monitor and evaluate progress
4. Act: Review and take action to improve

Example of review consideration

- Do current recruitment, hiring and onboarding practices provide opportunities for persons with different types of disabilities to access employment opportunities within the organization?
- What policies and procedures, roles and responsibilities, resources and skills need to be in place to ensure inclusive practices?

- Review and assessment
- Policies and procedure

Act

Plan

Check

Do

- Monitoring and evaluation
- Implementation

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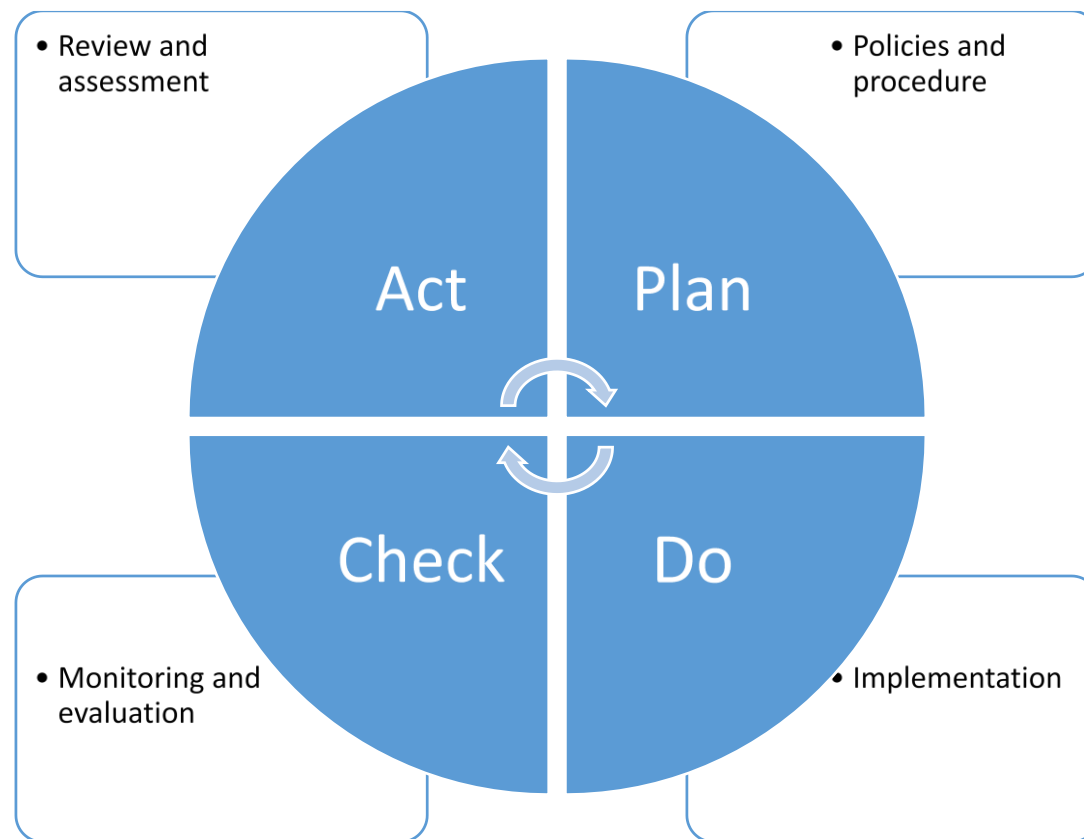
Framework for CSA Z1011:20, *Work disability management system*

- The framework is broad to facilitate integration with other organizational activities

- Designed to be integratable with other Canadian/international standards including CSA Z45001:19 *Occupational health and safety management*, CSA Z1003 *Psychological health and safety in the workplace*, ISO 9001 *Quality management*

- Takes a systematic, organization-wide approach

- Emphasizes joint management and integration with other activities and responsibilities

- Uses common language and terminology where possible, drawing on vocabulary of other standards

- *The standard is voluntary and is intended to serve as guidance that specifies best practices about the minimum requirements of the law*

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Six Guiding Principles at the Foundation of this Standard

1. An evidence-informed, data-driven approach that is strategic in nature to ensure sound policies and processes
2. A focus on inclusion and accessibility to promote engagement and belonging
3. Taking a worker-centred, supportive approach that is contextualized and case-by-case
4. Promoting 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)

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Employment Lifecycle

Disability management framed as a continuum in terms of addressing worker health over their time with the organization. Promotes consideration of worker health needs over the working life course.

Recruitment and Hiring	On-boarding	Continuity and Advancement	Employment Exit
Individual factors • Education • Community relationships • Worker preferences • Work experiences • Physical ability • Cognitive ability • Psychological resilience **Job Posting** • Location and environment • Posting means • Essential demands **Assets to community**	Preparation of job task and design • Cultural socialization • Readiness and fitness for work	Experience during time with organization • Individual support • Change management • Time management • Stress management • Work-life balance • Accommodation • Injury/illness/disease • Ongoing fitness and work performance • Episodic absences • Leaves of absence • Education • Career development • Continuing education • Skills development • Job displacement (related to business changes)	Organizational considerations • Obligations of duty to accommodate • Provision of guidance/assistance • Assurance of no discrimination
	Review and address barriers • Access and egress • Ergonomic/functional • Cognitive • Psychological		Pension Financial support
Organizational Factors • Person-job fit • Inclusive by design • Flexibility of business • Organizational culture • Work environment	Selection • Accommodation • Orientation and training of new workers Reviewing • Fit and comfort of job tasks		Referrals and rehire assistance Vocational support

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CSA Z1011:20 – Table 1

Generalizeability

- The Standard is generic and designed to be adaptable to the specific context of an organization
- Applicable to organizations in Canada of any size, private/public, for profit/not for profit, operating in any sector
- Considers both physical and mental health needs of workers
- The Standard provide the "what"
- Implementation is the "how" – some implementation tips are provided in an annex

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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

- Developing a Business Case for WDM System
- Role of Experts
- Management of Confidential Information
- Implementation Tips
- Systemic Barriers and Unconscious Bias
- Using Evidence-informed Methods, Technologies, Resources and procedures
- Benchmarking and Monitoring Progress Using Quantitative and Qualitative Data
- Case Studies on Reasonable Work Accommodation
- Relevant Legislation

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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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Core Sections of the Standard

4 Work Disability Management System
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- Review internal policies, processes, programs, procedures, practices, and resources
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- Set objectives, targets, and establish an action plan

6 Implement
Implement

Ensure Foundations are in Place

Training,
Managing

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

This section emphasizes that involvement of all key stakeholders is essential – everyone plays a role
- *Senior management, front line managers/supervisors*
- *Internal subject matter experts, disability management specialists, healthcare professionals*
- *Workers and their representatives/unions*

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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

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

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

7 Perfo...
continu...

•Monito...

Plan for Success

•Identify...

•Manag...

•Contin...

This section emphasizes the need for the organization to understand its strengths and identify areas for improvement:
- *Developing a vision for future*
- *Considering the organization's unique situation and capacity*
- *Engaging all key stakeholders in the process*

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Core Sections of the Standard

This section emphasizes the importance of a well-thought-out plan to achieve success:

- *Emphasizes a proactive approach and culture change*
- *Sub-section on accommodating workers with disabilities in recruitment, hiring, and onboarding*
- *Notes importance of promoting an inclusive non-judgmental environment toward workers with disabilities*
- *Notes importance of ensuring workers are not reluctant about reaching out for assistance*

Make Changes

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

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

6 Implementation

- Implementing the plan with resources available
- Work disability preventative and protective measures
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- Improving organizational culture related to disability
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- Managing change

This section emphasizes the importance of performance measurement:

- *Notes requirement of reviews, audits and continual improvement in recruitment, hiring and onboarding, as well as accommodation*
- *Emphasizes use of both qualitative and quantitative data in the evaluation*
- *Notes importance of addressing deficiencies identified on a timely basis*

Evaluate system

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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Panelist Bios

Joseph Giulione
Director,
L'Arrimage
Servide d'aide à
l'emploi

Pam Lahey
Research Advisor
Social Research Division, Strategic
and Social Policy Branch,
Employment and Social
Development Canada

Tom McKenna
Canadian Union of
Public Employees
(CUPE)

Fireside Chat with Panel Members

Questions for Consideration

1. Recruitment, Hiring and Onboarding
   i. What are some of the key challenges that organizations have with recruitment, hiring and onboarding of persons with disabilities?
   ii. Are there contexts that are particularly challenging?
   iii. How might organizations use the standard to help overcome these challenges through their management system?

2. Employment Life Cycle
   i. What are some of the key challenges for persons with disabilities in terms of continuity and advancement?
   ii. Are there contexts that are particularly challenging?
   iii. How might organizations use the standard to help overcome these challenges through their management system?

3. Inclusive workplaces?
   i. What would you suggest organizations prioritize to help promote inclusive workplaces?
   ii. How might organizations' size, sector, and other contextual factors bear on priorities?
   iii. Do you have any specific recommendations for small organizations to take into consideration?

4. Do you have any other guidance to provide organizations who are new to the area of recruitment, hiring and onboarding of persons with disabilities?

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

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

ET

Questions / Discussion

Future Webinars

➢ January 25 (CRWDP), 2021: Continued Conversations on the Employer Perspective

➢ February 8 (CISWP) & February 22 (CRWDP), 2021: Insurance Provider Perspective

➢ March 8 (CISWP) & March 22 (CRWDP), 2021: Role of Healthcare and Disability Management Service

➢ April 5 (CISWP) & April 26 (CRWDP), 2021: Role of Healthcare and Disability Management Service

Thank You!

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

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