



COR Toolkit:

An Employer Guide to
COR Certification



OVERVIEW

An effective occupational health and safety (OHS) program must demonstrate effective management leadership, a firm commitment to the program and a willingness to improve the workplace safety culture. Companies with good results in safety (or any other area) have leadership that will not allow a substandard result. While cooperation and consensus are very important in getting employee buy-in to programs, ultimately it is the leadership and commitment from management that drives the process. The audit will measure the level of leadership and commitment toward health and safety within the organization by assessing the following items:

- A current, written health and safety policy that clearly states the employer's aims; the responsibilities of the employer, managers, supervisors and workers; and awareness of these individual responsibilities at all levels of the organization.
- A system for accountability of health and safety roles and responsibilities at all levels of the company. This is often one of the toughest areas for any company — what to do when a valued employee is not following the system.
- The levels of senior and middle management and worker involvement in the program (where those levels exist in the company).
- The levels of knowledge and awareness of applicable legislation appropriate to an employee's needs.
- The allocation of sufficient resources for health and safety.
- The level of commitment from senior management (CEO or most senior management) toward improving the workplace safety culture. This is a key performance indicator — whether the senior people walk the talk.

This element has only one key document: the safety policy. Some companies may have safety as part of an overall mission statement or may have responsibilities for safety outside of the policy. The rest of the element is about showing that the policy is actually followed.

KEY CONCEPTS AND IMPLEMENTATION TIPS

In order to meet the above objectives, the audit determines whether:

- The employer has an established safety policy that fits what the company does and how it is organized.
- Employees are aware of the safety policy and their responsibilities.
- Supervisors and managers are aware of the applicable legal, regulatory and other requirements of their area.
- Senior management fully supports the safety program with real resources and makes a clear commitment through their actions.



- The company tracks safety statistics and develops plans based on how those statistics are trending. Examples include:
 - Injury rate.
 - Number of safety inspections done each month.
 - Percentage of first aid cases with an appropriate investigation.
 - Percentage of people on each safety inspection who are wearing the required personal protective equipment (PPE).

RELEVANT REGULATION AND LEGISLATION

Searchable versions of the Occupational Health and Safety (OHS) Regulation and the *Workers Compensation Act* are available online at <https://link.go2hr.ca/cor-E1-001>.

Workers Compensation Act (BC Gov't)

General Duties of Employers, Workers and Supervisors — [Sections 21–23](#)

GUIDELINES FOR USING THE COR AUDIT TOOL

Question 1.1

Does the business have a written health and safety policy?

Auditor Guideline:

Review documentation to ensure there is a health and safety policy.

Employer Guideline:

This can be a mission statement or a corporate health and safety policy that outlines the company's goals. For companies that are branches of a large corporation, either a company or a corporate policy is acceptable.

Types of Documentation to Review:

Mission statement, corporate health and safety policy

Question 1.2

Are the aims of the health and safety policy clearly stated?

Auditor Guideline:

Review documentation (health and safety policy). It must clearly state the aims of the OHS program, which must be consistent with the objectives of:

- Creating a culture of health and safety in the workplace.
- Preventing workplace injury and disease.



Employer Guideline:

The policy must include the objectives listed in the auditor guideline. This must be in the policy itself, not in any supplemental documentation.

Types of Documentation to Review:

Mission statement, corporate health and safety policy

Question 1.3

Does the health and safety policy clearly outline the responsibilities of the employer, managers, supervisors and workers?

Auditor Guideline:

Review documentation (the health and safety policy) and ensure it clearly outlines the responsibilities for the employer, managers, supervisors and workers.

Employer Guideline:

Often companies list the responsibilities separately, but this question requires the key points to be spelled out in the actual policy for all levels listed: employer, manager, supervisor and worker. If the company does not have supervisors, or all managers are the employer, then the extraneous levels could be omitted. Synonyms, such as using the term “associate” instead of “worker,” are acceptable but should match the terms used by the company. When outlining policies, try to distill them down to a couple of key points for each level, so that the policy can be an easily displayed one-page document.

Types of Documentation to Review:

Mission statement, corporate health and safety policy

Question 1.4

Does the employer inform employees about the policy?

Auditor Guideline:

Interview employees to verify they are aware of the policy.

Employer Guideline:

Because the interview asks employees to cite the key points in the corporate policy, having a clear and concise policy can help workers remember the key points. The auditor doesn't expect employees to recall the policy word for word but wants to see that they understand the general themes.



Question 1.5

Does senior management ensure that ongoing resources are allocated to implement and maintain the health and safety program?

Auditor Guideline:

Interview workers, supervisors and managers. Resources could include health and safety committee, employee training, communications and meetings, hazard controls, budget allocations or scheduling concessions.

Employer Guideline:

The question asks the employees for examples of how senior management supports the program. This could include the resources listed in the auditor guidelines, plus incentive programs, health and safety coordinator positions and PPE availability and the right equipment required for the job. The auditor needs to provide detailed evidence to support the score awarded for this very large point allocation in the audit.

Question 1.6

Are the following aware of their safety responsibilities:

- 1. Managers**
- 2. Supervisors**
- 3. Workers**

Auditor Guideline:

Interview managers, supervisors and workers.

Employer Guideline:

Employees at each level are asked for examples of their responsibilities. Managers should be able to provide more exact details than supervisors and workers the least amount of detail. The outlines of these responsibilities should not contradict the stated company program; legislated and regulatory requirements, especially for workers, are not expected to be a full listing of all responsibilities.



Question 1.7

Are health and safety responsibilities carried out?

Auditor Guideline:

Interview managers, supervisors and workers to ensure health and safety responsibilities are carried out. Determine if their involvement is appropriate to their level in the organization.

Employer Guideline:

This is designed to see whether supervisors and managers are providing training and guidance to workers and whether workers are performing the appropriate level of work or are performing supervisory jobs as well.

Question 1.8

Is there an effective system to ensure accountability for safety roles and responsibilities?

Auditor Guideline:

Review documentation to demonstrate that there is an effective system to ensure accountability (e.g., performance evaluations, log books, training records and KPIs).

Employer Guideline:

There needs to be a system that holds everyone accountable for their jobs. This can be done with a spreadsheet that tracks inspections, evaluations, meetings and investigations. There needs to be regular review showing there is an appropriate response when something is not being completed on time. Supervisors need to demonstrate that they are performing their jobs, while managers should have a documented record of how their supervisors are performing. Training records, journals and logbooks can be used as well to show that there is follow-up being done for individual issues, but the pattern of issues needs to be tracked and understood by senior leadership. There needs to be documentation showing that senior leadership is meeting their legal and company requirements; this can be demonstrated through their journal notes, appearance in meeting minutes, co-signing of documents, etc. In the guideline, the phrase KPI refers to Key Performance Indicators — important items that the company monitors over time. Each company will develop its own set of useful KPIs.

Types of Documentation to Review:

Performance evaluations (workers, supervisors and managers), machine log books, training records, training matrix, management meetings and reports, annual reports, emails, memos, journal notes, documented observations of worker practices by supervisors and managers that show both positive and negative observations, and appropriate action plans to correct deficiencies are also acceptable.



Question 1.9

Are managers and supervisors aware and knowledgeable of the applicable regulations?

Auditor Guideline:

Interview managers and supervisors to determine their awareness of regulatory requirements that apply to the organization and knowledge of requirements that apply to their area of responsibility (e.g., Occupational Health and Safety Regulation and *Workers Compensation Act*).

Employer Guideline:

This question looks to verify that managers and supervisors are aware of governing bodies (and the applicable rules from those bodies) they need to be in compliance with outside of the company's rules. This could include, but is not limited to, fire codes, employment standards, WorkSafeBC and the BC Safety Authority. The scope of this question is intended to be limited to safety-related issues. Non-safety issues (i.e., copyright law) are not germane. The auditor wants to see that managers and supervisors understand how regulations apply to their jobs as well. If interviewees believe they are knowledgeable and in compliance but evidence elsewhere in the audit indicates non-compliance based on lack of knowledge by managers or supervisors, these are negative findings.

Question 1.10

Does senior management demonstrate their level of commitment toward improving the workplace safety culture?

Auditor Guideline:

Interview senior management (including the CEO or most senior management in B.C.) to gauge the level of commitment toward improving the workplace safety culture.

Employer Guideline:

This question calls for a conversation with senior management to determine what kind of initiatives they have implemented to support and improve a safety culture. Are they aware of the programs within their organization? Managers need to be in touch with the program and have realistic and achievable plans for improvement. Senior management may delegate most of the company's safety activities but still need to be the driving and authorizing force behind the program. Safety champions are often the eyes, ears and hands of the safety program and give advice to senior management, but ultimately senior management makes the large decisions and sets the ultimate direction.



SUPPORTING RESOURCES

Safety Policy

Guide to Writing an OHS Policy Statement (CCOHS)
<https://link.go2hr.ca/cor-E1-003>

How to Prepare an Occupational Health and Safety Policy (Ontario Ministry of Labour)
<https://link.go2hr.ca/cor-E1-004>

Roles and Responsibilities

Safety on the Job Is Everyone's Business: The Responsibilities of Employers, Supervisors, and Workers (WorkSafeBC)
<https://link.go2hr.ca/cor-E1-005>

Securing Commitment (HSA)
<https://link.go2hr.ca/cor-E1-006>

Supervising for Safety: Online Course for Supervisors (WorkSafeBC)
<https://link.go2hr.ca/cor-E1-007>

Due Diligence

Due Diligence Checklist (WorkSafeBC)
<https://link.go2hr.ca/cor-E1-008>

OH&S Legislation in Canada: Due Diligence (CCOHS)
<https://link.go2hr.ca/cor-E1-009>

FORMS, POLICIES AND PROCEDURES

go2HR has sample forms, policies and procedures you may find helpful for developing your safety management system. You can download and modify the following Word documents to suit the specific needs of your operation:

- Occupational Health and Safety Policy
<https://link.go2hr.ca/cor-E1-010>
- Roles and Responsibilities
<https://link.go2hr.ca/cor-E1-011>