



# **WORKPLACE HEALTH & SAFETY MANUAL**



*(Updated April 2025)*

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## Forward

The Lakeside Golf Club is committed to the Health and Safety of all our Stakeholders.

The purpose and goals of the Workplace Health & Safety Manual is to:

- provide policies and procedures that deliver guidance and direction;
- reinforce requirements, eliminate incidents, and prevent injury;
- eliminate or minimize hazards;

All Employees are required to ensure their participation in implementing and enforcing the Policies listed in this Workplace Health & Safety Manual. Employees shall take all reasonable steps to prevent incidents and never sacrifice safety for expedience.

All Employees, upon hire, will be given a copy of this Workplace Health & Safety Manual and be aware of with its contents.

This policy will be reviewed annually.

Together we can achieve a safe and healthy work environment.

## 1.0 Acronyms

- ❖ The Club - Lakeside Golf Club
- ❖ JHSC – Joint Health & Safety Committee
- ❖ L.G. Golf Limited Partnership – The Partnership
- ❖ MSDS - Material Safety Data Sheet
- ❖ OHS - Occupational Health & Safety
- ❖ PPE - Personal Protection Equipment
- ❖ ROPS - Rollover Protection Structure
- ❖ WHS - Workplace Health & Safety
- ❖ WHS Policy - Workplace Health & Safety Policy and Procedures
- ❖ WHS Manual - Workplace Health & Safety Policy and Procedures Manual
- ❖ WHS Rep – Workplace Health & Safety Representative
- ❖ WHMIS - Workplace Hazardous Material Information System
- ❖ WCB – Workers Compensation Board

## 2.0 Definitions

**Assault** (applies to all forms of assault including sexual assault): A person commits an assault when:

- Without consent, a person applies force intentionally to that other person directly or indirectly;
- A person attempts or threatens, by an act or a gesture, to apply force to another person, if they have, or causes that other person to believe on reasonable grounds that they have, ability to effect it; or
- While openly wearing or carrying a weapon or an imitation thereof, they accost or impede another person.

**Bullying:** Interpersonal hostility that is deliberate, repeated and sufficiently severe as to harm the targeted person’s health, safety or economic status. It is driven by the perpetrator’s (the bully’s) need to control another individual, not by a legitimate business need.

**Code of Conduct:** A set of rules for specified circumstances that become a standard for all who participate in the group and represent themselves outside of the group. Every organization has its own set of rules that govern how it expects its members/employees/volunteers to act.

**Communication:**

- Direct: may include verbal threats or gestures made in person.
- Indirect: may include communication that are electronic (e.g. text message, e-mail, social-network site), written (cards, letters) via third person (relay message, delivery), via telephone or fax, or any other means.

**Complainant:** An individual(s) who indicate(s) a complaint

**Contingent controls:** Actions that can mitigate the impact or the severity of the incident should an incident occur.

**Culture:** A code of behaviours, values, beliefs, traditions, customs, patterns of thinking and a way of life that people learn unconsciously as they grow and develop in their social groups.

**Cultural sensitivity:** Refers to the ability of organizations and systems to function and perform effectively in cross-cultural situations. The principles of cultural sensitivity include:

- Organizational systems where decision-making includes perspectives from diverse points of view
- Identifying and recognizing cultural diversity
- Holding cultural differences in high regard
- Achieving equal access to employment for everyone
- Having the ability to provide accessible and relevant services to targeted groups.

**Cultural insensitivity:** Includes behaviour(s) directed towards an individual that are disrespectful or cause humiliation or frustration to that individual based on characteristics such as age or communication style.

**Cultural diversity:** Refers to the unique characteristics everyone possesses that distinguishes them as individuals and identifies them as belonging to a group or groups. Diversity transcends concepts of race, ethnicity, socio-economic, gender, religion, sexual orientation, disability and age. Diversity offers strength and richness to the whole.

**Department:** Branches within the Club that specialize in certain services that contribute to the overall functionality of the business. Each performs a unique, specialized role and operates under our organizational structure. The departments are as follows:

- Administration
- Food & Beverage (consisting of Restaurant and Kitchen)
- Golf Operations
- Maintenance
- Pro Shop (consisting of Pro Shop and Back Shop)

**Discrimination:** Defined differences based on the personal characteristics of an individual resulting in some disadvantage to that individual. Discrimination is a form of harassment prohibited under the Alberta Human Rights Act. Employers are legally responsible for actively discouraging and prohibiting humiliating conduct or language that results in the working conditions of one Employee being less favourable than those of another Employee based on the following grounds:

- Race
- Gender
- Sexual orientation
- Age
- Mental disability
- Source of income
- Religious beliefs
- Physical disability
- Family status.
- Colour
- Ancestry
- Place of origin
- Marital status

**Employees/workers:** Individuals who have an employment-related relationship with the Club. Current or former Employees are included.

**Employer:** The Limited Partnership is the employer of the Employees/workers of the Club.

**Harassment:**

- Occurs when an Employee is subjected to unwelcome verbal or physical conduct that is offensive, demeaning, humiliating, hostile or embarrassing to an Employee or group of Employees. It includes bullying, cultural insensitivity and discrimination.
- Racial and religious harassment: Behaviour that is disrespectful or causes humiliation to a person because of their race, colour, national or ethnic origin, or the adornments and rituals associated with religious beliefs. It includes but is not limited to:
  - Slurs, gestures, name-calling, swearing, taunts about an Employee's religious or racial background
  - Unwelcome banter, teasing or jokes that are insulting to the individual's race or religion Displaying racist, derogatory or offensive pictures, materials or graffiti
  - Refusing to work with or have eye contact with Employees on the job because of their religious background.

**Hazard assessment:** A formal process used to capture information from past situations, Employee's input and work site layouts that can help identify a potential for incidents.

**Imminent danger:** A situation or condition in which it can be reasonable concluded that someone is about to be harmed or killed.

**Limited Partnership:** the ownership group of the Lakeside Golf Club

**Preventative controls:** Controls or interventions designed to mitigate or completely prevent an incident from happening.

**Professional conduct:** Required behaviours, responsibilities and actions that are expected of Stakeholders. The set of standards that govern these expectations can be referred to as a code of conduct and may be implied or written. A code of conduct usually focuses on ethical and socially responsible issues, providing guidance on how to act in cases of doubt or confusion.

**Repeated behaviour:** Refers to the persistent nature of the behaviour, not the specific form the behaviour takes. Behaviour is considered repeated if an established pattern can be identified. It may involve a series of diverse incidents – for example, verbal abuse, deliberate damage to personal property and unreasonable threats of dismissal.

**Respect:** The willingness to show consideration for the rights or feelings of others; to treat them courteously, inclusively and safely.

**Respondent:** Individual(s) against whom the complaint is laid.

**Risk assessment:** The formal process to assess and deal with the risks associated with each and every identified hazard.

**ROPS:** is a cab or frame that provides a safe work environment for the driver of a vehicle or other powered mobile equipment.

**Stakeholders:** Includes the Limited Partnership, Managers, Supervisors, Employees, Members, Contractors & their Employees, Service Providers, Guests, Visitors, or externals consisting of delivery or sales personnel.

**Undue hazard:** a serious and immediate threat to health and safety that the refusing Employee actually observes or experiences at their work site.

**Unprofessional conduct:** Behaviours that are unacceptable and can include inappropriate tone of voice, belittling behaviour such as eye-rolling, outward signs of exasperation or frustration, condescending verbal and/or body language, favouritism, inappropriate communication (verbally or through an email exchange) or non-adherence to dress code.

**Violations of respect:** Incidents of unprofessional conduct, harassment (including bullying, cultural insensitivity and discrimination) and workplace violence.

**Violence:**

Domestic Violence: a pattern of behaviour used by one person to gain power and control over another person with whom he or she has or has had an intimate relationship. This pattern of behaviour may include: physical or sexual violence; sexual, emotional, and physiological intimidation; verbal abuse; stalking; and criminal harassment. Violence is further defined below.

Workplace Violence: whether at a work site or work-related, means the threatened, attempted or actual conduct of a person that causes or is likely to cause physical injury. These acts include threats, menacing or threatening behaviour and all types of physical or verbal assaults.

Further defined under the OHS Act as;

- 2.1.3.1 The exercise of physical force by a person against an Employee, in a workplace, that causes or could cause physical injury to the Employee;
- 2.1.3.2 An attempt to exercise physical force against a. Employee, in a workplace, that could cause physical injury to the Employee;
- 2.1.3.3 A statement or behaviour that it is reasonable for an Employee to interpret as a threat to exercise physical force against an Employee, in a workplace, that could cause physical injury to the Employee

**Workplace:** Any building or property where any Employee is present, for the purpose of employment, or any other location in which work activities occur.

**Workplace violence:** Whether at a work site or work-related, means the threatened, attempted or actual conduct of a person that causes or is likely to cause physical injury. These acts include threats, menacing or threatening behaviour and all types of physical or verbal assaults.

**Witnesses:** Individuals who can give a firsthand account of something seen, heard or experienced.

## 3.0 Organizational Structure

### 3.1 L.G. Golf Limited Partnership (the Partnership)

- Owners of all property, structures & equipment.
- Golf Course Management:
  - Sets and enforces all policies, rules & regulations
  - manages and maintains the facilities
- Employer of all employees
- Comprised of:
  - Wayne McBean, Managing Partner
  - Glenn Carr, Director of Golf
  - Darlene White, Controller

### 3.2 Departments

- 01 - Administration
  - Manager & Supervisor – Lynne Harder
  - Safety Officer – Lynne Harder
  - Workplace Respect Officer – Lynne Harder
- 02 - Maintenance
  - Manager – Blair Magwood
  - Supervisor – Quaid McBean
  - Safety Officer – Quaid McBean
- 03 - Pro Shop
  - Manager – Tyler Willner
  - Supervisor – Carson Green
  - Safety Officer – Tyler Willner
- 05 - Restaurant
  - Manager – John Santos
  - Supervisor – Makenna Summerfeldt
  - Safety Officer – Makenna Summerfeldt
- 06 – Back Shop
  - Manager – Tyler Willner
  - Supervisor – Seth Wilmott
  - Safety Officer – Tyler Willner
- 08 - Kitchen
  - Manager – John Santos
  - Supervisor – Troy Simpson
  - Safety Officer – John Santos

### 3.3 Lakeside Greens Golf & Country Club

- A non-profit society incorporated in the Province of Alberta
- Comprised of the Members of the Club that elect a Board of Directors to manage its business affairs, functions, operations and activities
- Assists the Limited Partnership in enforcing all policies, rules & regulations.

## 4.0 Contact Information

### 4.1 Building Addresses

Clubhouse Address:

- 555 Lakeside Greens Drive, Chestermere Alberta, T1X-1C5, 403-569-9111

Maintenance Building Address:

- 408 Merganser Drive, Chestermere Alberta, T1X-1C5, 403-569-9172

### 4.2 Department Contact Numbers

- Limited Partnership - Wayne McBean- 403-569-9111 Ext 203
- Director of Golf - Glenn Carr- 403-569-9111 Ext 209
- Controller - Darlene White 403-569-9111 Ext - 208
- Administration – Lynne Harder 403-569-9111 Ext - 201
- Maintenance - Blair Magwood 403-991-4885
- Pro Shop/Back Shop - Tyler Willner 403-569-9111- Ext 212
- Restaurant/Kitchen - John Santos 403-569-9111 Ext 210

### 4.3 Workplace Health & Safety Committee

#### Employer Reps:

##### Maintenance:

- Blair Magwood, Co-Chair 403-991-4885 [bmmagwood@hotmail.com](mailto:bmmagwood@hotmail.com)
- Quaid McBean (alternate) 587-894-2141 [gmcbean6@gmail.com](mailto:gmcbean6@gmail.com)

##### Golf Operations:

- Tyler Willner 780-935-2943 [tyler.willner@lakesidegreens.com](mailto:tyler.willner@lakesidegreens.com)

##### Restaurant & Kitchen:

- John Santos 587-585-1969 [john.santos@lakesidegreens.com](mailto:john.santos@lakesidegreens.com)

#### Employee Reps:

##### Administration:

- Lynne Harder, Co-Chair 403-510-2394 [lynne.harder@lakesidegreens.com](mailto:lynne.harder@lakesidegreens.com)

##### Maintenance:

- Matthew Pier 403-992-8788 [matt.pier.lakeside@gmail.com](mailto:matt.pier.lakeside@gmail.com)

##### Golf Operations:

- Emerson Green 204-391-6854 [golfshop@lakesidegreens.com](mailto:golfshop@lakesidegreens.com)

##### Restaurant & Kitchen:

- Troy Simpson 587-226-8504 [troy.simpson400@gmail.com](mailto:troy.simpson400@gmail.com)

## 5.0 Responsibilities

### 5.1 Chain of Accountability

- 5.1.1 Employee is accountable to the Department Supervisor.
- 5.1.2 Department Supervisor is accountable to the Safety Officer.
- 5.1.3 Suppliers are accountable to the Safety Officer
- 5.1.4 Safety Officer is accountable to the Department Manager.
- 5.1.5 Department Manager is accountable to the Partnership.

### 5.2 Employees

Shall not perform activities that jeopardize your health or safety or that of others and are responsible for ensuring:

- awareness of and compliance with all policies, procedures and requirements of the WHS Manual,

- the health and safety of themselves, their co-Employees, and all Stakeholders in their proximity,
- they perform their duties with skill and care as to not cause an incident or injury to themselves, fellow Employees, Stakeholders, or the general public,
- immediately reporting all near misses, incidents, injuries or potential hazards to their supervisor,
- awareness of the location of all fire extinguishers, fire alarms or other warning devices,
- all PPE is being used properly,
- not to engage in horseplay or tomfoolery,
- maintenance of clean and orderly work areas,
- when in doubt to ... **Ask!**

### 5.3 Department Supervisor

Responsible for ensuring the WHS Manual is followed by all Employees under their supervision. They shall provide leadership in all aspects of WHS including developing policy and procedure.

### 5.4 Suppliers

Responsible for providing WHMIS and MSDS sheets for all hazardous products supplied by them as follows:

- provide MSDS for all hazardous material shipped to our site,
- ensure all reasonable steps are taken to prevent an incident,
- be familiar with the OHS Act.

### 5.5 Safety Officer

Responsible for WHS performance for all Employees in their Department at **all levels**, providing WHS leadership and taking an active roll in safety within their department as follows:

- Ensure that all reasonable steps are taken to prevent near misses, incidents or injury,
- Be familiar with the OHS Act, this WHS Manual, and any other legislation pertaining to WHS,
- Ensure all policies and legislation is followed by all levels of Employees,
- Ensure safety meetings are held and minutes are recorded, posted and filed accordingly to WHS regulations,
- Ensure all near misses, incidents and injuries are reported and investigated,
- Ensure MSDS sheets are provided and readily available for all hazardous materials delivered to the workplace,
- Review all MSDS sheets and advise/train Employees in the safe use, storage and transportation of controlled or dangerous products including what to do in case of incidental spill or emergency,
- Ensure Employees are instructed in the procedures and requirements of WHS,
- Review all near misses, incidents and injuries to determine root cause(s), with suggestion/implementation of changes to prevent re-occurrence,
- WHMIS training is legally required for all employees who are exposed or likely to be exposed to a hazardous material or controlled product at the workplace.

### 5.6 Department Manager

Responsible for the WHS of all Employees within their Department, ensuring all policies and procedures are followed according to the WHS Manual as follows:

- To ensure all reasonable steps are taken to prevent near misses, incidents and injuries,
- Ensure that standards and procedures are developed and maintained.
- Be familiar with the Workplace Health & Safety Act and any revised regulations and ensure they are followed.
- Ensure that all Employees are instructed in the procedures and requirements of Workplace Health & Safety.
- Review incident reports, safety audits and other related material relative to health and safety.

## 6.0 Workplace Health and Safety

### 6.1 The WHS Policy

The Club is committed to providing and maintaining a healthy and safe working environment. This goal is only achievable by adherence to established objectives striving to exceed all obligations under applicable legislation, and by fostering and

enthusiastic commitment to health, safety and the conditions within the Club maintained by all Stakeholders, under the following:

- Management, working in cooperation with the JHSC, will strive to take all reasonable steps to reduce workplace hazards, the four most common workplace hazards being physical, ergonomic, chemical and biological.
- Supervisors are held accountable for the health and safety of all Employees under their direct supervision. This includes responsibilities for instruction, specialized training, appropriate follow-up on reported health and safety concerns, and implementation of recommended corrective action. The accountability is integrated into our performance appraisal system.
- Stakeholders are expected to perform their duties and responsibilities in a safe and healthful manner, and are accountable for the health and safety of themselves and those around them.
- The Club is committed to providing all necessary training and instruction to ensure that appropriate work practices are followed on the job, and to promote their use off the job.
- When necessary, Management will take disciplinary action where Stakeholders fail to work in a healthy and safe manner, or do not comply with applicable legislation or corporate policies and procedures.
- Health, safety, the conditions and loss of control in the workplace are everyone's responsibility. The Club expects that everyone will join in our efforts to provide a healthy and safe work environment on a continuous day to day basis. Only through the dedication and efforts of all Stakeholders will the Club succeed in providing a healthy and safe working environment.

## 6.2 Duty of Employers

The Employer is responsible for:

- Keeping the workplace safe by protecting, training and supervising employees,
- Educating employees on their rights under the OHS Act
- Consult the WHS Rep or JHSC when resolving WHS concerns
- Cooperate with employees complying with the OHS Act
- Provide employees with information on hazards and WHS, including a copy of the OHS Act
- Develop a WHS policy and program
- Protecting Stakeholders from violations of respect.

### 6.1.1 How to Address Unduly Hazardous Work

**6.2.1.1** Inspect the undue hazard and take action to eliminate it.

**6.2.1.2** If possible, resolve the issue and resume work. For example, if you can:

- provide replacements for broken or damaged tools/equipment,
- assign a trained and competent Employee to a task that an untrained Employee is refusing to do.

**6.2.1.3** If you are unable to immediately resolve the issue, stop work, discuss the matter with the refusing Employee and conduct a hazard inspection and complete the Hazard Inspection form, assuming it is safe and reasonable to do so.

**6.2.1.4** Inform the JHSC or WHS Rep of the refusal, and possible resolution, as soon as possible. The JHSC and/or WHS Rep may raise concerns or make recommendations, these shall be responded to promptly.

**6.2.1.5** You cannot resume work or assign another Employee to the task until you have done the hazard inspection and either:

- eliminated the hazard, or
- determined that there is no hazard.

**6.2.1.6** If **6.2.1.5** is complete, you may temporarily assign the Employee to another job, but at no loss of pay.

**6.2.1.7** The Employee shall be capable to do their temporary work assignment.

**6.2.1.8** Complete the Work Refusal Report Form:

- Documenting the circumstances surrounding the work refusal;
- what actions you took to remedy the situation;
- attached the Hazard Inspection Form.

**6.2.1.9** Give the refusing Employee and the JHSC and/or WHS Rep a copy of the Work Refusal Report.

## 6.3 Duty of Employees

### 6.3.1 Workplace Health & Safety and You

One of your most important responsibilities is to protect your health and safety as well as that of your co-Employees. This section will detail your responsibilities and help you make your workplace safer and healthier.

### 6.3.2 What the Law Requires

Workplaces under Alberta's jurisdiction is governed by provincial legislation and the OHS. The legislation requires establishment and maintenance of safe and healthy working conditions. The OHS Act is administered by provincial legislation. Your JHSC is responsible for monitoring compliance.

### 6.3.3 Your Responsibilities

You are required to comply with legislation and this Manual. Your responsibilities include:

- Protection of your own health & safety and that of your co-Employees;
- Not initiating or participating in any violation of respect towards another Stakeholder; and
- Co-operate with your Supervisor and anyone with responsibilities under legislation or this Manual.

### 6.3.4 Your Rights

Employees have three rights under the OHS Act:

- **To Know** about workplace hazards and have access to basic health and safety information to control undue hazards at work. For example, chemicals at the workplace shall be listed, you are entitled to review this list and your employer must train you to safely handle these chemicals. You shall receive an orientation which includes:
  - a. What to do in the case of an emergency;
  - b. Location of first aid facilities;
  - c. Location of prohibited and restricted areas;
  - d. Overview of undue workplace hazards; and
  - e. Any other information pertaining to your WHS.
- **To Refuse** unduly hazardous work and know that you are protected from reprisal, and
- **To Participate** in workplace health & safety discussions and the JHSC.

### 6.3.5 How to Address Unduly Hazardous Work

- Do not do the work.
- Tell your Manager, Supervisor or another designated person as soon as possible what you're refusing to do, and why.
- Your Employer shall investigate and take action to eliminate the danger.
  - This may include the Employer finding a qualified Employee to do the work or implementing controls.
- Unless the danger is immediately eliminated, the Employer shall prepare and provide you with a Work Refusal Report once their investigation is complete that explains actions taken to address the danger.
- **Do not leave the site without the permission of your manager or Supervisor.**
- Connect with the OHS Contact Centre if your employer won't stop work you think is dangerous or if an undue hazard exists at your workplace.
- Do other work that your Employer assigns you in the meantime, providing:
  - you can reasonably do it; and
  - it's safe.
- Review the Work Refusal Report provided by your Employer.

## 6.4 WHS Committee & WHS Representatives

### 6.4.1 Duties include:

- Establish and promote WHS educational programs,
- Perform quarterly inspections of the workplace,
- Receive, consider & report Employee complaints about their OHS concerns,
- Make recommendations to protect the health, safety and welfare of Employees,
- Maintain records of Employee complaints and any follow-up actions,
- participate in the employer's hazard assessment,
- review of the employer's work site inspection documentation,
- Meet at least three times a year,
- circulate meeting minutes to all Departments.

- 6.4.2 Committee members are entitled to five days of unpaid educational leave each year to take WHS courses. They may attend the courses provided by their department without loss of pay or benefits.
- 6.4.3 Workplaces with less than ten Employees shall have an Employee WHS Rep, that is selected by the Employees.

## 7.0 Health & Safety Rules

### 7.1 General

- 7.1.1 All near misses, incidents or injuries shall be promptly reported to the Supervisor.
- 7.1.2 Report any unsafe conditions to a supervisor.
- 7.1.3 Clothing shall be appropriate to the duties being performed.
- 7.1.4 Do not wear loose clothing or jewellery and maintain long hair up and off your face where there is danger of catching such articles in moving machinery.
- 7.1.5 Employees on course must always be aware of all players and the play of golf. Golf balls can seriously injure a person if hit.
- 7.1.6 Bump caps are provided for all Employees and shall be worn at all times when there is a danger of being hit by a golf ball.
- 7.1.7 Running is not permitted except in extreme emergencies.
- 7.1.8 Smoking is not permitted in any part of the clubhouse/maintenance buildings. You may smoke only in designated areas.
- 7.1.9 Mobile equipment has many moving parts. Keep all body parts away from moving pieces (i.e. reels, blades and wheels).
- 7.1.10 All Employees will wear, as required, the PPE assigned to them as per WCB requirements defined for each work assignment.
- 7.1.11 Tool rest on bench grinder shall be kept adjusted to within one-eighth of an inch to the wheel at all times. There is no exception.
- 7.1.12 All hand tools, both company and personally owned, used while on the workplace premises shall be kept in good repair and are to be used only for their intended purposes.
- 7.1.13 Do not operate any equipment you are not familiar with.
- 7.1.14 Any defects in materials, machinery, tools and equipment shall be reported immediately to a supervisor/manager, taken out of service, and tagged to identify the piece of machinery is out of service.
- 7.1.15 Only trained or certified Employees may operate the skid steer or tractor.
- 7.1.16 Riding on equipment is prohibited except where designated.
- 7.1.17 Horseplay, fighting or tomfoolery is strictly prohibited.
- 7.1.18 All spills will be immediately cleaned up and reported.
- 7.1.19 Do not leave tools, materials or other objects on the floor which might cause a tripping or fall hazard.
- 7.1.20 Do not block exits, fire doors, aisles, fire extinguishers, gas meters, electrical panels or traffic lanes.
- 7.1.21 Avoid risk of rupture, internal injury or back injury attempting to lift or push excessive loads. If any object is too heavy to move with strain, ASK FOR HELP!!
- 7.1.22 Observe the correct position for lifting (posted on safety board). Stand with your feet slightly apart, assume a squatting position with knees bent and tuck your chin. Tilt head forward, grasp the load with both hands and gradually push up with your legs, keeping your back straight and avoid any abrupt movement.
- 7.1.23 Do not distract others while working. When approaching a machine for any purpose, do so from the front or side and ensure that the operator sees you. If conversation is necessary, the machine must first be turned off.
- 7.1.24 Drawers and filing cabinets are to be filled from the bottom up or securely fastened/anchored and kept closed at all times.
- 7.1.25 When handling hazardous materials, ensure you follow all safety procedures and use required safety equipment. When using secondary containers filled by others, ensure that they are labeled as to contents and hazards in accordance with WCB regulations.
- 7.1.26 Employees shall keep all working areas clear of debris and trash.
- 7.1.27 Employees shall keep Department Supervisors aware of their work location. They may enter unauthorized areas only with Department Supervisor permission. They should never work alone in an isolated area until arrangements have been made for periodic contact with another Employee or Department Supervisor.
- 7.1.28 Tanks will always be transported in the approved truck designed for that purpose.

- 7.1.29 All tanks not in use, full or empty, will be chained in the upright position in a designated tank storage area.
- 7.1.30 Approved safety valves are always to be in place on both torch and regulator ends to prevent flashback.
- 7.1.31 Use of a full-face shield is required when cutting and/or welding.
- 7.1.32 Employees welding will wear approved goggles to protect against flash burns.
- 7.1.33 A fully charged fire extinguisher shall always be near every work area.
- 7.1.34 All hand grinders will be equipped with unaltered wheel guards.
- 7.1.35 Cutting wheels for grinders shall be properly matched to the RPM of the grinder. Never mount a wheel that has a lower RPM rating than the actual grinder on which it is to be used.
- 7.1.36 Speeding or operating any company equipment in an erratic or dangerous manner is prohibited.
- 7.1.37 Check all safety devices to ensure they are operating properly. Do not operate a machine that is not operating properly. Report any safety concerns to your Department Supervisor.
- 7.1.38 People working with chemicals shall wear required PPE.
- 7.1.39 Only authorized employees or personnel may operate any main electrical switches.
- 7.1.40 There shall be no tampering or altering firefighting equipment such as extinguishers, hoses or emergency equipment.
- 7.1.41 Gloves shall be worn to protect hands exposed to hazardous substances, cuts or burns.
- 7.1.42 Employees shall wear respirators when exposed to dust, fumes, paint spray or pesticides.
- 7.1.43 Safety showers and eyewash fountains shall be maintained with sufficient clearance for ease of access. They shall be tested daily to ensure a sufficient water supply in case of an emergency. This equipment shall not be used for any purpose other than to wash chemical splashes.
- 7.1.44 When working on equipment, switches shall be tagged and locked in the off position.
- 7.1.45 Only authorized personnel may perform any maintenance on equipment or machinery.
- 7.1.46 By passing any safety device or procedure will not be tolerated and is cause for disciplinary action, up to and including termination.
- 7.1.47 Careless or negligent behaviour jeopardizes everyone's safety and is prohibited. Repeated or flagrant disregard of any safe practice or standard is cause for disciplinary action, up to and including termination.
- 7.1.48 Safety glasses are to be worn on all jobs where there is danger of flying chips or other materials, which may cause eye injury.
- 7.1.49 No operator is to remove any guards from any machine or operate a machine without the proper guards in place.
- 7.1.50 Care shall be taken in the stacking of materials, boxes, cartons, bins or pallets to avoid dumping or material spillage. All materials will be picked up or cleaned up immediately.
- 7.1.51 Waste materials of any kind are to be disposed of in the provided containers.
- 7.1.52 Employees may not share issued safety equipment.
- 7.1.53 All machinery shall be turned off when the operator is not present.
- 7.1.54 Material containers are not to be stacked or placed on work-tables or in storage areas in an unstable manner.
- 7.1.55 Hearing protection is to be worn when required.

## **7.2 Administration**

- 7.2.1 Use caution when handling, lifting or moving heavy objects or items.
- 7.2.2 Use caution when moving throughout the office to avoid trips or slips.
- 7.2.3 Always keep aisles and walkways clear.
- 7.2.4 Properly store all items or objects away from main walkways.
- 7.2.5 Ensure your work station is ergonomically complete.

## **7.3 Back Shop and Bag Storage**

- 7.3.1 Use caution and proper procedures when lifting or moving items or objects. (posted on safety board).
- 7.3.2 Do not operate any equipment you have not been trained to operate. Contact your Department Supervisor for instruction/training.
- 7.3.3 If you are required to operate a golf cart, use caution at all times.
- 7.3.4 When charging batteries for electric carts, ensure the manufacturers method is followed for use and storage.

## 7.4 Housekeeping

- 7.4.1 Ensure all supplies/equipment are not in a position to cause a tripping hazard.
- 7.4.2 Return trucks/dollies and all other items to their storage location after every use.
- 7.4.3 Tools with defective electrical cords or plugs are to be reported to a Supervisor/Manager and not to be used.
- 7.4.4 Wear rubber gloves and eye protection when using strong cleaning solutions.
- 7.4.5 Avoid infection, keep materials, your hands, etc., away from your face.
- 7.4.6 Never load a truck/dolly above the height of your shoulders.
- 7.4.7 Pull all tall items when moving them, do not push the item.
- 7.4.8 Tools or equipment not in proper working condition shall be reported immediately to your Department Supervisor and tagged "Do Not Use" until repaired.
- 7.4.9 If your hands are damp or wet, or you are standing on a damp floor, do not handle electrical tools, cords or switches.
- 7.4.10 Use a ladder to reach high places, do not climb on anything other than a ladder.
- 7.4.11 Walk – do not run. When going up or down stairs, grasp the handrail securely.
- 7.4.12 Be alert to things which may cause incidents. Remove them when possible or report them to your Department Manager/Supervisor.
- 7.4.13 Observe the rules for lifting safely.
- 7.4.14 Do not attempt to repair machines or equipment, call your Department Supervisor.
- 7.4.15 Do not run hands along surfaces that you have not checked for hazards.
- 7.4.16 Hold wastebaskets by the sides and empty over a refuse bag. Never put your hands into the basket.

## 7.5 Maintenance

- 7.5.1 Employees use a wide range of equipment including but not limited to golf carts, commercial mowing equipment, push mowers, leaf blowers, edgers, trimmers, chainsaws, aeration/irrigation equipment, powered/non-powered tools. Machinery and equipment are designed to be powerful; the human body is no match for machinery and equipment. Employees will be trained to identify, and report, hazards and safely operate each piece of equipment required for the completion of their daily work tasks.
- 7.5.2 Employees exposed to airborne golf balls are required to wear the correct PPE provided (bump caps, etc.).
- 7.5.3 **Seatbelts:** all workplace vehicles or equipment that have ROPS shall also be equipped with seatbelts for operators and passengers that meet the recommendations of the Society of Automotive Engineers. Operators shall wear the seatbelt at all times while operating the vehicle or equipment, ensuring operators and passengers are fully protected.
- 7.5.4 **Cages:** when in or near the vicinity of airborne golf balls, a caged barrier is the most effective PPE designed to protect the operator without affecting visibility.
- 7.5.5 **Chainsaws:** can cause serious injury or fatality if operated incorrectly. Training is required prior to any attempt to operate. Be aware of the following (if you **answer 'no'** to any of those questions, do not operate the chainsaw):
  - a. You must have received workplace-specific training prior to operating a chainsaw, have you received this training?
  - b. Visually inspect the chainsaw for defects before and after each use, is it clean and in good repair?
  - c. Are you wearing the required PPE (gloves, hard-hat with shield, chainsaw pants, neck guard, chainsaw boots and ear protection)?
  - d. Have you tested the saw prior to use?
  - e. Are you in a stable position for starting?
  - f. Have you been trained how to recognize kickback and how to maintain control when this happens?
  - g. Are surrounding Employees protected from flying debris?
  - h. Is another Employee nearby in case of self-injury?

## 7.6 Player Assistants (Marshalls/Starters)

- 7.6.1 Always use caution when operating golf carts.
- 7.6.2 Always use caution and follow proper procedures when approaching members or guests.
- 7.6.3 Report all unsafe/insecure areas and hazards to your Department Manager/Supervisor.
- 7.6.4 Always maintain your security radio and cell phone at hearing level in case of emergency.
- 7.6.5 Bump caps are to be worn at all times while on the course.

## **7.7 Practice Facility**

- 7.7.1** Always wear a bump cap when picking up balls manually. Bump caps are not required if you are operating a caged unit.
- 7.7.2** Stay behind the edge of the matts or line where players are practicing.
- 7.7.3** Use caution and proper procedures when lifting or moving items or objects. (posted on safety board).
- 7.7.4** Use caution when operating the ball washing machine. If machine is not operating properly, contact Department Manager/Supervisor. Do not attempt to repair the machine.

## **7.8 Pro Shop**

- 7.8.1** Use caution and proper procedures when lifting or moving items or objects.
- 7.8.2** Use caution when using a ladder.
- 7.8.3** Use caution when using any electrical appliance.
- 7.8.4** Use caution when opening boxes with a knife. Cut away from your body and ensuring the blade is closed when not in use.

## **7.9 Restaurant & Kitchen**

- 7.9.1** Immediately clean up all spillage.
- 7.9.2** Walk – Do not run.
- 7.9.3** Ensure you follow kitchen and dining room traffic patterns.
- 7.9.4** Move through doors cautiously.
- 7.9.5** Do not overload trays, carts or bus boxes and ensure they are stacked carefully.
- 7.9.6** Glassware is not to be mixed with dishware or silverware. This causes breakage and is dangerous to unload.
- 7.9.7** Carry trays on the shoulder to avoid strain; do not pass trays over or above anyone's heads.
- 7.9.8** Clean up broken glass or dishes immediately. Use gloves, broom and dustpan to dispose properly.
- 7.9.9** Do not put heavy objects, sharp tools or breakable containers on high shelves.
- 7.9.10** Wear approved shoes and uniforms provided.
- 7.9.11** Keep objects off the floor.
- 7.9.12** Keep trucks/dollies out of traffic ways.
- 7.9.13** Lead or pull trucks/dollies through doors – do not push them.
- 7.9.14** Wear gloves when sorting or emptying bottles for recycling.
- 7.9.15** Always keep dock-way, dock landing, stairways and stair landings clear.
- 7.9.16** Inspect bar stools and dining room chairs for broken and unsafe stools and chairs.
- 7.9.17** If your hands are damp or wet, or you are standing on a damp floor, do not handle electrical tools, cords or switches.
- 7.9.18** Keep knives and sharp tools in the correct drawers, clearly labeling contents of drawer.
- 7.9.19** Remove broken glass from sinks immediately. Drain the sink and remove all glass wearing gloves.
- 7.9.20** If machinery is defective, call Department Supervisor. Do not try to repair it yourself.

## **7.10 Store Rooms**

- 7.10.1** Use tools to open boxes, do not open with your hands.
- 7.10.2** Remove nails whenever a box is opened.
- 7.10.3** Heavy objects are not to be stacked in high places.
- 7.10.4** Use a ladder to reach high shelves.
- 7.10.5** Follow the rules of safe lifting.
- 7.10.6** Do not overload trucks or dollies.
- 7.10.7** Insist everyone who comes into your department utilizes safe practices.
- 7.10.8** Store all trucks, dollies, tools, and equipment safely after every use.
- 7.10.9** All debris or garbage is to be immediately replaced in the proper disposable container.
- 7.10.10** Flammable materials shall be stored in proper containers in designated areas.
- 7.10.11** Canned and bottled goods will be kept away from hot pipes or hot walls.
- 7.10.12** Inspect all merchandise when received and reject defective, decayed, diseased or rotted fruits, meats or vegetables.
- 7.10.13** Follow correct storage procedures to avoid contamination of foods.

## 7.11 Working Alone

### 7.11.1 In accordance with the OHS Act 94(1):

An employer must, for any employee working alone, provide an effective communication system consisting of

- (a) radio communication,
- (b) landline or cellular telephone communication, or
- (c) some other effective means of electronic communication

that includes regular contact by the employer or designate at intervals appropriate to the nature of the hazard associated with the employee's work.

### 7.11.2 When is an employee working alone?

The working alone requirements in Part 28 of Alberta's OHS Code apply when both of the following conditions are met:

- (a) Workers are working by themselves.
- (b) Assistance is not readily available to the employee if there is an injury, illness or emergency.

### 7.11.3 Employer requirements:

Working alone is considered a hazard, employers meet the hazard assessment and control requirements specified in Part 2 of the OHS Code.

1. Each Department Manager must conduct a Working Alone Hazard Assessment to identify existing or potential hazards arising from the conditions of the work. Affected employees must be involved in the hazard assessment and in the elimination or control of the hazards that are found.
2. The hazard assessment must be repeated:
  - At reasonably practicable intervals to prevent unsafe and unhealthy working conditions.
  - When a work process or operation changes or a new work process is introduced.
  - Before significant additions or alterations are made to a work site.
3. Develop and implement all appropriate measures and communication plans to eliminate or control working alone hazards and procedures in the event of an emergency.
  - Establish a check-in procedure, make sure regular contact is kept with all employees.
  - Establish ways to account for people (visually or verbally) while they are working.
  - Schedule higher risk tasks to be done during normal business hours, or when another employee capable of helping in an emergency is present.
4. For all employees required to work alone, ensure sufficient training is provided to affected employees on how to access readily available assistance or utilize established security measures.

### 7.11.4 Employee requirements

1. Affected employees must be involved in the hazard assessment and in the elimination or control of the hazards that are found.
2. Ensure you have been trained to work alone safety and feel competent to do so. If you require training or further instruction, please contact your Department Manager/Supervisor or the Safety Officer.
3. All business meetings with clients or members of the public will be held in a safe location.
4. Employees must check in with their designated check-in individual before and after any planned travel/activities or when working alone at the workplace.
5. If your designated check-in individual is not an employee, ensure they have all the required contact information for your Department Manager/Supervisor and/or Safety Officer.
6. When travelling alone you are required to take adequate rest breaks.
7. Ensure there is sufficient light in secluded areas both inside and outside of your workplace.
  - If you feel unsafe, call for assistance or escort.
  - In the event you feel you are in imminent danger:
    - (a) If it is safe to do so, trigger the security system and/or retrieve your personal mobile device.
    - (b) proceed to the safe location, lock the door to prevent unwanted access and call for assistance.

## 8.0 Safety Tips

- 8.1 If you are not sure...ask!
- 8.2 Follow instructions...don't take chances!
- 8.3 Always wear the required PPE for the task!

- 8.4 Never operate equipment you have not been trained for!
- 8.5 Keep your work area clean!
- 8.6 Stay clear of delivery trucks, skid steers or tractors while they are being operated!
- 8.7 Avoid lifting injury, always observe the correct position for lifting (posted on safety board). If it's heavy ask for help. Max weight to be lifted is 75 lbs (34kg)!
- 8.8 Ensure the job can be done safely!

## 9.0 First Aid

- 9.1 Employers shall ensure that an Employee(s) on a work site has successfully completed an approved first aid training course and hold a valid first aid certificate.
- 9.2 Employers shall keep a record of Employees who have the approved first aid training and post their names where they are visible to all Employees.
- 9.3 Every Department shall have a No. 2 first aid kit on site containing:
  - 10 individually packaged antiseptic cleansing towelettes,
  - 50 individually packaged sterile adhesive dressings,
  - 20 individually packaged 10 cm x 10 cm sterile gauze pads,
  - 3 individually packaged 10 cm x 10 cm sterile compress dressings with ties,
  - 3 individually packaged 15cm x 15cm sterile compress dressings with ties,
  - 1 20 cm x 25 cm sterile abdominal dressing,
  - 2 conform gauze bandages – 75 mm,
  - 4 cotton triangular bandages,
  - 8 safety pins – assorted sizes,
  - 1 pair of scissors,
  - 1 pair of tweezers,
  - 1 25 mm x 4.5 m roll of adhesive tape,
  - 2 crepe tension bandages—75mm,
  - 1 artificial resuscitation barrier device with a one-way valve,
  - 6 pairs of disposable gloves,
  - 1 sterile, dry eye dressing,
  - 1 first aid instruction manual (condensed),
  - 1 inventory of kit contents, and
  - 1 waterproof waste bag.

## 10.0 Near Miss, Incidents and Injuries

- 10.1 The following procedures shall be followed:
  - 10.1.1 **Employees** shall immediately report any workplace near miss, incident or injury to their Department Safety Officer or their Department Manager/Supervisor.
  - 10.1.2 **Supervisors** shall immediately provide treatment where necessary and report the near miss, incident or injury to their Department Safety Officer.
  - 10.1.3 **Department Managers** shall, as soon as possible, discuss the near miss, incident or injury with the Department Safety Officer and injured Employees.
- 10.2 The purpose of the proceeding procedures is to:
  - 10.2.1 comply with WHS Act and WCB,
  - 10.2.2 Determine the cause of the near miss, incident or injury, and
  - 10.2.3 make recommendations to prevent re-occurrence.
- 10.3 If an illness or injury occurs, a report shall be completed that includes:
  - 10.3.1 Name of Employee,
  - 10.3.2 Name and qualifications of Employee/individual that provided first aid,
  - 10.3.3 description of the illness or injury,

- 10.3.4 first aid provided,
- 10.3.5 date and time illness or injury occurred,
- 10.3.6 date and time illness or injury reported,
- 10.3.7 workplace location that the illness or injury occurred,
- 10.3.8 if there was a work-related cause a description shall be included, and
- 10.3.9 all injury or illness reports shall be filed by the Department Supervisor/Manager.

- 10.4 The Employer shall retain the report for 3 years from the date of the near miss, incident or injury. The Employee who has custody of the reports shall ensure that no person other than designated Employee(s) have access to the report unless the:
- 10.4.1 report is in a form that does not identify the Employee;
  - 10.4.2 Employee has given written permission to disclose the report;
  - 10.4.3 Director of Medical Services or a person authorized to by the Director requires it be disclosed under the act.
- 10.5 If the Employee requests a copy of their report, it shall be supplied by the Employer.

## 11.0 Critical Injury Protocol

- 11.1 A critical injury is an injury that:
- places life in jeopardy;
  - produces unconsciousness;
  - results in substantial loss of blood;
  - involves the fracture of leg or arm, but not a finger or toe;
  - involves the amputation of a leg, arm, hand or foot, but not a finger or toe;
  - consists of burns to major portion of the body;
  - causes loss of sight in an eye.
- 11.2 Immediately provide proper care to a critically injured person;
- 11.3 Once proper care has been provided, the Department Manager, Department Safety Officer and WCB shall be notified.
- 11.4 A report shall be completed as soon as possible to ensure that important details are not lost or missed.

## 12.0 Investigation Policy

- 12.1 All near misses to Employees or property, and all incidents, injury or property damage shall be thoroughly investigated.
- 12.2 The Department Safety Officer shall be responsible for conducting the investigation and completing a report.
- 12.3 The investigation shall, if possible, determine the cause.
- 12.4 The investigation and report shall be completed as soon as possible and provided to the Department Manager.
- 12.5 The Department Safety Officer and Department Supervisor/Manager shall determine what actions are necessary to prevent recurrence.
- 12.6 Any dispute arising from the report will be investigated and arbitrated by the Department Manager and/or Safety Officer.

## 13.0 Workplace Health & Safety Inspections

- 13.1 The WHS Rep will schedule monthly WHS Inspections.
- 13.2 The WHS inspection will identify health & safety hazards, equipment maintenance issues, hazard control effectiveness, training needs and housekeeping issues.
- 13.3 Prior to an inspection, a review of previous reports shall be conducted.
- 13.4 The Monthly WHS Inspection Checklist will be used as a guide to ensure thorough inspection.
- 13.5 All substandard or unsatisfactory conditions will be documented on the WHS Inspection Report (see Appendix B attached).
- 13.6 Suggestions for resolution of any items listed on the WHS Inspection Checklist will be documented on the WHS Inspection Report.
- 13.7 The Safety Officer or Department Supervisor/Manager will take corrective action immediately when possible/necessary.
- 13.8 WHS Inspection Reports are submitted to the Employer upon completion.
- 13.9 The Employer will review the WHS Inspection Report and, when necessary, within one week of receipt of the Report, develop a plan for corrective action. The plan will be initiated the week following plan development.

- 13.10** The Employer will post a copy of the WHS Inspection Report and the corrective action plan.
- 13.11** Copies of completed WHS Inspections Report will be:
- posted on the Health and Safety Board; and
  - maintained on file by the Employer.

## 14.0 Workplace Respect Policy

### 14.1 Purpose and Guiding Principles

Workplace Respect promotes a safe work environment where our Stakeholders are protected in the event they are subjected to violations of respect. Our policy has been developed to help create awareness and understanding of the importance and value of respect in the workplace.

Respect is defined as the willingness to show consideration for the rights or feelings of others; to treat them courteously, inclusively and safely.

Our Workplace Respect Policy prohibits all violations of respect by any Stakeholder. Complaints will be investigated expeditiously. Malicious or false complaints and violations of respect will not be tolerated and appropriate disciplinary action will be taken, up to and including dismissal, ineligibility for rehire, loss of Club privileges, and/or loss of Club access.

To effectively address violations of respect, there is a strong requirement for awareness, training and communication. The Policy is built on the premise that the primary focus needs to be directed at proactively building a respectful workplace. A secondary consideration is to support the objective of providing all Stakeholders with a healthy and safe work environment. All Stakeholders shall take preventative actions to ensure that any risks to a Stakeholder's health and safety due to violations of respect are eliminated or reported.

In addition to the Policy, there are guides for the Employer, Managers/Supervisors, Employees, and other Stakeholders, as well as forms and checklists. Combined, this information will assist in raising awareness, conducting investigations, offering training opportunities and providing options for correcting behaviour and bringing about resolution.

#### Principles of Workplace Respect

##### I will:

- Respect the dignity of every person and create a respectful workplace,
- Support those who are being discriminated against,
- Do my part to stop all forms of harassment,
- Neither participate in nor support cultural insensitivity,
- Immediately report any act or threat of violence.

##### I will not:

- Use offensive language or engage in any form of unprofessional conduct,
- Discriminate against or harass anyone associated with our workplace,
- Use bullying tactics against anyone at any time,
- Participate in or condone violence or the threat thereof.

## 14.2 Overarching Value

To take a comprehensive and integrated approach to building and maintaining a respectful work environment that encompasses these three areas (referred to as violations of respect):

1. Unprofessional Conduct
2. Harassment
  - Bullying
  - Cultural Insensitivity
  - Discrimination
3. Workplace Violence

### **This Policy is not intended to:**

- Diminish an Employer's managerial prerogative to direct and control how work is done.
- Cover situations where an Employee has a complaint about legitimate and reasonable performance management processes, disciplinary actions or allocation of work in compliance with systems.
- Treat business processes, including the implementation of organizational change or downsizing, as incidents of violations of respect. However, it does recognize that they may contribute to producing a work environment where violations are more likely to occur.

### **The Need for Respect**

Harassment and occupational violence have firm legislative backing and are concepts common to many employer work sites. However, effectively addressing bullying and unprofessional conduct is a progressive & effective practice. Integrating these concepts into one policy increases awareness of these complex issues.

It is recognized that a standard policy of respect supports workforce development issues and will ultimately have a direct impact on productivity. A respectful workplace enables management to spend less time dealing with respect violations and more time focusing on daily tasks.

### **Legal Requirements for Employers**

In Canada, all jurisdictions are derived from the *Constitution Act 1867*. "Civil & Human Rights" is a matter of Provincial jurisdiction with Human Rights being the highest provincial legislation.

*Alberta Human Rights Act* is primary legislation – it takes precedence over other provincial laws.

The *Alberta Human Rights Act* (<https://albertahumanrights.ab.ca/>) protects Albertans from discrimination and provides legislative framework pertaining to harassment. This Act defines protected rights and ensures that employers provide employees a work environment free of discrimination.

The Alberta OHS Act requires employers to provide the necessary awareness, instruction and training to their employees to enable them to work safely and without risk to their health (OHS Code, Part 27 Section 391). More specifically, based on the premise that a respectful workplace equates to a safe workplace, Section 391 of the OHS Code requires employers to:

- Instruct employees on how to recognize workplace violence,
- Communicate the organization's policy and procedures related to workplace violence,
- Develop appropriate responses to workplace violence, and
- Develop procedures for reporting, investigating and documenting incidents of workplace violence.

Occupational violence is recognized in Alberta as a source of risk to the health and safety of employees (OHS Code, Part 2 Section 7(1) and Part 27 Section 389). As a result, hazard assessment and training for managers, supervisors and employees is now mandatory to enable them to do their jobs safely.

### **Roles and Responsibilities**

Successful implementation of a Workplace Respect Policy is the shared responsibility of all Stakeholders, regardless of position or affiliation.

Some of the responsibilities include:

- Developing, communicating and implementing a Policy,
- Adhering to and enforcing the Policy,
- Respecting the dignity of each and every Stakeholder,
- Doing your part to stop all violations of respect,
- Never making a false or malicious complaint,
- Being aware of and monitoring own behaviour,
- Thinking before speaking or acting,
- Reporting and documenting violations of respect,
- Never condoning or approving retaliation.

## **14.3 What is a respectful workplace?**

### **What is Respect?**

In a respectful workplace, all Stakeholders have the right to be treated with dignity and respect. Respect is defined as the willingness to show consideration for the rights or feelings of others; to treat them courteously, inclusively and safely.:

Respect goes beyond current legally defined protected rights. It includes respect for:

- A safe work environment,
- Property,
- Other people's privacy,
- Gender,
- Physical space and belongings,
- Different opinions and occupations, and
- Cultural Diversity.

## **14.4 Violations of Respect**

### **Unprofessional Conduct**

The Club has expectations as to how its Stakeholders should act with each other. Professional Conduct is a unique set of standards of required behaviours, responsibilities and actions expected of all Stakeholders. This set of standards governing expectations will be referred to as a Code of Conduct and focuses on ethical and socially responsible issues and applies to our Stakeholders to provide guidance on how to act in cases of doubt or confusion.

Everyone is responsible and accountable for ensuring a respectful organizational culture and will conduct themselves by word, action and gesture in a manner that is reflective of respectful behaviour.

### ***Characteristics of unprofessional conduct***

Unprofessional conduct can be demonstrated in many different ways. Characteristics can vary and are usually different for every person, which will be key to determining the level of the violation. Onus is on an individual to communicate issues or concerns that make them feel uncomfortable or disrespected.

Some typical examples of unprofessional conduct include:

- Inappropriate tone of voice,
- Belittling conduct (eye-rolling, outward signs of exasperation or frustration),
- Condescending verbal and/or body language,
- Favouritism,

- Inappropriate communication (verbally or through email exchange),
- Non-adherence to dress code.

**For example:** “I find it difficult to respond to you professionally when you (roll your eyes...sigh deeply...act exasperated...) as it causes me to perceive that what I am saying has no value.”

## Harassment

Harassment is unwelcome verbal or physical conduct that is known or ought to be known as unwelcome, offensive, demeaning, humiliating, hostile or embarrassing to a Stakeholder or group of Stakeholders.

Examples of harassment include:

- Verbal or physical abuse, threats, derogatory remarks, hazing, jokes, innuendo or taunts,
- The display of pornographic, racist or offensive images, practical jokes that result in awkwardness or embarrassment, unwelcome invitations or requests (either indirect or explicit) in any communications medium,
- Intimidation, leering or other objectionable gestures or condescension that undermines self-confidence,
- Unwanted physical contact such as touching, patting, pinching or punching.

It can be further broken into specific categories where the behaviour is classified as bullying, cultural insensitivity or discrimination. Onus is on the person experiencing the harassment to inform the harasser or a supervisor that the behaviour is unwelcome.

## Bullying

Bullying is a form of harassment and an individual can be duly charged under Alberta legislation.

It can occur wherever people work or interact together. Under certain conditions, most people are capable of bullying. It is not always intentional and sometimes people do not realize their behaviour can be hurtful or harmful. Although it can include physical abuse or the threat of abuse, bullying usually causes psychological rather than physical harm.

Bullying is interpersonal hostility that is deliberate, repeated and sufficiently severe as to harm the targeted person’s health, dignity, safety or economic status.

It is driven by the bully’s need to control another individual, but not by a legitimate need. “Repeated” refers to the persistent nature of the behaviour, not the specific form the behaviour takes. Behaviour is considered repeated if an established pattern can be identified and it may involve a series of different incidents

## Characteristics of Bullying

- Verbal abuse or intimidation, sometimes confused with tough but fair treatment,
- Excluding or isolating Stakeholder(s),
- Gossiping or spreading rumours,
- Assigning meaningless or impossible tasks,
- Deliberately changing work rotations to inconvenience particular Stakeholders,
- Deliberately withholding information that is vital for effective performance.

A recent Canadian study estimates that bullying in the workplace is three to four times more common than sexual harassment or racial discrimination.

*A single incident of bullying-style behaviour does not constitute bullying.* However, since employers have a duty to provide their employees with a safe workplace, single incidents of bullying should not be ignored or condoned.

- Be cautious not to blame the target(s), such as saying “Sorry, there is nothing we can do about it, I know she is a jerk. You will just have to learn to live with it.”
- A bully picks a target then pressures and persuades other Stakeholders to bully this same target by discrediting the target in some way. People who support the target instantly find themselves a target, reinforcing that it is better to be on the same side as the bully.
- Bullies intimidate targets and witnesses into silence.

### ***Cultural Insensitivity***

Cultural insensitivity includes behaviour(s) directed towards an individual that are disrespectful or cause humiliation or frustration to that individual based on characteristics such as age or communication style.

Culture is a code of behaviours, values, beliefs, traditions, customs, patterns of thinking and a way of life that people learn unconsciously as they grow and develop in their social groups. The Club believes it increasingly important to understand and appreciate cultural differences to effectively address the diverse needs of our changing workforce.

Cultural insensitivity refers to the inability of organizations and systems to function and perform effectively in cross-cultural situations when or where:

- decision-making excludes perspectives from diverse points of view,
- there is a failure to identify and recognize cultural diversity,
- there is no regard for cultural differences,
- unequitable employment opportunities exist,
- there is no provision for accessible and relevant services to targeted groups.

All cultures face common challenges, such as ways to relate to authority, deal with conflict and connect the individual to society.

People from different cultures may respond very differently to various challenges and situations in the workplace. Understanding these differences is critical to ensuring a respectful workplace.

### ***Characteristics of cultural insensitivity:***

- Slurs, gestures, name-calling, swearing,
- Taunts about a Stakeholder’s religious or racial background,
- Teasing or jokes that are insulting to a Stakeholder’s cultural codes,
- Display of racist, derogatory or offensive pictures,
- Refusing to work with or acknowledge a Stakeholder based on his or her cultural beliefs.

### ***Sources of cultural insensitivity***

Cultural Insensitivity includes behaviour(s) directed towards a Stakeholder that are disrespectful or cause humiliation to that Stakeholder based on, but not limited to:

- |                           |                     |
|---------------------------|---------------------|
| • Age                     | • Values of beliefs |
| • Communication           | • Race              |
| • Behaviour               | • Colour            |
| • Class or social beliefs | • Orientation       |

## Discrimination

Discrimination is a form of harassment prohibited under the *Alberta Human Rights Act* and covers 13 protected grounds.

Employers are legally responsible for actively discouraging and prohibiting humiliating conduct or language that results in the working conditions of one employee being less favourable than those of another employee based on the following grounds:

- Race
- Age
- Religious Beliefs
- Colour
- Place of Origin
- Gender
- Mental Disability
- Physical Disability
- Ancestry
- Marital Status
- Sexual Orientation
- Source of Income
- Family Status

### Characteristics of Discrimination

Someone is refused a job, promotion or training opportunity based on the grounds listed above. For example:

- Failing to hire or promote a female due to the fact she may become pregnant;
- Failing to hire or train due to age;
- Refusing to hire someone based on his or her ethnicity;
- Refusing someone a place to live due to sexual orientation.

## Workplace Violence

A single incident of workplace violence can forever change the lives of Stakeholders and their families, and permanently impact an organization both fundamentally and financially.

Workplace violence is any act against an individual in the workplace that has caused, or is likely to cause, negative physical or psychological effects.

These acts include threats, menacing or threatening behaviour and all types of physical or verbal assaults.

Knowing how to assess the risks in the workplace and find solutions to prevent incidents of violence are critical steps to ensuring the safety of everyone connected to the workplace.

### Characteristics of violence

- Argumentative behaviour, in which threats are perceived or implied but are not obvious or blatant,
- Unusual, bizarre or menacing behaviour, intensely focused on a grudge or complaint,
- Direct or indirect threats of harm or violence, or intentional damage of personal or company property,
- Menacing with a fist or brandishing a weapon,
- Low-level physical assault, such as prodding, poking or pushing,
- Physical violence, striking at another with a fist or weapon,
- Throwing an object with the intent to strike.

### Sources of workplace violence

**Employer/employee:** When employers unfairly use their power base in a manner that demeans or puts at risk the health and safety of their employees.

**Employer/supervisor/employees:** Individuals who have an employment-related relationship with the workplace target, including current or former employees.

**Members/guest/visitor:** Individuals who are recipients or providers of a product or a service provided by the affected workplace or target.

**Employee-related outsiders:** Individuals who are possibly a current or former spouse, relative, acquaintance or some other person who has a dispute involving an employee in the workplace

**Outsiders:** Individuals who have no legitimate relationship with the workplace or the target and sometimes only enter workplaces to commit criminal acts

## 14.5 Employer Guide

All employers have a legal responsibility to ensure a safe workplace, free from unprofessional conduct, harassment (including bullying, cultural insensitivity and discrimination) and workplace violence – hereinafter called violations of respect. All employees have the right to be treated with dignity and respect. It is critical that employers pay close attention to creating a respectful workplace as violations of respect affect everyone, not just individuals directly involved.

Employers play the most critical role in fostering workplace respect. Active involvement and participation in a Workplace Respect Policy has a positive influence on employee buy-in and support. This guide supports The Clubs Workplace Respect Policy and is not intended to be used in isolation.

### Roles and Responsibilities of the Employer

Violations of respect leave an employer open to legal liability, health and safety complaints, civil suits and human rights investigations.

The Alberta OHS sets the standard for workplace safety. Section 390 of the Alberta OHS requires employers to develop policies and procedures respecting potential workplace violence.

Section 391 of the Alberta OHS defines the roles and responsibilities of employers as:

- Instructing employees on how to recognize workplace violence
- Communicating the policy and procedures
- Developing appropriate responses to incidents
- Developing procedures for reporting, investigating and documenting incidents of workplace violence

As an employer, your responsibility is to ensure your organization's policy is displayed, communicated, reviewed, revised and enforced.

Section 392 of the Alberta OHS Code requires employers to investigate incidents of workplace violence, prepare a report of the incident that includes corrective actions to prevent a recurrence, and have the report readily available for inspection by an OHS officer. Section 8 of the Alberta OHS Code requires that the incident report be in writing and available to employees affected by it. For more information, refer to [www.worksafe.alberta.ca](http://www.worksafe.alberta.ca).

The *Alberta Human Rights Act* ([www.albertahumanrights.ab.ca](http://www.albertahumanrights.ab.ca)) protects Albertans from discrimination and provides legislative framework pertaining to harassment. This Act defines protected rights and employers shall ensure all employees work in a discrimination-free workplace.

In many provinces, workplace bullying legislation is in place. Alberta has developed "The Bullying Prevention Strategy," which was created through a partnership of government departments and community stakeholders. The goal of this strategy is to raise awareness of what bullying is, identify what people can do to stop it and encourage a change in societal attitudes towards bullying.

Small organizations may not have the budget to hire extra staff or implement security systems. To determine your organization's immediate requirements, have employees complete a Work Safe Alberta Employee Risk Assessment Questionnaire, conduct a Workplace Respect Hazard and Risk Worksite Assessment and a Field Level Risk Assessment, all found under the "FORMS" tab of the Manual. Identified needs do not need to be put into place all at once but you must meet due diligence requirements.

### **Implement a Workplace Respect Policy**

All employers shall either adopt and implement the Workplace Respect Policy or create their own policy at their workplace.

An ideal policy would have a proactive element to allow an organization the opportunity to completely prevent or at least minimize incidents and protect people from being targeted. The policy shall address the organization's position once a situation has occurred.

The policy shall be:

- Displayed where all employees can read it
- Communicated to employees at relevant times and/or on a recurring basis
- Reviewed and revised periodically

Emphasize the overarching value: "In our workplace, all people have the right to be treated with dignity and respect."

### **Commit to creating a respectful work environment**

Be alert to the atmosphere of the workplace. Take responsibility for the way business is conducted in your area. Remember that your presence will influence how people behave – be a role model.

Demonstrate (walk the talk) and insist on respect for all employees. Never participate in or approve of behaviour that could be interpreted as disrespectful.

Observing inappropriate actions and doing or saying nothing (or being perceived as doing nothing) suggests that you approve. In most cases, this will result in an escalation of the problem.

### **Ensure your policy is enforceable**

To assess whether your Workplace Respect Policy is enforceable, take a few moments to complete "[Workplace Respect Checklist: Is Your Workplace Respect Policy Enforceable](#)" (found in the "Forms" section). If you answer "no" or "don't know" to any of the questions, take action to implement or improve your policy.

### **Supporting the Policy**

#### **Build commitment and establish procedures**

Procedures ensure all complaints are acted upon. The procedure shall contain:

- The ability to provide a safe work environment for concerns and complaints to be reported or feedback given.
- Provisions that encourage reporting of complaints.
- Several ways for concerns and complaints to be reported.
- Guidance and resources in the areas of investigation and resolution of incidents. Include the policy and any applicable forms in the orientation package; some organizations have employees sign off on this awareness.
- Actions and responsibilities to be taken in the event of an incident. Be prepared. A variety of resources may be required (employee family assistance program (EFAP), medical, financial and legal). These could include physical security measures, establishment of crisis response teams, critical incident debriefing teams, etc.

Take time to talk to your employees and listen carefully to what they say. Make it clear you will act on appropriate requests and concerns. Solicit input on how to improve workplace effectiveness and morale either verbally or by employee questionnaires (found in Tab 8). Let everyone know you are prepared to assist in the resolution of disagreements and disputes.

Deal with potential situations promptly, delay will often allow the situation to escalate. Show that you take all workplace respect issues seriously.

### **Appoint a Workplace Respect Officer**

Designate an individual with the responsibility of developing and implementing the policy and procedures as well as being a resource to the company and the employees.

### **Hold an awareness session**

Talk openly about appropriate respectful workplace behaviour. Conduct awareness or training session with employees that communicates:

- How to recognize violations of respect,
- The possible effects of disrespectful behaviour,
- Where to get further information.

Case studies or toolbox talks can be presented to encourage your employees to discuss violations of respect. As standards of behaviour change, some people may not even be aware that their behaviour is a problem. These sessions can often help to remedy situations without further action.

Additional channels of communication may include lunch meetings, staff bulletins, intranet sites and articles, staff meetings and informal discussion groups. Information should be provided when:

- Recruiting employees (including appointing or promoting supervisors),
- Conducting orientation sessions.
- Engaging contractors or supplying services to others.

Topics to cover include:

- Your Workplace Respect Policy and how to comply with it;
- Measures used in the workplace to prevent violations of respect;
- How to make a report;
- How the organization enforces the policy (i.e. investigation and corrective action);
- Who to contact (i.e. Workplace Respect Officer).

Well trained managers and supervisors are better able to communicate and model respectful behaviour in the workplace.

### **Establish mentoring opportunities**

Employers looking to reduce the risk of violations need to ensure that their employees are provided with the information, instruction, training and supervision needed to do their jobs effectively. Mentoring ensures employees understand their role and helps them acquire additional skills to do their job.

Mentoring Programs may include:

- A buddy system for new employees;
- A formal mentoring program;
- Additional employee training (e.g. workplace diversity, anger management and tolerance);
- Specific situational training for supervisors and management.

### **Encourage reporting**

Reporting assists the employer to:

- Develop an accurate picture of the nature and extent of workplace issues;
- Take action to address the issues being reported;
- Assess whether prevention measures are working;
- Stop emerging issues early on;
- Provide prompt assistance and support to employees;
- Send a message that workplace respect is taken seriously.

### **Develop reporting procedures**

- Identify and address any circumstances in the workplace that may make employees reluctant to report an incident
- Procedures need to suit the size and structure of an organization;
- Build in flexibility to accommodate various ways of dealing with a reported violation (informal discussions or formal investigations);
- Procedures need to ensure fair treatment and strict confidentiality that adheres to privacy legislation.

## 14.6 Supervisor Guide

In the workplace, supervisors play a vital role in ensuring a safe workplace free from unprofessional conduct, harassment (including bullying, cultural insensitivity and discrimination) and workplace violence – referred to as violations of respect. Your active involvement and demonstration of support in this regard helps to convey the importance of maintaining a respectful workplace and encourages those around you to emulate your words and actions. Violations of respect affect everyone, not just individuals directly involved.

This guide supports the Workplace Respect Policy and is not intended to be used in isolation.

### **Roles and Responsibilities**

#### **Commit to a respectful work environment**

Take responsibility for the atmosphere in your workplace and the way business is conducted in your area. Walk around the workplace – your presence helps to influence how people behave. Always be on the lookout for potential problems.

#### **Walk the talk**

Ensure that you demonstrate your support of a respectful workplace, every day and with all your actions. Always insist on respect for all employees. Never participate in, or approve of, behaviour that could be interpreted as disrespectful.

#### **Communicate effectively**

Talk to your employees and listen carefully to what they say. Make it clear that you will act on legitimate requests and concerns, silence is considered consent. Solicit input on how to improve workplace effectiveness and morale either verbally or by completion of the Workplace Respect Employee Risk Assessment Questionnaires (found in “Forms” section). Observing inappropriate actions and doing or saying nothing (or being perceived as doing nothing) suggests that you approve.

### **Addressing an Issue**

#### **Doing nothing is not an option**

All complaints and concerns shall be addressed promptly. This does not mean that all incidents are handled at the same level, but that each one should be dealt with effectively and appropriately.

#### **Do not assess credibility**

When you are addressing an issue, take all concerns at face value; do not judge the credibility of either party or question appropriateness. While you need enough information to understand the situation, remain objective, do not be judgmental and do not offer your opinion.

#### **Ensure confidentiality**

Assure the complainant that confidentiality is strictly adhered to under the policy. All supervisory staff shall provide a climate of open communication and ensure that individuals can come forward without fear of retaliation, reproach or loss of confidentiality. Reassure the complainant that if any retaliation occurs, it shall be reported immediately so it can be dealt with effectively and efficiently.

### **Resolving an Issue**

#### **Some options for resolution are:**

- Conduct an awareness update;
- Review the Workplace Respect Policy with all employees and other supervisors;
- Provide mediation to the parties.

#### **Have an honest discussion**

Talk candidly with both parties as individuals may not be aware of the effects of their behaviour.

**Handle difficult situations**

Keep in mind that you owe the same duty of fairness to all employees. It is important to re-establish positive working relationships, even if the situation is resolved it may have lasting effects on morale and productivity in the workplace.

**Determine if interim actions are necessary**

With some incidents, interim action may be required. For example, an employee may need to be temporarily transferred to another shift or department.

**Discussion involving independent mediator**

Upon mutual agreement by the parties to involve a mediator, ensure the focus remains on resolving the problem and agreeing on actions that will assist resolution.

**Actions to assist resolution**

Ensure all parties affected are satisfied that their concerns have been dealt with appropriately.

**Implementing Discipline**

The Workplace Respect Policy shall be effectively communicated to all employees.

Please note that the Workplace Respect Policy does not endorse automatic termination for violations of respect. Upon investigation completion, if the nature of the offence is severe, automatic termination may be the appropriate response.

**Documenting an Incident**

It is critical that documentation of the incident be complete. Documentation will indicate the effectiveness of the Workplace Respect Policy, training and work environment

At a minimum, documentation should include (found in "Forms section):

- Workplace Respect Incident Statement Form;
- Workplace Respect Employer Investigation Tool;
- Workplace Respect Investigator's Incident and Corrective Action Report.

Educational follow-up should take place in the form of team meeting, workshops or training programs, which cover all aspects of your Workplace Respect Policy.

**Monitoring Your Own Behaviour**

Take a look at your own behaviour to ensure it is appropriate and aligned with a respectful workplace. The following questions can assist you to effectively assess your behaviour.

- Have you humiliated, embarrassed or intimidated a co-worker?
- Have you assigned a task beyond the scope of a person's job, knowing or hoping they will fail?
- Have you denied or discounted someone's contributions at meetings or on a project?
- Have you refused to pass on crucial information that will purposely sabotage someone's work?
- Have you shouted at, cursed at or in some way threatened a co-worker?
- Have you played malicious pranks on a co-worker?
- Have you stolen someone's ideas and taken credit for yourself?
- Have you started or failed to stop destructive gossip?
- Have you publicly discredited someone?

If you answered "yes" to any of the above, review your actions and evaluate your motives for behaving in this manner. All of the above behaviours are violations of respect and contribute to a disrespectful working environment. It is your responsibility to correct your actions, acknowledge and apologize for your behaviour and ensure it does not occur again.

## Frequently Asked Questions

Also refer to Workplace Respect Toolkit – Tab 4: Sample Policy, Tab 8: Poster, Checklists, Forms and Tab 9: References and Resources for more information (also found at [www.coaa.ab.ca/respect](http://www.coaa.ab.ca/respect)).

### General

#### **How do I handle a complaint?**

All complaints should be investigated and documented. Guidelines and procedures will help you remain consistent and assist in determining disciplinary action if the complaint is substantiated. By conducting investigations, you demonstrate commitment to your policies and your employees. Always remain objective.

#### **Are there costs associated with a disrespectful workplace?**

Although it may be difficult to determine, actual costs are based on lost productivity and high turnover. Ask yourself – Does your organization have a high absenteeism rate due to stress or medical leaves? Do you have difficulty hiring well-qualified people because your organization has a reputation of being a bad place to work?

#### **How extensive should employee safety training be?**

All employees should have Workplace Respect training that is reinforced by team meetings, case studies and regular meetings. Employee questionnaires and workplace hazard and risk assessments will assist you in determining training needs. Examples of these tools can be found in Tab 8 and [www.coaa.ab.ca/respect](http://www.coaa.ab.ca/respect).

#### **How often should I review the risks?**

Review your procedures regularly to determine that they are still viable and relevant. Review your hazard and risk assessments whenever a new procedure or program is implemented, location changes or a serious incident occurs.

### Unprofessional Conduct

#### **Who is responsible for identifying unprofessional conduct?**

The onus is placed on each individual to communicate issues or concerns that make him or her feel uncomfortable or disrespected.

#### **How do I decide if a behaviour falls under unprofessional conduct?**

Watch body language. Tone of voice and sudden silences are indicators that a person is uncomfortable. Be aware of how individuals react to other people's behaviour.

#### **What is the most effective way for me to deal with unprofessional conduct?**

Whether witnessed or reported the most effective method is speaking privately to the employees directly involved. General instructions and concerns can be addressed through team meetings.

### Harassment

#### **What if the harasser is joking and didn't intend any harm?**

It does not matter. What does matter is the impact of the behaviour or comments.

#### **How do you know if the conduct is unwelcome? Must the target say so?**

The target is not required by law to say anything to the harasser. Courts recognize that people often do not speak up for fear of retaliation being ostracized by co-workers or hurting the person's feelings. However, it is more effective and immediate if the target tells the harasser the conduct is unwelcome.

#### **Must the harasser be another employee?**

No. The harasser can be a customer, client, vendor or anyone else who comes into the workplace. The organization's duty is to provide a workplace free of harassment and the employer's responsibility is to stop the harassment if he or she knows it is occurring and is able to do so.

**Is sexual harassment something different?**

Sexual harassment is one type of harassment. One form of sexual harassment is called “quid pro quo,” which occurs when an owner, employer or supervisor uses their authority to obtain sexual favours.

**Do comments or conduct have to be sexual to be sexual harassment?**

No. Condescending comments regarding another gender can be considered sexual harassment.

**Bullying****How do I know if bullying exists in my workplace?**

Workplace bullying is often subtle and those with little exposure to bullying may find it difficult to identify. Do not assume that the workplace is free of bullying simply because there are no obvious signs. There are a number of risk factors that can increase the likelihood of bullying occurring in a workplace. Take a good look at your organization and be prepared to promote respect.

**What are some sources of bullying?**

- Verbal abuse or intimidation
- Excluding or isolating employees
- Gossiping or spreading rumours
- Assigning meaningless or impossible tasks
- Deliberately changing work rotations to inconvenience particular employees
- Deliberately withholding information that is vital for effective work performance

**Cultural Insensitivity****When I think culture, I think of someone of a different nationality. What is the most frequent cultural issue we deal with in Alberta?**

Age, or what is more commonly referred to as “the generation gap”. In fact, this issue exists in almost every workplace in Alberta and is often the cause of dissention, confusion and disrespect. Importantly, it is not just younger individuals who are culturally insensitive.

**How can cultural insensitivity affect our industry?**

Being insensitive to the differences of others, whether it is their belief system or other cultural differences, can create inequalities and hostilities among co-workers. Organizations are finding it increasingly important to understand and appreciate cultural differences to effectively address the diverse needs of the changing workforce.

**Some of the people I work with don't speak English very well. What do I do?**

Be patient. It is equally frustrating for someone who is making the effort to communicate and may be having a difficult time. Set up a mentor program to help them learn English. This can serve as a great way to build trust and loyalty, as well as a mentoring opportunity for others.

**Does this mean we can't tell jokes anymore?**

No, but keep in mind the difference between jokes and hurtful comments. People from different cultures may respond differently than you do. Be aware of how comments made by you or your co-workers affect others.

**Discrimination****What could discrimination look like?**

- Failing to hire or promote a female due to the fact that she may become pregnant
- Failing to hire or train due to age
- Refusing to hire someone based on his or her ethnicity
- Refusing someone a place to live due to sexual orientation

**What can I do to prevent discrimination from occurring in the workplace?**

As a supervisor, you may not condone or participate in acts of disrespectful behaviour. Hold cultural differences in high regard. Learn about and appreciate the differences of each of your employees. Make no assumptions about an individual relating to their ancestry, background or belief system.

## **Workplace Violence**

### **Who is ultimately responsible for work site safety?**

Alberta OHS regulates employer and employee responsibilities under the OHS Act for safe work sites and prevention of harassment and violence.

### **What can I do for employees who are receiving threats from outside the workplace (e.g. from a spouse)?**

Ensure your employees know they should come to you if there is a risk of violence occurring in the workplace from an outside source. Knowledge allows you to keep everyone in the workplace safe. Develop a plan, determine what actions are required in the event of an incident, ensure comfort with the plan and be prepared to follow through with it.

### **When is it appropriate to call in the police?**

Have administrative procedures in place that outline when police need to become involved. Your hazard and risk assessments will assist this process. Contact your local police department to gain an understanding of how and when they can assist you.

## **14.7 Employee Guide**

### **Introduction**

All employees contribute to an atmosphere of mutual trust and support. Respect, understanding and tolerance are basic tools we use to get along with each other. These tools are as indispensable in the workplace as they are in any situation that brings people together.

Incidents of unprofessional conduct, harassment (including bullying, cultural insensitivity and discrimination) and workplace violence, hereinafter referred to as violations of respect, affect everyone, not just those who are directly involved. These behaviours are no longer tolerated in the workplace.

The guide supports the Clubs' Workplace Respect Policy and is not intended to be used in isolation.

### **Roles and Responsibilities of the Employee**

#### **If you're not sure, ask**

Think before you speak or act. When in doubt, leave it out. What is considered offensive varies from person to person and may also change according to the context. Some comments and behaviours may be degrading, embarrassing or insulting to people of different age groups, genders, cultures, religions or sexual orientation.

If you are not sure whether something you do or say could offend someone, ask. You can direct questions to your supervisor, the Human Resources department or your organization's Workplace Respect Officer.

#### **Report it**

If you have experienced or witnessed a violation of workplace respect, report it. If you believe your immediate supervisor will not handle the situation promptly and appropriately, report the situation to a higher-level supervisor. Your employer will deal with the report according to the procedures set out by their Workplace Respect Policy.

#### **Monitor your own behaviour**

Take a look at your own behaviour to ensure it is appropriate and aligned with a respectful workplace. The following questions can assist you to effectively assess your behaviour.

- Have you humiliated, embarrassed or intimidated a co-worker?
- Have you denied or discounted someone's contributions at meetings or on a project?
- Have you refused to pass on crucial information to someone to purposely sabotage work?
- Have you shouted at, cursed at or in some way threatened a co-worker?
- Have you played malicious pranks on a co-worker?
- Have you stolen someone's ideas and taken credit for yourself?

- Have you started or failed to stop destructive gossip?
- Have you publicly discredited someone?

If you answered yes to any of the above, review your actions and evaluate your motives for behaving in this manner. All of the above behaviours are violations of respect and contribute to a disrespectful working environment. It is your responsibility to correct your actions, acknowledge and apologize for your behaviour and ensure it does not occur again.

### **Document incidents**

If you are being targeted or know of a co-worker who is, document the incidents. In isolation an incident may appear trivial, but by documenting all incidents, you can help to identify a pattern of abuse.

### **Watch body language**

Body language, tone of voice and sudden silences are indicators of when a person is uncomfortable with what you are doing or saying. Be aware of how individuals react to your behaviour. If you feel offended with certain comments or behaviours, the first step could be to let them know, even though it may be difficult to do so. Otherwise speak to your supervisor.

### **Intention**

Regardless of your intention, if you made someone feel uncomfortable, embarrassed, degraded or exploited, then your behaviour was inappropriate. Apologize and be mindful of your behaviour.

### **Observing inappropriate actions**

If you see someone acting in a disrespectful way, speak privately to him or her and explain how the behaviour comes across.

Inappropriate actions can include:

- Bullying
- Offensive posters or other materials
- Name-calling
- Outbursts of profanity or threats
- Physical intimidation such as throwing objects
- Getting in someone's face or finger poking

The Canadian Safety Council believes bullying can effectively be stopped in less than 10 seconds about 57% of the time when someone intervenes on behalf of the target. If you see a situation that looks or feels disrespectful, be discreet when you approach the target, offer support and encourage that person to take appropriate steps. You can also approach a supervisor or someone you trust for guidance and advice.

***It is important that you are supportive and do not ignore or enable violations of respect.***

## **Frequently Asked Questions for Employees**

### **General**

#### **If I am unsure whether my employer has a Workplace Respect Policy, what should I do?**

Ask for a copy of the policy from your supervisor or employer. If a policy is not in place, ask your employer why!

#### **What should I do if I am the target of a violation of respect?**

Talk directly and respectfully to the person and tell him or her to stop. This action alone may stop the behaviour. If it does not stop or you are not comfortable speaking up, report it to your supervisor or employer.

#### **What should I do if I witness a violation of respect?**

Report it to your supervisor/employer. You can also speak privately to the target to offer support. Remember that everyone has a responsibility to ensure a respectful workplace, so do not hesitate to speak up to the offender on behalf of the target.

### **How do I make sure that I do not commit violations of respect?**

Ask yourself these questions:

- Is my behaviour welcome?
- Would I engage in this behaviour in front of my spouse, parents or child?
- Would I want the same behaviour directed toward my spouse, parent or child?
- Would I want the same behaviour directed toward me?
- Would I like this to follow me throughout my career?

### **Unprofessional Conduct**

#### **Who is responsible for identifying unprofessional conduct?**

The onus is always placed on each individual to communicate issues or concerns that make him or her feel uncomfortable or disrespected.

#### **How do I know if my behaviour is unprofessional?**

Watch body language. Tone of voice and sudden silences are indicators that a person is uncomfortable. Be aware of how individuals react to your behaviour.

#### **What do I do if I have been accused of being unprofessional?**

Whether or not you believe your actions were unprofessional, someone did. It is your responsibility to modify your behaviour.

### **Harassment**

#### **What if the harasser is joking and did not intend any harm?**

It does not matter. What does matter is the impact of the behaviour or comments.

#### **How do you know if the conduct is unwelcome? Must the target say so?**

The target is not required by law to say anything to the harasser. Courts recognize that people often do not speak up for fear of retaliation being ostracized by co-workers or hurting the person's feelings. However, it is often more effective and immediate if the target tells the harasser the conduct is unwelcome.

#### **Must the harasser be another employee?**

No. The harasser can be a customer, client, vendor or anyone else who comes into the workplace. The organization's duty is to provide a workplace free of harassment and the employer's responsibility is to stop the harassment if he or she knows it is occurring and is able to do so.

#### **Is sexual harassment something different?**

Sexual harassment is one type of harassment. One form of sexual harassment is called "quid pro quo," which occurs when an owner, employer or supervisor uses their authority to obtain sexual favours.

#### **Do comments or conduct have to be sexual to be sexual harassment?**

No. Condescending comments regarding gender can be considered sexual harassment.

#### **Where can I get more information on harassment?**

From your supervisor, Human Resources representative or your employer's Workplace Respect Policy. Two informative websites are [www.albertahumanrights.ab.ca](http://www.albertahumanrights.ab.ca) and [www.chrc-ccdp.ca](http://www.chrc-ccdp.ca).

### **Bullying**

#### **Why do people bully?**

There are many reasons people bully others none of which are acceptable. It can occur whenever people work or interact together. It is not always intentional and there are times when people do not even realize their behaviour can be hurtful. It can also be driven by the bully's need to control another individual. A more comprehensive and descriptive explanation of bullying can be found in the Forms section "What is a Respectful Workplace?"

### **What are some sources of bullying?**

- Verbal abuse or intimidation
- Excluding or isolating co-workers
- Gossiping or spreading rumours
- Assigning meaningless or impossible tasks
- Deliberately changing work rotations to inconvenience particular employees
- Deliberately withholding information that is vital for effective work performance

### **Where can I get more information on bullying?**

From your supervisor, Human Resources representative or your employer's Workplace Respect Policy. Two informative websites are [www.bullycanada.ca](http://www.bullycanada.ca) and [www.bullyfreeatwork.com](http://www.bullyfreeatwork.com).

## **Cultural Insensitivity**

### **When I think culture, I think of someone of a different nationality. What is the most frequent cultural issue we deal with in Alberta?**

Age or, as it is more commonly referred to, "the generation gap." In fact, this issue exists in almost every workplace in Alberta and is often the cause of dissention, confusion and disrespect. Importantly, it is not just younger individuals who are culturally insensitive.

### **How can cultural insensitivity affect our industry?**

Being insensitive to the differences of others, whether it is their belief system or other cultural differences, can create inequalities and hostilities among co-workers. Organizations are finding it increasingly important to understand and appreciate cultural differences to effectively address the diverse needs of the changing workforce.

### **Some of the people I work with don't speak English very well. What do I do?**

Be patient. It is equally frustrating for someone who is making the effort to communicate and may be having a difficult time.

### **Does this mean we can't tell jokes anymore?**

No, but keep in mind the difference between jokes and hurtful comments. People from different cultures may respond differently than you do. Be aware of how comments made by you or your co-workers affect others.

## **Discrimination**

### **How would I discriminate against one of my co-workers?**

By organizing a girls' weekend or a guys' fishing trip and not extending the invite to someone because they are old enough to be your parent or have always been a city dweller. Discrimination can be subtle and you may justify your behaviour with statements like "They probably don't like to fish anyway." Choose activities that are inclusive and not exclusive; this simple action makes you and your workplace one of choice.

### **What can I do to prevent discrimination from occurring in the workplace?**

Do not ignore (which simply condones) or participate in acts of disrespectful behaviour. Hold cultural diversity in high regard. Learn about and appreciate the differences of all your co-workers, you may be surprised by how interesting their unique differences really are. Make no assumptions about individuals relating to their ancestry, background or belief system.

## **Workplace Violence**

### **Who is ultimately responsible for work site safety?**

Alberta OHS regulates employer and employee responsibilities under the OHS Act for safe work sites and prevention of harassment and violence.

### **What if someone threatens me but no one else witnessed it?**

Inform your supervisor of every type of threat. Document the date, time and exact words and/or gestures that were used.

**What if I am getting threatened at home or by phone by a co-worker(s)?**

Document the date, time and exact words that were used and inform your supervisor. If the call was recorded on voice mail or a message machine, do not delete the message. If the phone calls are persistent, contact the police to determine the best course of action.

**If my supervisor is threatening me, who do I go to?**

Report it to your supervisor’s supervisor, Human Resources representative or Workplace Respect Officer. Ensure you document the date and time of the occurrence and any witnesses.

**I work alone but visit customers and work sites. Do I need to do anything special?**

If you are working alone, you shall adhere to the working alone policy as outlined in the OHS Code. Complete a hazard assessment and develop procedures that address the risks.

**Can I refuse to take harassment training?**

No. If personal safety training or harassment awareness training are requirements for employment, you cannot refuse. This training is no different than safety or specific skill training that enables you to perform your job effectively.

**Where can I get more information on violence?**

There are many resources available. Some informative websites include [www.wcb.ab.ca](http://www.wcb.ab.ca) and [www.worksafely.org](http://www.worksafely.org).

## 14.8 Lakeside Golf Club Workplace Respect Policy

*The Lakeside Golf Club* is firmly committed to ensuring a positive and professional work environment in which all stakeholders are treated with respect and dignity.

Respect is defined as the willingness to show consideration for the rights or feelings of others; to treat them courteously, inclusively and safely.

We believe in a proactive approach to respect and support the objective of providing all Stakeholders with a healthy and safe work environment. It is required that Stakeholders take preventative action to ensure that risks to a Stakeholder’s health and safety due to violations of respect are eliminated or reported.

This policy prohibits all forms of unprofessional conduct, harassment (bullying, cultural insensitivity and discrimination) and violence – hereinafter referred to as violations of respect – by Stakeholders who have any interaction with/on Club property. Violations of respect will be investigated and, if substantiated, dealt with expeditiously.

**Violations of respect are defined as:**

**Unprofessional conduct:** Behaviours that are unacceptable and can include inappropriate tone of voice, belittling behaviour such as eye-rolling, outward signs of exasperation or frustration, condescending verbal and/or body language, favouritism, inappropriate communication (verbally or through an email exchange) or non-adherence to dress code.

**Harassment:** Occurs when a Stakeholder is subjected to unwelcome verbal or physical conduct that is offensive, demeaning, humiliating, hostile or embarrassing to a Stakeholder or group of Stakeholders. It includes bullying, cultural insensitivity and discrimination. Onus is on the Stakeholder experiencing the harassment to inform the harasser or a supervisor or management that the behaviour is unwelcome.

In our policy, harassment is divided into:

- **Bullying:** Interpersonal hostility that is deliberate, repeated and sufficiently severe as to harm the targeted Stakeholder’s health, safety or economic status. It is driven by the perpetrator’s (the bully’s) need to control another Stakeholder, not by any legitimate need.

- **Cultural insensitivity:** Includes behaviour(s) directed towards a Stakeholder that is disrespectful or cause humiliation or frustration to that Stakeholder based on characteristics such as age or communication style.
- **Discrimination:** Defined differences based on the personal characteristics of a Stakeholder resulting in some disadvantage to that Stakeholder. Discrimination is a form of harassment prohibited under the *Alberta Human Rights Act*. Employers are legally responsible for actively discouraging and prohibiting humiliating conduct or language that results in the working conditions of one Employee being less favourable than those of another Employee based on the following grounds:
  - Race
  - Age
  - Religious Beliefs
  - Colour
  - Place of Origin
  - Gender
  - Mental Disability
  - Physical Disability
  - Ancestry
  - Marital Status
  - Sexual Orientation
  - Source of Income
  - Family Status
- **Workplace Violence:** The threatened, attempted or actual conduct of a person that causes or is likely to cause physical injury. These acts include threats, menacing or threatening behaviour, and all types of physical or verbal assaults.

**In adherence to this policy, the following processes will be implemented.**

1. Stakeholders are encouraged to report and seek resolution of the incident.
2. There shall be no adverse consequences against any Stakeholder for notifying management of a violation of this policy unless investigation determines that the Stakeholder intentionally fabricated the charges against the accused.
3. There shall be no retaliation from Stakeholder(s) directed at a Stakeholder making a complaint. In the event it is found that retaliation against a Stakeholder who exercises his or her rights under this policy has occurred, severe discipline up to and including termination, ineligibility for rehire, loss of access or Club privileges will be imposed.
4. Investigations will be conducted in strict confidence.
5. Investigators will advise Stakeholders involved or consulted throughout the process that discretion and strict confidence is required.
6. Malicious or false complaints and violations of respect will not be tolerated and appropriate disciplinary action will be taken, up to and including dismissal, ineligibility for rehire, loss of Club privileges, and/or loss of Club access.

## 15.0 Alcohol and Drug Policy

The Alcohol & Drug Policy has been established to promote:

- The safety and dignity of our employees & stakeholders;
- The welfare of our employees, stakeholders and their families;
- The protection of the workplace environment; and
- The best interests of our stakeholders.

The key elements of our policy are to:

- provide a safe workplace for all employees and those whose safety may be affected by the conduct of an employee or stakeholder, and
- ensure that all employees & stakeholders are treated fairly and with respect.

### 15.1 Employee Work Rule

- 15.1.1 An Employee shall ensure that prior to or while at the workplace, they will not use or possess any substance, whether prescription or non-prescription, lawful or unlawful, that adversely affects their ability to safely perform their duties;
- 15.1.2 An Employees shall notify their Department Manager of any potentially unsafe side effects associated with the use of a prescription drug prior to starting work and the Employee will comply with any conditions or limitations set by your Employer.
- 14.1.2 Employees shall ensure that if they become aware or have reasonable doubt that any Employee or supplier may be unsafe due to substance use, the Employee will immediately report any concerns to a Department Supervisor.
- 14.1.3 Should an Employee be determined to be in non-compliance of any portion of this Work Rule, **16.0 Disciplinary Action** will be triggered.

## 16.0 Disciplinary Action

Carelessness or negligence directly affects all Stakeholder's quality of health and safety in the workplace. Even absenteeism has influence on safety by placing more duties on fellow Employees.

### 16.1 Cause for Discipline

Any of the following may be cause for verbal or written warning, and, depending on the severity, possible dismissal:

**16.1.1** Absenteeism without cause;

**16.1.2** A violation of any part or portion of the Manual including:

- The Workplace Respect Policy, and
- The Alcohol & Drug Policy.

**16.1.3** Poor conduct or misconduct;

**16.1.4** Theft;

**16.1.5** Negligence;

**16.1.6** Wilful damage to company property.

### 16.2 Compliance

All WHS Policies & Procedures listed in the Manual and Alberta Legislative OHS standards will be followed to maintain a safe and healthy workplace environment. As with any program, non compliance issues shall be dealt with.

### 16.3 Disciplinary Guidelines

When a violation occurs, discipline will be based on severity, utilizing the following Progressive Discipline principles as a guide:

**16.3.1** First violation: Employee will be given a documented verbal warning.

**16.3.2** Second violation: Employee will be given a written warning and a one-day suspension.

**16.3.3** Third violation: Employee may be suspended or terminated (Discipline to fit seriousness of the violation.)

## 17.0 Workplace Hazards

**17.1** The four most common workplace hazards are physical, ergonomic, chemical and biological.

**17.2** Whenever possible, warning signs will be displayed where a hazard, or potential hazard, that may cause incident or injury exists. Warning signs shall be strictly adhered to.

**17.3** Warning signs shall not be removed unless the hazard, or potential hazard, has been eliminated or controlled.

## 18.0 Environmental Policy

**18.1** The Club is committed to the Protection of the Environment for present and future generations.

**18.2** All Employees are responsible for incorporating into their workday the actions necessary to fulfill this commitment. These responsibilities will be met by providing Employees the resources to:

- Design and manage our operations to meet or surpass applicable environmental laws;
- Work in partnership with stakeholders and government agencies to promote the environmentally safe handling and disposition of materials and products;
- Acquire the knowledge and technologies to improve the environmentally safe and efficient use of our processes and products.
- Formulate and implement effective environmental emergency response systems;
- Involve our Employees in our environmental programs and keep them informed of our performance; and
- Provide Employee awareness of this policy and enhance their capability to implement it.

## 19.0 Workplace Environment – Extreme Cold/Heat

### 19.1 Working in Extreme Cold

When working in extreme cold, most of your body's energy is used to maintain a consistent inner temperature. Cold stress occurs when the internal body temperature is lowered.

**19.1.1** Early warning signs of cold stress include:

- feeling cold and shivering;
- loss of feeling or tingling in fingers and toes;
- trouble moving fingers, hands and toes (trouble doing tasks);
- frost nip (outermost layers of skin turn white);
- "unusual –umbles", such as stumbles, mumbles, fumbles and grumbles.

**19.1.2** Worsening symptoms include:

- extreme shivering, and then shivering stops;
- impaired coordination;
- confusion;
- frost bite (skin freezes deeply, turning blue or red);
- loss of consciousness.
- **Severe cold stress can lead to hypothermia, which can result in death.**

**19.1.3** How to stay warm:

- wear layered and insulating clothing;
- cover exposed skin;
- stay in the sun;
- take breaks inside;
- keep footwear dry;
- keep moving to generate body heat (but avoid sweating).

**19.1.4** What employers can do:

- on-site heaters or heated shelter;
- work/warm-up schedule;
- a flexible pace where workers can take extra breaks if needed;
- shield workers from drafts or winds as much as possible;
- a buddy system so no one works alone;
- adjustment periods before assigning a full work schedule;
- a hazard assessment, put controls in place for protection/education of the hazards of working in the cold.

### 19.2 Working in extreme heat

The body needs time to adapt to working in hot weather, a process that can take 4 to 7 working days, and can vary with every individual. Time spent working outdoors during hot weather should slowly increase to ensure employee safety.

**19.2.1** Early warning signs of heat stress include:

- irritability;
- fainting, dizziness and fatigue;
- dehydration;
- headache and confusion;
- muscle cramps;
- heavy sweating;
- heat rash.

**19.2.2** Worsening symptoms of heat stress include:

- sweating may stop;
- hot and dry skin;
- changes to pulse rate;
- severe muscle cramps;
- severe headache;
- exhaustion;

- trouble breathing;
  - **Untreated heat stress can progress to heat stroke, which is life-threatening.**
- 19.2.3** How to avoid overheating:
- take breaks if needed;
  - drink lots of water (1 cup of water every 15 minutes);
  - wear clothing and protective equipment designed to reduce heat stress;
  - minimize physical activity in hot environments;
  - know the signs of heat stress.
- 19.2.4** What employers can do:
- use a work-rest schedule;
  - change the work location to a cooler shaded area;
  - create a cooling station where workers can rest;
  - allow workers to adapt to the temperature;
  - schedule more physically demanding jobs for cooler times of the day;
  - providing plenty of cool drinking water;
  - a hazard assessment, put controls in place for protection/education of the hazards of working in the heat.

## 20.0 Joint Occupation Health and Safety Committee (JHSC)

The Club, as required by the OHS Act, has a JHSC.

### 20.1 Role of Committee Members

- 20.1.1** Inspect all physical conditions of the workplace.
- 20.1.2** Make recommendations for any noted improvements for Stakeholder health and safety.
- 20.1.3** Recommend the establishment, maintenance and monitoring of programs, measures and procedures respecting Stakeholder health and safety.
- 20.1.4** Follow the existing procedures for reporting any aspects of the work or workplace that may be identified to reasonably present a risk of a violation occurrence.
- 20.1.5** Report immediately any incidents of workplace policy violations (including an attempt or threat, including domestic violence, that may impact the workplace) of which the committee, in whole or in part, may become aware directly to the Director of Golf and appropriate Department Manager/Supervisor.
- 20.1.6** Collaborate with the appropriate Stakeholder(s) to provide appropriate training as required by the Policies listed in this Manual.

## 21.0 Employee Support

The Club will provide appropriate support services to Employees who are significantly impacted by violations of the Policies listed in this Manual.

## 22.0 Forms



## 22.1 Employee WHS Manual Acknowledgement & Agreement Form

*PLEASE NOTE: A completed form must be received by your Manager/Supervisor **PRIOR to your first work shift.***

Date \_\_\_\_\_

Department: \_\_\_\_\_

I, \_\_\_\_\_ (please print name legibly), hereby acknowledge receipt and possession of the **“Lakeside Golf Club Workplace Health & Safety Manual”**.

I hereby certify that I have read, understand, agree to and will comply with all Policies listed in the **“Lakeside Golf Club Workplace Health & Safety Manual”**, as terms of my employment.

I hereby agree:

- To adhere to all workplace policies and procedures;
- To use at all times the required safety equipment;
- That the Alberta Government and Lakeside Golf Club regulations shall be complied with at all times; and
- That I am responsible and accountable for my health and safety performance.

Employee's Signature: \_\_\_\_\_

Department Manager/Supervisor Signature: \_\_\_\_\_

*NOTE: The signed form will be kept in your employee file.*



## 22.2 WHS Hazard Inspection Assessment

<b>Department:</b>					<b>Date:</b>	
<b>Assessment performed by:</b> (please print)					<b>Reviewed:</b> <b>Revised:</b>	
<b>Tasks</b> (List all tasks/activities of the job/position)	<b>Hazards</b> (List all existing/potential WHS hazards, the four most common being physical, ergonomic, chemical and biological)	<b>Severity</b>	<b>Likelihood</b>	<b>Risk</b>	<b>Controls</b> (List the controls for each hazard: Elimination, Engineering, Administrative, Personal Protective Equipment)	<b>Date Implemented:</b>
		<b>S x L = R</b>				

<b>Severity:</b> How serious could the consequences be? <b>3</b> – It could kill you or cause a permanent disability, today or over time. <b>2</b> – It could send you to the hospital. <b>1</b> – It could make you uncomfortable.	<b>Likelihood:</b> How likely is it going to happen? <b>3</b> – It is highly likely. <b>2</b> – It might happen. <b>1</b> – It is unlikely.	<b>Risk:</b> Calculate the risk of hazards to prioritize preventive actions. Severity x Likelihood = Risk
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It is essential that this document is not only completed, but is used, communicated, and implemented in accordance with the legislation.



## 22.3

# Safety Inspection Checklist – General & Administration

### Main Office

- Doors, Locks, Windows
- Furniture (desks, chairs, cabinets)
- Lighting
- Ceilings & Flooring
- Equipment (copier, screens, keyboards, computers)

Repairs:

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### Wayne's Office

- Doors, Locks, Windows
- Furniture (desks, chairs, cabinets)
- Lighting
- Ceilings & Flooring
- Equipment (screens, keyboards, computers)

Repairs:

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### Server Room

- Doors & Locks
- Furniture (cabinets, shelves)
- Fire Extinguisher
- Lighting
- Ceiling & Flooring
- Equipment (screens, keyboards, computers)

Repairs:

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### Staff Room/Darlene's Office

- Doors, Locks, Windows
- Furniture (desks, chair, sofa, etc.)
- Lighting
- Ceilings & Flooring
- Computer Equipment (screen, keyboards, computer)
- Other Equipment (fridge, Microwave, coffee maker)

Repairs:

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### Entrance, Stairwell, Foyer, Washrooms

- Doors, Locks, Windows
- Furniture (chairs, stands)
- Floor, Ceiling, Lighting
- Stalls, toilets, sinks, counters, mirrors

Repairs:

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### Storage & Furnace Room

- Doors, Locks, Windows
- Lighting
- Shelving
- Ceiling & Flooring
- Furnace

Repairs:

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Date of Inspection: \_\_\_\_\_

Inspected by: \_\_\_\_\_

Position Held: \_\_\_\_\_

Priority Repairs:

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## 22.4

# Safety Inspection Checklist – Golf Operations

### Pro Shop

- Doors, Locks, Windows
- Front Counter
- Fire Extinguisher
- Lights
- Roof & Carpet
- Exit Signs

Repairs:

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### Club Storage

- Storage Racks (Structures & Bases)
- Lighting
- Doors
- Exit Signs
- Flooring
- First Aid Kit & AED

Repairs:

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### Cart Tunnel

- Ball Bin & Racking
- Cart Batteries & Chargers
- Push Cart Storage
- Lighting
- Gates & Locks
- Pressure Washer Area

Repairs:

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### Locker Rooms

- Toilet, Urinals, Shower, Sinks, Faucets
- Lockers
- Ceiling, Roof & Carpet
- Exit Signs
- Doors & Locks
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Repairs:

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### Repair Room

- Shelving
- Door To Furnace (Clear)
- Storage Bins
- Saw & Blade
- Tools & Heat Gun
- Lighting

Repairs:

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### Storage Rooms

(Furnace, Pigeon Room, Janitorial)

- Doors & Locks
- Lighting
- Shelving
- Equipment (Fridge, Freezer, Dryer, Washing Machine)

Repairs:

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Date of Inspection: \_\_\_\_\_

Inspected by: \_\_\_\_\_

Position Held: \_\_\_\_\_

Priority Repairs:

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## 22.5

# Safety Inspection Checklist – Front of House

### Halfway House

- Doors, Locks, Windows
- Cabinets & Counters
- Lighting, Ceilings & Floor
- Computer, Keyboard, Printer,  
Debit Machine
- Fridges, Hot Dog Roller, Microwave
- Toilets, Sinks, Mirror

Repairs:

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### Main Bar

- Cabinets, Counters, Mirrors
- Lighting, Ceilings & Flooring
- Computer, Keyboard, Printer
- Fridges, Draft Tower, Ice well,  
Pop Gun, Cup Washer

Repairs:

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### Server Station / Coffee Bar

- Cabinets & Counters
- Lighting, Ceilings & Flooring
- Computers, Keyboards, Printers  
Debit Machines, Ipads
- Coffee Machines

Repairs:

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### Restaurant

- Cabinets
- Lighting & Fans
- Ceiling & Flooring
- TV's, Radio, Microphone
- Tables & Chairs

Repairs:

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### Patio

- Doors, Locks, Windows
- Lighting
- Patio Bricks
- Railings & Stairs
- Heaters & Umbrellas
- Tables & Chairs

Repairs:

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### Banquet Room & Bar

- Doors & Locks & Windows
- Cabinets & Counters
- Lighting, Ceiling & Flooring
- TVs & Microphones
- Computer, Keyboard, Printer,  
Debit Machines
- Fridges, Ice Well, Pop Fun
- Tables & Chairs

Repairs:

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Date of Inspection: \_\_\_\_\_

Inspected by: \_\_\_\_\_

Position Held: \_\_\_\_\_

Priority Repairs:

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## 22.6

# Safety Inspection Checklist – Back of House

### Dishwashing Area

- Ceilings & Floor
- Lighting
- Counters
- Dishwashing Machine
- Soaking station sink

Repairs:

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### Line/Main Cooking Area

- Counters
- Line Fridges
- Hot holding station
- Heat Lamps
- Ovens
- Fryers 1, 2, & 3
- Flat Top and salamander
- Hood Vents

Repairs:

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### Dry Storage

- Shelving
- Ceiling & Flooring

Repairs:

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### Prep Station

- Counters
- Lighting
- Ceilings & Flooring
- 2 Pepsi Cooler Fridges
- Washroom & Toilets

Repairs:

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### Freezer/Walk-in Cooler

- Doors, Locks
- Floor & Ceiling
- Lighting
- Temperature Control

Repairs:

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Date of Inspection: \_\_\_\_\_

Inspected by: \_\_\_\_\_

Position Held: \_\_\_\_\_

Priority Repairs:

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## 22.7a Safety Inspection Checklist – Maintenance

1. Ventilation	<input type="checkbox"/> Fumes <input type="checkbox"/> Vapors	<input type="checkbox"/> Dusts <input type="checkbox"/> Others	
2. Yards and Buildings	<input type="checkbox"/> Access <input type="checkbox"/> Structure Condition	<input type="checkbox"/> Aisles <input type="checkbox"/> Roads	<input type="checkbox"/> Work Areas <input type="checkbox"/> Housekeeping
3. Floors, Stairways and Walkways	<input type="checkbox"/> Condition <input type="checkbox"/> Housekeeping	<input type="checkbox"/> Guardrails <input type="checkbox"/> Illumination	<input type="checkbox"/> Handrails <input type="checkbox"/>
4. Ladders, Scaffolds, Etc	<input type="checkbox"/> Suitability <input type="checkbox"/> Properly Used	<input type="checkbox"/> Strength <input type="checkbox"/> Properly Maintained	<input type="checkbox"/> <input type="checkbox"/>
5. Illumination	<input type="checkbox"/> <b>Day</b> -Work area <input type="checkbox"/> <b>Night</b> – Work area	<input type="checkbox"/> Passageways <input type="checkbox"/> Passageways	<input type="checkbox"/> Course <input type="checkbox"/> Course
6. Electrical Equipment	<input type="checkbox"/> Condition <input type="checkbox"/> Identification of controls	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
7. Harmful Material	<input type="checkbox"/> Storage <input type="checkbox"/> Housekeeping	<input type="checkbox"/> Handling <input type="checkbox"/>	
8. Personal Protective Equipment	<input type="checkbox"/> Adequacy <input type="checkbox"/> Availability	<input type="checkbox"/> Condition <input type="checkbox"/> Used	<input type="checkbox"/> Signage <input type="checkbox"/>
9. Equipment	<input type="checkbox"/> Controls accessible <input type="checkbox"/> Condition	<input type="checkbox"/> Lock-out procedures <input type="checkbox"/> Operating procedure	<input type="checkbox"/> Controls Identified <input type="checkbox"/>
10. Machine Guards	<input type="checkbox"/> Power Transmission <input type="checkbox"/> Point of operation	<input type="checkbox"/> <input type="checkbox"/>	
11. Hand Tools	<input type="checkbox"/> Condition <input type="checkbox"/> Suitability	<input type="checkbox"/> Housekeeping <input type="checkbox"/>	
12. Portable Power Tools	<input type="checkbox"/> Condition <input type="checkbox"/> Suitability	<input type="checkbox"/> Grounded <input type="checkbox"/> Double Insulated	
13. Hoisting Equipment	<input type="checkbox"/> Controls Layout <input type="checkbox"/> Safety devices	<input type="checkbox"/> Rigging <input type="checkbox"/> Records	<input type="checkbox"/> Signals <input type="checkbox"/>
14. Materials handling Equipment	<input type="checkbox"/> Condition <input type="checkbox"/> Controls	<input type="checkbox"/> Guards <input type="checkbox"/> Records	
15. Material Storage	<input type="checkbox"/> Stability <input type="checkbox"/> Convenience	<input type="checkbox"/> Housekeeping <input type="checkbox"/>	
16. First Aid	<input type="checkbox"/> Supplies <input type="checkbox"/> Condition of supplies	<input type="checkbox"/> Qualified attendant if required <input type="checkbox"/> Records	
17. Fire Prevention	<input type="checkbox"/> Equipment <input type="checkbox"/> Firefighting training	<input type="checkbox"/> Exits <input type="checkbox"/> Evacuation training	<input type="checkbox"/> <input type="checkbox"/>
18. Work Procedures	<input type="checkbox"/> Report each observation of unsafe practice	<input type="checkbox"/> Of faulty procedure <input type="checkbox"/>	
19. Health and Safety Program	<input type="checkbox"/> Health and Safety Policy <input type="checkbox"/>	<input type="checkbox"/> Part II of the Code posted <input type="checkbox"/>	
	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	

 Indicates satisfactory condition

**X** Indicates faulty condition. Give details on follow up – see next page



## 22.7b Safety Inspection Follow-up Details - Maintenance

1. Ventilation	
2. Yards and Buildings	
3. Floors, Stairways and Walkways	
4. Ladders, Scaffolds, Etc	
5. Illumination	
6. Electrical Equipment	
7. Harmful Material	
8. Personal Protective Equipment	
9. Equipment	
10. Machine Guards	
11. Hand Tools	
12. Portable Power Tools	
13. Hoisting Equipment	
14. Material Handling Equipment	
15. Material Storage	
16. First Aid	
17. Fire Prevention	
18. Work Procedures	
19. Health and Safety Program	



## 22.7c Safety Inspection Recording Form –Maintenance

<b>Inspection Location:</b>
<b>Date of Inspection:</b>
<b>Time of Inspection:</b>
<b>Department/Areas Covered:</b>

**OBSERVATIONS**

**FOR FUTURE FOLLOW-UP**

Item (and location of Item)	Hazard(s) Observed	Repeat Yes / No	Recommended Action	Responsible Person	Action Taken	Date

<b>Copies to:</b>
<b>Inspected By:</b>
<b>For Action:</b>
<b>For Information:</b>

## 22.8 WHS Work Refusal Investigation Form & Report

### SECTION A

DETAILS OF WORK REFUSAL (to be completed by the employee)	
Employee Name:	Date & Time Reported:
Site / Location:	Department:
Department Manager & Supervisor:	Position:
Employee's reason for work refusal (please provide specific details):	
Has the employee's hazard assessment been reviewed for identified controls put into place and implemented? (PPE, Engineering Controls, Administrative Controls)	
What hazard controls has the employee put into place to keep themselves safe?	
Has the employee reviewed the WHS Health & Safety Manual relative to their job? (e.g. Workplace Respect, Safe Work Practices, Hazard Assessments, PPE)	
INTERNAL RESOLUTION (Direct Supervisor Response)	
<input type="checkbox"/> Job is felt to be safe. <input type="checkbox"/> Job is not safe. To be made safe by completion of recommendations below. <input type="checkbox"/> For the privacy of the employee if the reason for work refusal is associated with a health-related concern, Administration/Human Resources will contact the employee to review the health-related concern.	
Recommendations / Immediate Action Taken (if any):	
<input type="checkbox"/> I agree that my safety concern has been addressed.  <input type="checkbox"/> I do not agree that my safety concern has been addressed.	
Employee Signature	Date:
Supervisor Signature	Date:

**SECTION B**

<b>INVESTIGATION DETAILS (completed by Safety Officer or JHS Rep) Date &amp; Time of Inspection:</b>		
WHS Investigative Team Member(s):		
Observations of existing conditions and hazards during inspection (please provide specific details):		
<p>Does the Inspection Team agree that hazardous conditions exist?</p> <p style="text-align: center;"> <input type="checkbox"/> YES - Complete Action Plan             <span style="margin-left: 200px;"><input type="checkbox"/> NO</span> </p>		
<b>RECOMMENDED ACTION PLAN TO RESOLVE CONCERN (completed by Inspection Team)</b>		
<b>Action</b>	<b>Target Date</b>	<b>Completion Date</b>
<input type="checkbox"/> This Action Plan is agreed upon by both the Employee and Supervisor. Resolution of Work Refusal. <input type="checkbox"/> This Action Plan is not agreed upon by both the Employee and Supervisor. The employee or any other person present during the inspection may file a complaint with Alberta Occupational Health and Safety. ( <a href="https://www.alberta.ca/file-complaint-online.aspx#toc-1">https://www.alberta.ca/file-complaint-online.aspx#toc-1</a> )		
Employee Signature:	Date:	
WHS Investigative Team Representative Signature:	Date:	
WHS Investigative Team Management Signature:	Date:	



## 22.9 WHS Near Miss, Incident, Injury, Violation Investigation Report

<b>Date and time of incident:</b>	AM    PM
<b>Incident location:</b>	
<b>Date reported to Alberta OHS:</b> <i>&lt;Indicate if not applicable.&gt;</i>	
<b>Other parties involved in the near miss, incident, injury, violation:</b> <i>&lt;Indicate if not applicable.&gt;</i>	
<b>Near Miss, Incident, Injury, Violation category:</b> <i>&lt;Choose all that apply&gt;</i> Struck by Golf Ball/Club/Other    Ambulance    Hospitalization    Golf/Beverage/Maintenance Cart    Fire Explosion    Flood    Weather Disturbance    Fall to a Lower-level    Trench Collapse    Water Hazard Collapse/Failure of Structure    Lifting/Pushing/Pulling    Stairs    Extreme Heat/Cold    Respect Violation Burn/Laceration/Bone Break    Potentially Serious    Other _____ <p style="text-align: center;"><i>&lt; Serious injury or incident must be reported as soon as possible to the OHS Contact Centre at 1-866-415-8690 &gt;</i></p>	
<b>Circumstances of near miss, incident, injury, illness, violation, employee exposure</b> <i>&lt; Do not include personal information unless necessary &gt;</i>	
<b>Sequence of events</b> <i>&lt;List what happened, in chronological order. Include visual aids such as sketches or diagrams if those help describe the incident.&gt;</i> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	
<b>Work activities</b> <i>&lt;Describe how many people were involved and in what capacity: (i.e. Worker One was doing task A; Worker Two was doing task B; Supervisor was doing task C) &gt;</i> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	
<b>Tools, materials, equipment</b> <i>&lt;Include any relevant information: (condition, maintenance history, date last used, manufacturer's specifications, safeguards, personal protective equipment) &gt;</i> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	

**Work site conditions** <Describe relevant conditions: (weather, harmful substances in use, noise, lighting, time of day, confined/restricted space, ergonomics)>

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**Organizational factors** <Describe relevant systemic factors, (communication methods, training for work site activities, safe work procedures, hazard assessment and control, supervisory requirements)>

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**Other circumstances** <Describe any other relevant circumstances>

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Circumstances	Corrective action required	Assigned to (position)	Date completed
<List each identified circumstance that contributed to the incident. One per row or delete rows as needed.>	<Record "Not applicable" if no action is required.>		

**Date report completed:**

**Date report provided to health and safety committee/representative/workers:** <Indicate if not applicable.>

It is essential that this document is not only completed, but is used, communicated and implemented in accordance with the legislation.



## 22.10 WHS Near Miss, Incident, Injury, Violation Witness Statement

<b>Date and time of incident:</b>	AM    PM
<b>Incident location:</b>	
<b>Where any other persons involved in the near miss, incident, injury, violation:</b> <i>&lt;Indicate if not applicable.&gt;</i>	
<b>Near Miss, Incident, Injury, Violation category:</b> <i>&lt;Choose all that apply&gt;</i>	
Struck by Golf Ball/Club/Other    Ambulance    Hospitalization    Golf/Beverage/Maintenance Cart    Fire Explosion    Flood    Weather Disturbance    Fall to a Lower-level    Trench Collapse    Water Hazard Collapse/Failure of Structure    Lifting/Pushing/Pulling    Stairs    Extreme Heat/Cold    Respect Violation Burn/Laceration/Bone Break    radiation overexposure    Potentially Serious    Other _____	
<b>Circumstances of near miss, incident, injury, illness, violation, employee exposure</b> <i>&lt; Do not include personal information unless necessary &gt;</i>	
<b>Sequence of events</b> <i>&lt;List what happened, in chronological order. Include visual aids such as sketches or diagrams those help describe the incident.&gt;</i> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	
<b>Work activities</b> <i>&lt;Describe how many people were involved and in what capacity: (i.e. Worker One was doing task A; Worker Two was doing task B; Supervisor was doing task C) &gt;</i> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	
<b>Tools, materials, equipment</b> <i>&lt;Include any relevant information: (safeguards, personal protective equipment) &gt;</i> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	
<b>Work site conditions</b> <i>&lt;Describe relevant conditions: (weather, harmful substances, noise, lighting, time of day, confined/restricted space, ergonomics) &gt;</i> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	

**Other circumstances** <Describe any other relevant circumstances.>

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**Date report completed:**

**Date report provided to health and safety committee/representative/workers:** <Indicate if not applicable.>

It is essential that this document is not only completed, but used, communicated and implemented in accordance with the legislation.

Date of illness or injury: <i>(month/day/year)</i>	Time: <input type="checkbox"/> AM <input type="checkbox"/> PM
Date illness or injury reported, or an employer otherwise became aware of the illness or injury: <i>(month/day/year)</i>	Time: <input type="checkbox"/> AM <input type="checkbox"/> PM
Full name of ill or injured Employee/Stakeholder:	
Description of the illness or injury <i>&lt;please indicate if illness or injury was critical&gt;</i> :	
Where at the work site did the illness or injury occurred:	
Work-related cause of the illness or injury, if any:	
Was first aid provided? <input type="checkbox"/> YES <input type="checkbox"/> NO <i>(If yes, complete the next four sections. OHS Code Section 184 requirements apply.)</i>	
Name of First Aider:	
First Aider qualifications: <i>(*Must be from an approved training agency.)</i>	
<input type="checkbox"/> Basic first aid certificate*	<input type="checkbox"/> Emergency medical responder
<input type="checkbox"/> Intermediate first aid certificate*	<input type="checkbox"/> Primary care paramedic
<input type="checkbox"/> Advanced first aid certificate*	<input type="checkbox"/> Advanced care paramedic
<input type="checkbox"/> Nurse with an advanced first aid certificate*	
Describe first aid provided:	
<input type="checkbox"/> Employee requested and was provided a copy of this report. <input type="checkbox"/> Ill or injured employee initials _____	
<p>Keep this record confidential.</p> <p>Retain for at least three years from the date that the illness or injury was reported or /employer became aware of the illness or injury.</p>	

It is essential that this document is not only completed, but is used, communicated and implemented in accordance with the legislation.



## 22.12 WHS Suspected Impairment Investigation Report

<b>Employee Name:</b>	<b>Department:</b>
<b>Date and time of incident or when notification received</b> <span style="float: right;">AM PM</span>	
<b>Incident location or workplace location of employee:</b>	
<b>Description of incident or how concern for employee was brought to your attention. &lt;who, what,</b>	
<b>Behaviour: &lt;Choose all that apply&gt;</b> <input type="checkbox"/> nervous <input type="checkbox"/> insulting <input type="checkbox"/> sleepy <input type="checkbox"/> confused <input type="checkbox"/> Exaggerated politeness <input type="checkbox"/> combative <input type="checkbox"/> excited <input type="checkbox"/> quarrelsome <input type="checkbox"/> fatigued <input type="checkbox"/> uncooperative <input type="checkbox"/> poor memory <input type="checkbox"/> overly talkative <input type="checkbox"/> Others (please describe) _____	
<b>Unusual Actions: &lt;Choose all that apply&gt;</b> <input type="checkbox"/> slow reactions <input type="checkbox"/> sweating <input type="checkbox"/> crying <input type="checkbox"/> quickly moving <input type="checkbox"/> tremors <input type="checkbox"/> fighting <input type="checkbox"/> Others (please describe) _____	
<b>Speech: &lt;Choose all that apply&gt;</b> <input type="checkbox"/> slurred <input type="checkbox"/> slow <input type="checkbox"/> confused <input type="checkbox"/> rambling <input type="checkbox"/> pressured <input type="checkbox"/> thick <input type="checkbox"/> Others (please describe) _____	
<b>Balance: &lt;Choose all that apply&gt;</b> <input type="checkbox"/> falling <input type="checkbox"/> unsure <input type="checkbox"/> stumbling <input type="checkbox"/> staggering <input type="checkbox"/> unsteady gait <input type="checkbox"/> normal <input type="checkbox"/> Others (please describe) _____	
<b>Witnesses/Other Employees Involved:</b>	
<b>Manager and/or Supervisor Actions:</b>	
<b>Consequence:</b>	
<b>Planned Follow-up:</b>	
<b>Investigator Name:</b>	<b>Investigator Signature</b>
<b>Date:</b>	