



## Evaluation of the Northern Safety Network Yukon Evaluation Report

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Prepared For:

**Yukon Workers' Compensation Health and  
Safety Board**

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## **EXECUTIVE SUMMARY**

### **A. PURPOSE AND SCOPE OF THE EVALUATION**

Northern Safety Network Yukon (NSNY) delivers a series of occupational health and safety training, certificate of recognition programs and orientation services aimed at building a culture of safety in Yukon workplaces. Based in Whitehorse, the organization has operated for more than a decade in the Territory. It receives financial support from the Yukon Workers' Compensation Health and Safety Board (YWCHSB) and also generates revenues from fees charged for courses.

Upon direction from its Board of Directors, in 2015, YWCHSB decided to undertake a formal evaluation of NSNY. The purpose of this assignment was to conduct a formal evaluation of the Northern Safety Network Yukon to assess the performance of the program in the context of its funding agreement(s), generate baseline data and methodologies to be used in assessing performance over time, identify ways in which the program might be improved and help build evaluation capacity within the two organizations. The scope of the evaluation covered the programming and services implemented by NSNY since inception with a particular focus on activities from 2010 to 2015. The evaluation was started in December 2015 and completed in November 2016.

### **B. BACKGROUND**

The stakeholders of NSNY include every employer and employee (including self-employed individuals) in the Yukon. Presently, those numbers include about 3,500 employers on YWCHSB lists and 19,200 employed members of the Yukon labour force. NSNY is a major provider of safety training and related services to the Yukon industry and government. It implements a number of programs and initiatives, including:

- Certificate of Recognition (COR) Programs, which provides accreditations to verify and confirm that an organization has fully implemented a health & safety program that meets national standards. Currently, NSNY implements several COR programs, such as the Certificate of Recognition (COR) for larger employers, the Small Employer Certificate of Recognition (SECOR) Program for employers with fewer than ten employees, and the Owner Operator Certificate of Proficiency (OCOP) program for Yukon owner operator businesses
- Safety Training and Capacity Building programs. NSNY delivers a wide range of training, workshops, webinars and other capacity building efforts to increase safety and promote compliance in workplaces across the Territory.
- Marketing and Outreach Activities such as email distributions and phone and fax follow ups, building partnerships with various organizations and colleges to promote the services.

NSNY operates with a current budget of \$852,000. More than half that amount (\$490,600) was generated through fees charged for courses and other services.

### **C. METHODOLOGY**

The methodology used to undertake this evaluation included:

- A detailed review of documents and files related to NSNY such as the Evaluation Plan, budget documents, strategic plans, progress reports, course and training evaluation results, etc.
- A comprehensive review of the performance and participant data collected by NSNY and assessment and claims data available through YWCHSB.

- Interviews with 43 key informants including 19 representatives of the NSNY (staff and board members) and YWCHSB, 10 external auditors and training instructors as well as 16 external stakeholders such as representatives of government, industry organizations, and unions who are familiar with NSNY and/or have adequate knowledge of workplace health and safety issues in Yukon.
- A survey of 372 Training Participants - individuals who have participated in training and workshops delivered, 23 COR Employers – representatives of Yukon employers that have received certification of recognition (COR) in the past, 16 SECOR Employers - representatives of Yukon employers that have received Small Employer Certificate of Recognition (SECOR), 3 OCOP Participants - business owners who have received the Owner Operator Certificate of Proficiency (OCOP) and 193 Other Yukon Employers – representatives of Yukon employers (within in the same rate group as COR/SECOR employers) that have not participated in the activities and programming delivered by NSNY.
- A comparative review of the activities and programming delivered by NSNY with four similar initiatives in other jurisdictions, including the Northern Safety Association in Northwest Territories (NSA), Alberta Construction Safety Association (ACSA), Construction Safety Association of Manitoba (CSAM) and Work Safe Manitoba (WSM), and New Brunswick Construction Safety Association (NBCSA). This task included an extensive review of the program documents and files as well as interviews with five representatives of similar programs from the above organizations.

## **D. KEY FINDINGS AND CONCLUSIONS**

The key findings and conclusions resulting from the evaluation are as follows:

**NSNY has been successful in accomplishing its objectives and achieving most of its intended results.**

Key informants view NSNY as successful in achieving its objectives. Over the past five years, NSNY has delivered over 1,530 training sessions attended by 10,045 participants representing over 392 employers in Yukon. During the same period, the number of employers participating in certificate of recognition programs has increased from 60 in 2010 to 158 in 2015; and the types and number of training and courses delivered by NSNY have increased steadily. When asked to rate the extent to which survey respondents have been successful in achieving their objectives using a scale of 1 to 5, where 1 is not successful at all, 3 is somewhat successful, and 5 is very successful, 94% those who attended NSNY training and workshop sessions and 97% of employers that participated in certificate of recognition programs, provided a rating of 3 or higher – indicating they have been successful in achieving their objectives for participation (the average ratings of 4.0).

**NSNY has also made progress in generating a range of impacts in Yukon.**

Those who attend training and workshops sessions are satisfied with the quality of the sessions, reported learning new knowledge and skills with regards to workplace safety, shared the knowledge with their colleagues in the workplace, and undertook a number of actions to identify, report and address safety issues. In particular, 71% of the training participants reported observing and practicing safety procedures and guidelines after attending the training, 57% reported identifying and reporting safety issues and/or potential hazards at the workplace, 47% reported training other employees or colleagues, and 44% identified and/or reported workplace incidents or injuries.

Most key informants consider NSNY as successful in promoting workplace safety culture throughout Yukon. A majority of training participants report attending NSNY courses had an impact on them personally (61%) and on their workplaces (67%). NSNY has also been successful in terms of helping



employers increase awareness of their legal obligations and requirements, and develop and/or improve safety manuals, work plans and policies.

The programming and services delivered by NSNY has provided employers opportunities to save costs or increase revenues, increase compliance with occupational health and safety (OH&S) regulations, and reduce time-loss due to workplace injuries and incidents. In particular, 87% of employers who participated in certificate of recognition programs, reported at least one area where they increased revenues or saved costs as a result of their certification, and a review of the YWCHSB administrative data demonstrated that COR/SECOR certified employers have increased their capacity to identify and report incidents and near misses and reduced the level of serious injuries and time-loss in the workplace.

**There is a continued need for NSNY in Yukon.**

Key informants interviewed and program participants surveyed indicated a continued strong need for the programming and the services delivered by NSNY. Continued efforts are required to promote the importance of workplace health and safety and provide training and capacity building support for employers and employees in Yukon. During the survey, 73% of representatives of Yukon employers that have not participated in the programming and services delivered by NSNY noted that they did not receive any external support or training to promote workplace health and safety. These employers, mostly relied on internal efforts to promote workplace safety. NSNY is the only organization in Yukon (locally managed) that has a neutral position, understands the needs of the Yukon workforce (as opposed to service providers outside of Yukon) and is specifically focused on education and promotion of workplace health and safety within the territory. The absence of the services and programming delivered by NSNY would create significant challenges for the advancement of workplace safety throughout the territory. According to key informants, the need for the programming and services delivered by NSNY has increased over the past five years, mostly due to increased recognition of the importance of workplace health and safety within the territory.

**NSNY programming and services have been responsive to the needs of Yukon employers and workers. However, there appears to exist potential to expand the services currently provided.**

A majority of key informants and program participants consider the programming and services delivered by NSNY as responsive to the needs of the target groups. NSNY staff members and instructors have the necessary skills and capacity to deliver effective programming. Nevertheless, most key informants and some survey participants identified additional programming and services that could be delivered by NSNY. These additional services include additional health and safety advice to support employers in building health and safety systems in the workplace; provision of industry or sector specific services (e.g., retail, public sector, health care sector, trades, aviation, farming, telecommunication, law enforcement, oil & gas etc.); additional support and oversight for certified employers once they receive certification; updating the services to ensure they are at the forefront of the health and safety programming; more in-depth and more specialized training in certain areas or fields; and increased marketing and awareness raising efforts to reach out to employers outside of Whitehorse.

**The design and delivery of the NSNY programming is adequate. However, some issues remain with regard to participation of smaller employers in the certificate of recognition programs.**

The results of the survey with employers, combined with the findings of the key informant interviews, demonstrated that there are some challenges for smaller businesses to participate in the certificate of recognition programs and benefit from the NSNY programming and services. During the surveys, representatives of smaller employers reported less satisfaction with the various design and delivery

elements of the certificate of recognition programs, were more likely to find the process of obtaining and maintaining the certification as difficult, and were less likely to report being successful in terms of achieving their objectives and generating expected impacts as a result of participation.

It is estimated that the cost of obtaining the SECOR certification may range from \$3,000 to \$7,500 for employers (e.g., cost associated with staff time, training, development of safety manuals, external audits etc.), and 62% of SECOR Employers found the cost to be high compared to the additional revenues or costs savings they generated as a result of participation. During the survey, all SECOR employers who decided to not renew their certification justified their decision as a result of the high cost and efforts associated with the re-certification process. The employers were most dissatisfied with the external auditing process which is expensive due to the fact that external auditors can negotiate and charge high fees; and training requirements, which requires employers to take the exact same course every three years. A review of similar initiatives implemented in other jurisdictions demonstrated that, in most other jurisdictions, there is a standard fee charged by certifying bodies for external audits, which is significantly lower (e.g., \$825 per audit in Manitoba, \$700 in New Brunswick, and \$500 per day of audit in Northern Canada) than the cost of auditing in Yukon, and the employers are not required to take the same courses as part of the re-certification process.

**NSNY is a relatively efficient initiative considering that it leverages significant revenues from industry in terms of training fees, and generates savings in terms of a reduction in loss time.**

Key informants view NSNY as an efficient initiative because it leverages significant funds from other sources. A review of the NSNY documents and files demonstrated that for every \$1.00 contributed by YWCHSB, NSNY has generated an additional \$1.00 in terms of training and service fees charged to employers.

## I. INTRODUCTION

### A. PURPOSE AND SCOPE OF THE EVALUATION

Northern Safety Network Yukon (NSNY) delivers a series of occupational health and safety training and orientation services aimed at building a culture of safety in Yukon workplaces. Based in Whitehorse, the organization has operated for more than a decade in the Territory. It receives financial support from the Yukon Workers' Compensation Health and Safety Board (YWCHSB) and also generates revenues from fees charged for courses.

Upon direction from its Board of Directors, YWCHSB decided to undertake a formal evaluation of NSNY. Although the organization had been subject to regular compliance audits over the years to determine compliance with Contribution Agreement terms and conditions, it had never been evaluated to assess performance or consider how it might be improved. The purpose of this assignment is to conduct a formal evaluation of the Northern Safety Network Yukon to assess the performance of the program in the context of its funding agreement(s), generate baseline data and methodologies to be used in assessing performance over time, identify ways in which the program might be improved and help build evaluation capacity within the two organizations.

The methodology used to undertake this evaluation included a comprehensive review of program documents and files; interviews with key stakeholders; and a survey of employers and training participants. The scope of the evaluation covered the programming and services implemented by NSNY since inception with a particular focus on activities from 2010 to 2015. The evaluation was started in December 2015 and completed in November 2016.

### B. STRUCTURE OF THE DOCUMENT

The next chapter provides an overview of the Northern Safety Network Yukon. Chapter 3 describes the evaluation design and methodologies including the evaluation scope and objectives, the evaluation issues and questions, and data reliability and evaluation limitations. Chapter 4 provides the evaluation findings while Chapter 5 contains the main conclusions.

## **II. OVERVIEW OF THE NORTHERN SAFETY NETWORK YUKON**

This chapter describes the Northern Safety Network Yukon in terms of its objectives, program administration and funding, program design and delivery, and intended outcomes.

### **A. BACKGROUND**

The Northern Safety Network Yukon (NSNY) is a not-for-profit organization located in Whitehorse, Yukon Territory. NSNY is a member of the Canadian Federation of Construction Safety Associations committed to servicing the Yukon through Occupational Health and Safety training and programming. Safety training for the Yukon industry originated in 2000 with the creation of the Yukon Construction Safety Association (YCSA). The Association seconded a member of the Occupational Health and Safety (OHS) unit (a division of the Yukon Workers' Compensation Health and Safety Board) to lead the planning and implementation of their safety program. As other industries, as well as government agencies, became interested in formal safety training, it became evident that an organization with a broader mandate was necessary, and the Northern Safety Network Yukon (NSNY) was created as a society. The YCSA blended their program with that of the new organization.

The overall intent of NSNY is to foster a commitment to occupational health and safety among Yukon workers and employers. The organization shares this purpose with YWCHSB, whose stated mission is "to prevent disability," and who has provided financial and other support to NSNY since its inception. Despite this shared mission and a close working relationship, the two organizations remain formally independent of one another. NSNY has its own Board of Directors and Executive Director (Chief Executive Officer or CEO); although YWCHSB is assigned a seat on the NSNY Board, it has deliberately chosen not to fill that position. Rather, YWCHSB limits its role in NSNY operations to ensuring compliance with the terms of its funding agreement and administering this formal evaluation. In addition, YWCHSB plays a key role in collecting and reporting safety-related data, including:

- Assessment and payroll data for all employers active in the Territory: corporations, partnerships, proprietorships, professionals, government agencies, First Nations, not-for-profit organizations, etc.; and
- Workplace accident (or "incident") data related to claims for time-loss and other injuries.

YWCHSB sets assessment rates based on an actuarial calculation of an industry or sector's claim history and current accident risk.

### **B. OBJECTIVES**

The overall intent of NSNY is to foster a commitment to occupational health and safety among Yukon workers and employers. Both NSNY and the YWCHSB share a common goal or mission regarding workplace safety, namely to prevent or reduce the number of workplace incidents, particularly time-loss incidents, throughout all sectors. In its Accountability Scorecard, YWCHSB identifies a series of performance goals that include the specific target of "Reducing the lost time injury rate per 100 covered workers from the 2010 rate of 2.2 to a rate of 1.0 by the end of 2016."<sup>1</sup> While NSNY has not adopted a quantifiable target of this nature, its mission and goal statements explicitly support achievement of this objective.

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<sup>1</sup> According to YWCHSB Annual Report, in 2014, lost time injury rate per 100 covered workers in Yukon was 2.0, which was significantly lower compared to 3.1 in 2007.



## C. STAKEHOLDERS AND TARGET GROUPS

The stakeholders of NSNY include every employer and employee (including self-employed individuals) in the Yukon. Presently, those numbers include about 3,500 employers on YWCHSB lists and 19,200 employed members of the Yukon labour force. NSNY targets both organizations and individuals to participate in its training.

## D. PROGRAMS AND ACTIVITIES

NSNY is a major provider of safety training and related services to the Yukon industry and government. It implements a number of programs and initiatives summarized in this section.

### 1. Certificate of Recognition Programs

NSNY implements a number of certificate of recognition programs to accredit safety practices with Yukon employers, summarized as follows.

#### **Certificate of Recognition (COR) program**

COR is an accreditation program that verifies an organization has fully implemented a health & safety program that meets national standards. The objectives of COR™ are to provide industry employers with an effective safety and health management system to reduce incidents, accidents and injuries as well as their associated human and financial costs. COR™ is nationally trademarked and endorsed by participating members of the Canadian Federation of Construction Safety Associations (CFCSA) of which the NSNY is a member. The Certificate is required for employers bidding on most Yukon government construction contracts in excess of \$100,000. Categories distinguish between large businesses (10+ employees) and Small Enterprise (less than 10).

Specifically, the COR™ Program helps employers understand the Occupational Health and Safety (OH&S) Act and Regulations, and employer and worker rights and responsibilities to help participating organizations meet or exceed workplace safety standards, and thus prevent or reduce workplace injuries. Through participation in the program, employers and employees come to recognize that injury prevention must be an integral part of their business and daily work routine.

The COR™ program is implemented in a partnership between the Northern Safety Network Yukon (NSNY) and the Yukon Workers' Compensation Health and Safety Board (YWCHSB). The program is administered by the Northern Safety Network Yukon and available to all Yukon employers, from owner/operators to large corporations. Upon completion of the program requirements, a certificate of recognition is issued jointly by the NSNY and the YWCHSB.

In order to receive COR certification, Yukon employers have to go through a five-stage process summarized as follows:

**Step 1: Registration**, which involves submitting an application form and requesting certification.

**Step 2: Training**. The employers that enroll in the COR™ program are required to participate in seven day training sessions, including:

- *Principles of Health & Safety Management (PHSM)* - A one-day course designed to help the employer develop and implement a health and safety program. The course is offered in-person at the NSNY office or online based on participants' preference and availability.
- *Leadership for Safety Excellence (LSE)* - A two-day course designed to help the supervisor understand their health & safety roles and responsibilities. The course covers legislation, inspections, investigations and training (safety meetings, etc.).
- *Internal Auditor Training* - A two-day course designed to help the person responsible for health and safety understand how to measure the effectiveness of the program within the organization.
- *Workplace Hazardous Materials Information System (WHMIS)* - A one day, train-the-trainer course designed for those who are responsible for establishing and maintaining their organizational WHMIS program; or *Basic Instructional Techniques* - A two-day course, geared towards supervisors/managers and those whose role includes providing orientations and planning/delivering training sessions to their organization.
- *Basics of Worker's Compensation and Intro to Return To Work (RTW) course* - A half-day course which looks at the history of workers' compensation, introduces the concept of RTW and its importance, and provides the legal and policy frameworks that guide and support RTW.
- *Return to Work Training (RTW) for Large or Small Business* - The course covers legal responsibilities of RTW and making the case for RTW; as well as other topics related to duty to accommodate; choosing the job; RTW plan development; monitoring; adjusting and problem solving; RTW programs, making the connection to ongoing resources and RTW program evaluation. The size of company/organization determines types of RTW course required.

**Step 3: Safety manual development.** On completion of the required training, the participating employers are required to develop a health and safety manual and submit it to the NSNY for review. Once NSNY has reviewed and determined that the health and safety manual meets the minimum standards for a COR health and safety program, a 180-day Temporary Letter of Certification (TLC) is issued that can be used to meet tender requirements. During this time, employers must implement their health and safety program. Once the participating employers are ready, an external audit are scheduled.

**Step 4: External audit process.** Once the safety manual is complete, the participating organizations sign a contract with independent auditor to conduct an external audit. NSNY requires a pre-audit checklist be completed and submitted to NSNY prior to starting the audit. NSNY reviews the pre-audit information provided and gives approval for the audit to begin. The external audit takes approximately 2 to 5 days to complete, for an organization with up to 30 employees, depending on location of the active work site(s) in relation to Whitehorse. Once the audit is completed and the close out meeting (between the auditor and the company) has been held, the audit documents are forwarded by the employer to the NSNY for review. NSNY performs a quality assurance review on the audit document and asks for changes or clarification as required, working with the external auditor. Once NSNY is satisfied the audit reflects the company is meeting or exceeding the COR standards the audit is sent to YWCHSB with a request for certification. NSNY review schedule takes 2 to 3 weeks on average.

**Step 5: - Certificate Issuance.** The Yukon Workers' Compensation Health and Safety Board reviews the audit results and co-signs the Certificate of Recognition with NSNY if the audit is accepted by the YWCHSB reviewer.

### **The Small Employer Certificate of Recognition (SECOR™) Program**

SECOR™ is an occupational health and safety certification program similar to COR but aimed at small employers that have less than 10 employees. Similar to COR, SECOR is aimed at reducing the human

and financial costs of workplace accidents and injuries. The program helps employers develop and maintain organization-wide safety programs and introduce standardized safety training.

SECOR™ helps Yukon employers understand territorial occupational health and safety legislation and regulations, including employer and worker rights and responsibilities. Understanding these rights and obligations helps industries meet or exceed workplace safety standards, and thus prevent or reduce workplace injuries.

The process of participating in and obtaining SECOR™ certification is very similar to that of COR. The major differences are related to the narrow scope of SECOR training. Participants of the SECOR™ program are required to attend 4.5 days of training sessions (instead of 7 days for COR program participants). In addition, participants of the SECOR™ program are not required to take two training sessions: Internal Auditor Training and Workplace Hazardous Materials Information System (WHMIS).

**The Owner Operator Certificate of Proficiency (OCOP)**

The Owner Operator Certificate of Proficiency (OCOP) is an occupational health and safety certification program for Yukon owner operator businesses. When an organization does not have employees or subcontractors, there is no requirement for a safety management system that is at the auditable standard of COR™. However, owner operator companies may still apply and obtain OCOP as recognition that the company supports safe business practices. The OCOP program is administered by the Northern Safety Network Yukon and is available to all Yukon owner operator businesses that do not have employees and subcontractors. In order to participate, the owner operators have to submit an application form, participate in half a day training session called Owner Operator Certificate of Proficiency course and develop or adopt safety policies that best suits the owner. The following table provides a comparative overview of all COR programs delivered by NSNY.

**Table 1: Comparative Overview of COR Programs**

Program characteristics	COR	SECOR	OCOP
<b>Objectives</b>	Reducing the human and financial costs of workplace accidents and injuries	Reducing the human and financial costs of workplace accidents and injuries	Reducing the human and financial costs of workplace accidents and injuries
<b>Type</b>	Certificate Program	Certificate Program	Certificate Program
<b>Target group</b>	All organizations with 10 or more employees	All organizations with 9 or fewer employees	Owner operator businesses that do not have employees
<b>Types of training required</b>	<ul style="list-style-type: none"> <li>Principles of Health &amp; Safety Management (PHSM)</li> <li>Leadership for Safety Excellence (LSE)</li> <li>Internal Auditor Training</li> <li>Workplace Hazardous Materials Information System (WHMIS)</li> <li>Basics of Worker's Compensation and Intro to Return To Work (RTW)</li> <li>Return to Work Training (RTW) for Large or</li> </ul>	<ul style="list-style-type: none"> <li>Principles of Health &amp; Safety Management (PHSM)</li> <li>Leadership for Safety Excellence (LSE)</li> <li>Basics of Worker's Compensation and Intro to RTW course</li> <li>Return to Work Training (RTW) for Small Business</li> </ul>	<ul style="list-style-type: none"> <li>Owner Operator Certificate of Proficiency course</li> </ul>

Program characteristics	COR	SECOR	OCOP
	Small Business		
<b>Duration of training</b>	7 days	4.5 days	0.5 days
<b>Primary training participant</b>	<ul style="list-style-type: none"> <li>• Full time employee(s)</li> <li>• Full-time supervisors</li> </ul>	<ul style="list-style-type: none"> <li>• Owner/senior manager</li> <li>• Full-time supervisors</li> </ul>	<ul style="list-style-type: none"> <li>• Owner</li> </ul>
<b>Certification Process</b>	6 step process involving: <ul style="list-style-type: none"> <li>• Registration</li> <li>• Participation in training</li> <li>• Temporary Letter of Certification (180 days)</li> <li>• Development of the organizational safety manual</li> <li>• External audit</li> <li>• A review of the external audit results</li> </ul>	6 step process involving: <ul style="list-style-type: none"> <li>• Registration</li> <li>• Participation in training</li> <li>• Temporary Letter of Certification (180 days)</li> <li>• Development of the organizational safety manual</li> <li>• External audit</li> <li>• A review of the external audit results</li> </ul>	4 step process involving: <ul style="list-style-type: none"> <li>• Registration</li> <li>• Participation in training</li> <li>• Temporary Letter of Certification (90 days)</li> <li>• Development of the safety manual</li> </ul>
<b>Maintenance</b>	<ul style="list-style-type: none"> <li>• Annual internal audit</li> <li>• 3-year external audit</li> </ul>	<ul style="list-style-type: none"> <li>• 3-year external audit</li> </ul>	<ul style="list-style-type: none"> <li>• Annual submission of safety records and documentation</li> </ul>

Following certification, organizations have to ensure their status is current and valid. In order to do so, COR organizations are required to conduct internal audits every year and external audits every 3 years and submit the results to NSNY for review and approval (an internal audit is not required on the year of the external audit). NSNY reviews the internal audit results, performs a quality assurance check and provides recommendations for improvement. SECOR organizations are not required to conduct annual audits. Instead, they conduct and submit an external audit every 3 years only. In order to maintain OCOP certification, business owners are required to submit their safety records and specific documentation every year. In addition, staff members responsible for safety policies and procedures within the certified organizations have to ensure their training is current and attend 'refresher' training courses, if necessary.

**Certificate of Recognition Equivalency letter (COREL) and Temporary Letter of Certification (TLC)**

NSNY also provides an opportunity for employers that have COR certification from other provinces and/or territories to obtain an equivalency letter from NSNY acknowledging their certification, which allows the companies to bid on Yukon government contracts. In addition, NSNY provides a Temporary Letter of Certification (TLC) for employers outside of Yukon who would like to bid on work in Yukon, and have a Temporary Letter of Certification in their home jurisdiction.

**2. Safety Training and Capacity Building**

NSNY delivers a wide range of training, workshops, webinars and other capacity building efforts to increase safety and promote compliance in workplaces across the Territory. The following table provides a list of courses offered by the organization, pricing and a short description of each course. The courses are targeted at various iterations, e.g. large/small business, basic, refresher, and so on. Some course content is subject to review and feedback from YWCHSB. YWCHSB staff members review the content of these courses, conduct in-class informal audits of sessions, and provide feedback for improvements. The course content that has been reviewed and audited by YWCHSB is marked in the table below.

Table 2: NSNY Courses<sup>2</sup>

#	Name	Description
1	Principles of Health and Safety Management*	This one-day course is designed to provide owners, managers, and supervisors the knowledge to develop a simple, cost-effective Health and Safety manual.
2	Leadership for Safety Excellence*	This is a two-day course designed for management and supervisory positions. This program is aimed at enabling supervisors to build health and safety into their every-day planning, create and promote a safe work environment where people can work safely, and help make a lasting contribution to the reduction of incidents in the industry.
3	Internal Auditor Training*	This two-day course is designed for those who will be evaluating the effectiveness of their organization's health and safety program. The participants learn how quality audits reduce risk through a systems approach that maintains focus on accident reduction.
4	Basics of Workers Compensation & Intro to Return To Work Training*	This half day session provides an overview of WCB, and introduces the concepts of RTW planning and the new supporting RTW legislation. The essentials of RTW are discussed, along with key points to keep in mind when getting workers back to work early and safely.
5	Joint Health and Safety Committee*	Joint Health and Safety Committees and Safety Representatives are critical elements of a strong Internal Responsibility System. Corporate health and safety efforts are best facilitated through an active JH&SC/Rep. This one day course thoroughly introduces participants to the roles and responsibilities of the Joint Health and Safety Committee and Safety Representative.
6	Hazard Assessment and Control*	This is a half day course that is designed for individuals, supervisors or managers. Through facilitated instruction, discussion, and exercises, this course assists supervisors and other participants to conduct effective hazard assessments.
7	Effectively Managing Alcohol and Drugs in the Workplace*	This 1 day course is intended to give employers and supervisors knowledge and skills to assist them in effectively managing alcohol and drugs issues in their workplace. Various strategies are presented ranging from prevention to health promotion to health recovery.
8	Fall Protection – End User*	This program provides participants with experience and understanding of the equipment selection, use, care and inspection regulations and standards to ensure fall protection. Participants gain knowledge of fall protection systems through a combination of practical exercises and theory.
9	Safety in Bear Country*	This is a half day course that gives participants the skills to travel in bear country as safe as possible while working in bear territory. It focuses on those who work in the industrial sector – such as exploration camps and mines but is valuable to anyone traveling or working in bear country.
10	Yukon Traffic Control*	This two day course provides participants with qualifications allowing them to become a Traffic Control Person (TCP) in the Yukon.
11	Yukon Mine Rescue Training Underground & Surface*	This 40 hour course provides students with basic knowledge and skill training in the rescue procedures to be followed in the event of an accident at a surface or underground mining operation.
12	Yukon Mine Rescue Instructor Training*	The course is designed to give some basic instruction in teaching skills along with evaluation of the knowledge of the candidate with respect to the aspects of mine rescue. The course is designed to span over a period of 5 days/8 hours per day with some after class study and preparation of assigned tasks.
13	Counter Balance Forklift	This training program is designed to provide vertical mast forklift operators with a solid foundation in health and safety standards, preventative maintenance and proper procedures for safe operation. The course consists of classroom theory with a written component and practical, hands-on experience.
14	Aerial Platform/Scissor Lift Operator Training*	The training program is designed to provide elevated work platform operators with a solid foundation in health and safety standards, preventative maintenance and proper procedures for safe operation. The course consists of classroom theory with a written component and practical, hands-on experience.

<sup>2</sup> The most up-to-date list of training and workshops offered by NSNY is available at their organizational website. NSNY regularly updates and revises the list of courses and training programs that it offers.



#	Name	Description
15	Confined Space Entrant/Standby Person	This 2 day course allows participants to gain knowledge in Yukon Legislation, Term and their definitions as well as roles and responsibilities. Through both theory and practical components the participants discuss how to create a confined space entry plan, equipment needed, hazards and non-entry rescues. The certification is valid for 3 years from course date.
16	Industrial Snowmobile Operator*	The Industrial Snowmobile Operator course is a one-day program intended to provide participants with a solid base of practical and functional skills for the safe use of snowmobiles in the workplace. This course is also recommended for individuals seeking a more thorough snowmobile skills development program.
17	Industrial ATV Operator*	The Industrial ATV Operator Certification course is a one-day Canada Safety Council certified program that provides riders with a solid base of practical skills and behaviors for safer and more responsible ATV riding in the workplace. The course is primarily hands-on (riding lessons), and is supplemented by interactive discussion lessons at the course site.
18	Industrial UTV Operator*	The Industrial UTV (Side by Side) Operator Certification course is a one day Canada Safety Council certified program that provides riders with a solid base of practical skills and behaviors for safer and more responsible UTV riding in the workplace. The course is primarily hands-on (driving lessons), and is supplemented by interactive discussion lessons at the course site.
19	Winter Driving Skills*	Improve winter driving skills by completing driving exercises on an ice covered skid track. The course is suitable for beginners and experienced winter drivers. This one day course covers preparing vehicles and drivers for winter driving.
20	Construction Safety Training System	This is a CD-ROM based course. With a focus on the construction industry, individuals are allowed to work at their own pace through this computer based program.
21	Fall Protection End User Recertification	This course is for students who have completed the full Fall Protection End-User course through NSNY and are seeking re-certification. The course reviews the principles of Fall Protection and the associated equipment. The course is 4 hours in length and students who complete it successfully are re-certified with Fall Protection for an additional 3 year term.
22	WHMIS Train the Trainer Recertification*	This one day course is designed for those who are responsible for establishing and maintaining their organization's WHMIS program. The training provides the participants with a certification to conduct generic WHMIS in-house training, knowledge to develop site-specific programs to fulfill legislative requirements and use WHMIS to protect everyone's health and safety on the work site and information to facilitate a self-study program for workers.
23	OH&S For Executives*	Focuses on teaching procedures that will reduce the risk of incidents at the worksite.
24	Owner Operator Certificate of Proficiency (OCOP)	OCOP is an Occupational Health and Safety certification program for Yukon Owner Operator businesses. The training provides recognition that supports safe business practices.
25	Basic Instructional Techniques	This two-day course is geared towards supervisors/managers and those whose role includes providing orientations and planning/delivering training sessions to their employees. This course is designed to provide participants with information about various instructional techniques which will assist in their individual role as a mentor, trainer or facilitator for their company/organization.
26	LOTO Lock Out Tag Out	This 1/2 day course explores the concepts and regulations related to lock out and tag out in Yukon workplaces. Course content is delivered using a presentation, class activities, and application of concepts and regulations to participants' workplaces.
27	Return to Work for Businesses*	A one-day course specifically designed for workplaces with 20 employees or more. Participants will explore the legal responsibilities of RTW unique to workplaces with 20 or more employees.
28	Return to Work Planning for Small Businesses*	This 1 day course is specifically designed for the needs of Yukon employers with less than 20 employees. Through an array of hands-on tools, practical applications and discussion, participants will work together to create functional RTW plans, while learning what is needed to develop viable RTW programs within their businesses.
29	Return to Work (Large Business)*	Participants will explore the legal responsibilities of RTW unique to workplaces with 20 or more employees. The course also covers: making the case for RTW; the duty to accommodate; choosing the job; RTW plan development; monitoring, adjusting and problem solving; RTW programs, making the connection to ongoing resources, and RTW program evaluation.

#	Name	Description
30	Fall Pro Equipment Inspection	This half day program is directed towards individuals who will be tasked with the responsibility of establishing and maintaining a work site's fall protection equipment inventory. The course instructs participants on how to conduct formal equipment inspections on personal arrest system components. The course consists of combination of practical and theoretical learning approaches. Equipment inspection comprises a major component of the course's content, but other aspects of a proper equipment care are taught to ensure that students can properly implement a complete managed equipment program on-site.
31	Worksite Investigation Basics	This one-day course is designed to provide the participant with the knowledge and skills to be able to analyze a basic worksite incident, determine incident causes, and complete an investigation report. Course topics include: reasons for performing investigations importance of investigating near misses legislation requirements under OHS elements of investigation policy Simplified Investigation Process (SIP) Loss Causation Model (LCM) SMART corrective actions investigation documentation and reporting.
32	Health and Safety Administrator (HAS)	This course provides participants with knowledge of health and safety administration strategies, and methods on how to assist management in the implementation and administration of a workplace-wide management system. It provides information on how to analyze and measure the effectiveness of the H&S program, discusses methods and opportunities for H&S communication/promotion.
33	Legislation Awareness	This one day course was developed to present information that clarifies the intent and application of the Occupational Health & Safety Act, Regulations, and Codes of Practice. Information is also shared about other relevant legislation. It is a required course for people seeking certification as a National Construction Safety Officer (NCSO) or Health and Safety Administrator (HSA).
34	Low Angle Rope Rescue – Course Description	"Over the bank" low angle rescues are some of the most common rope rescue scenarios and can be as a result of things such as motor vehicle, ATV, hiking or horse riding accidents. This two day course includes a mixture of classroom theory, practical hands on training and in the field rescue scenarios. Rescue scenarios are conducted outside and students should be prepared and equipped for work in an outdoor environment appropriate to the time of year and weather conditions. Upon completion of the course, students as part of a team we be able to perform low angle rescues using the equipment contained in the team kit.
35	Jordair Compressor Training	This course covers the theory, operation and basic maintenance of our high pressure breathing air compressor systems. This One-Day program covers the most up to date regulations of the CAN-Z180.1-00CSA Standard on the care and use of breathing air compressor systems
36	Leadership for Safety Excellence (LSE) Refresher	This one-day refresher training is for students who have completed the full Leadership for Safety Excellence course through the NSNY and are seeking re-certification. For participants to be eligible for this refresher, their certification must be expired for less than 18 months. Through various activities and group work, students will demonstrate: their understanding of their roles as a supervisor, how to complete documentation and enable supervisors to continue to build health and safety into their every-day planning, promote a safe work environment where people can work safely, and help to make a lasting contribution to the reduction of incidents in the industry.
37	WHMIS TTT Recert	The WHMIS Train the Trainer exam can be challenged instead of taking the course again every 3 years. Participants should pursue the recertification process before the expiry of their existing certification.
38	Return to Work (RTW) Refresher	This 1 to 2 hour course is designed for participants in upper management positions. The course provides participants with a basic summary of the Workers Compensation and the Return to Work program. It discusses Return to Work Legislation and explains to participants how they can build a Return to Work plan into their workplace.
39	Internal Auditor – maintenance	If an internal auditor has kept up with the maintenance requirements then NSNY is starting to offer them a chance to re-certify by writing an exam (instead of taking full course). NSNY is monitoring this practice to ensure quality is maintained.
40	National Construction Safety Officer (NCSO) and Health & Safety Administrator	This certification program offers a path to earning one of two construction safety designations: National Construction Safety Officer (NCSO) and Health & Safety Administrator (HSA). These designations indicate that the individual has knowledge in various construction-related Health & Safety management skills and principles. To obtain the designation, the participants have to complete 12 compulsory and 2 elective courses delivered by NSNY.

\* Indicates course content that has been reviewed by YWCHSB.

All courses and services are delivered on a rotating schedule at the NSNY facility in Whitehorse. In addition, selected courses are delivered as private bookings and in other communities based on local demand. Delivery of the vast majority of training courses is carried out by nine contract instructors. NSNY has compiled curriculums and related material for each of the offered courses. Much of the material has been acquired from other jurisdictions and is customized for Yukon delivery. In addition, NSNY provides a variety of support materials and related information to its clientele, such as safety audit forms and suggested formats for safety manuals

**3. Marketing and Outreach Activities**

NSNY is involved in marketing and outreach activities in order to involve as many Yukon employers as possible to participate in training and obtain certification. The outreach and marketing efforts undertaken by the organization involve email distributions and phone and fax follow ups, building partnerships with various organizations and colleges to promote the services, changing the course design and delivery to fit the needs of various stakeholders (e.g., customized, private and weekend courses), and presenting at various events and conferences. NSNY participates, on average, in 3 conferences per year. In addition, NSNY coordinates the Imagination Library for the Geoscience every year.

**E. GOVERNANCE STRUCTURE**

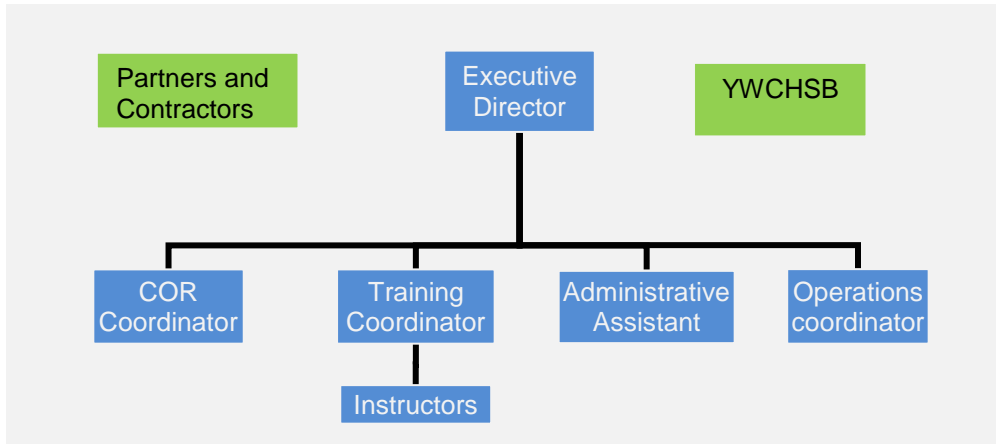
NSNY is organized as a society under the Yukon Societies Act and is governed by a Board of Directors of up to 12 members. At its 2015 annual general meeting, NSNY members approved a number of by-law amendments to clarify membership eligibility; allow for both voting and non-voting members; and specify composition of the Board of Directors. The following table provides the composition of the Board of Directors.

**Table 3: Composition of the NSNY Board**

Industry Sector	# of Seats	# Occupied
Construction	2	2
Retail	1	-
YWCHSB	1	-*
Government	2	1
Communities	1	1
First Nations	1	1
Mining/Exploration	2	1
Labour	1	1
Other	1	1
<b>Total</b>	<b>12</b>	<b>8</b>

The following figure provides the NSNY governance structure. As demonstrated in the figure, day-to-day operations of the organization are managed by the Executive Director (the Chief Executive Officer). In addition, the organization employs a COR Coordinator, an Operations Coordinator, a Training Coordinator, an Administrative Assistant and several training instructors.

Figure 1: NSNY Governance Structure



The current Executive Director was hired in 2010; all other staff have been hired since that time. All staff are members of the Public Service Alliance of Canada (PSAC) and a three-year collective agreement was signed in November 2014.

**F. RESOURCES**

NSNY operates with a current budget of \$852,000. More than half that amount (\$490,600) was generated through fees charged for courses and other services.

Table 4: NSNY Expenditures, 2015

Category	Expenditure
Salaries and benefits	\$380,000
Subcontractors	\$223,000
Equipment and office rent	\$69,000
Travel	\$30,000
Bookkeeping	\$35,000
Printing and publications	\$24,000
General administration	\$24,000
Other expenses	\$67,000
<b>Total</b>	<b>\$852,000</b>

The five full-time staff coordinate all course content and delivery; endorse and hire instructors; certify and endorse safety auditors (employers commission their own safety audits); track attendance and certification status; collect fees and prepare reports on activities. The organization is based in rented space located on Range Road in Whitehorse. In addition to offices, the facility includes two training rooms and outdoor space for equipment-related training.

**G. LOGIC MODEL**

The following page provides the Northern Safety Network Yukon’s logic model. A logic model describes the key elements of an initiative in a logical sequence, to assist in understanding the strategy underlying the initiative and the pathway that the initiative has been designed to follow to achieve the intended

results. The logic model identifies the key activities that constitute the initiative as well as the sequence of direct and intermediate outcomes that are expected to result from these activities.

The Northern Safety Network Yukon's logic model (Table 5) was developed as part of evaluation planning workshops and, subject to minor adjustments, was subsequently adopted by NSNY.

### **1. Activities**

As demonstrated in the logic model, the main activities implemented by the Network are to identify the training needs in the industry for the safety programs, develop training and course curriculum and materials, recruit partners and register clients for training, provide certification for businesses and individuals who participate in training and workshops, review and approve safety audits, monitor ongoing compliance for COR programs, monitor program activities and collect data on number of training session delivered and participation rates, and report on training activities, financial performance and implementation of the funding agreements.

### **2. Outputs**

The main outputs produced by activities related to the program include participants who complete the training, certificates issued and maintained to national standard, support materials and resources prepared and distributed to participants, and safety audits completed and reviewed by the organization.

### **3. Outcomes**

As a result of the activities implemented by the Northern Safety Network Yukon, in the immediate term, the participants of the training and compliance programs increase their awareness of the legal obligations and requirements and learn new marketable job skills related to safety. In addition, participants of the COR program also gain eligibility to bid on the government contracts and increase recognition of their safety status.

In the intermediate term, the program activities result in an increased number of employers who develop and implement safety manuals and work plans on safety, and create internal processes and procedures for documenting and reporting safety incidents and issues. In addition, the activities result in increased compliance with OH&S regulations, fewer penalties and reduced time-loss due to incidents and injuries.

In the long-term, the activities of the organization contribute to development of a healthy workplace safety culture throughout Yukon and increased competitiveness of the industries that participate in the program.



Table 5: NSNY Logic Model

Resources	Activities	Outputs
<ul style="list-style-type: none"> <li>Budget ~ \$900K</li> <li>Staff 5PYs; full-time</li> <li>Contractors: 9 instructors; 8 contract external auditors</li> <li>Facilities: offices, classrooms, training equipment</li> <li>Curriculums &amp; support materials for 25+ courses</li> <li>Canadian Federation of Construction Safety Associations (CFCSA)</li> </ul>	<ul style="list-style-type: none"> <li>Identify training needs &amp; consult re: safety programs</li> <li>Recruit partners &amp; register clients</li> <li>Develop/compile course material</li> <li>Record keeping regarding course participation</li> <li>Certification of firms &amp; individuals</li> <li>Review &amp; approve safety audits</li> <li>Monitor ongoing compliance (COR)</li> <li>Reporting: training activity, finance, funding agreements, society</li> </ul>	<ul style="list-style-type: none"> <li>Participants complete training</li> <li>Certificates issued and maintained to national standard</li> <li>Support materials distributed</li> <li>Safety audits completed &amp; checked</li> </ul>
Outcomes		
Short-term	Mid-term	Long-term
<ul style="list-style-type: none"> <li>Participating employers increase awareness of legal obligations and requirements</li> <li>Participants of training and workshops learn new skills and knowledge on workplace safety and increase marketable job skills</li> <li>Increased knowledge &amp; confidence for RTW training participants</li> <li>Employers certified in COR/SECOR gain opportunities to increase revenues through eligibility to bid on government contracts</li> <li>Participating employers gain recognition of their safety status</li> </ul>	<ul style="list-style-type: none"> <li>Participating employers develop safety manuals and work plans</li> <li>Participating employers improve safety related policies and procedures (e.g., safety documentation, incident reporting etc.)</li> <li>Effective implementation of safety plans</li> <li>Positive/clear safety audits</li> <li>Increased compliance with OH&amp;S regulations and fewer penalties</li> <li>Reduced time-loss and other incidents</li> </ul>	<ul style="list-style-type: none"> <li>Healthy workplace safety culture throughout Yukon</li> <li>Increased competitiveness of Yukon employers and industries</li> </ul>

### III. EVALUATION METHODOLOGY

This chapter describes the methodology employed to conduct an evaluation of the Northern Safety Network Yukon.

#### A. EVALUATION ISSUES AND QUESTIONS

A set of evaluation questions related to the impacts, need, design and delivery, and cost-efficiency of NSNY was developed to help guide the evaluation. These evaluation questions are as follows:

**Table 6: Evaluation Issues and Questions**

Perspective	Evaluation Questions
Need	<ol style="list-style-type: none"> <li>Does NSNY address a demonstrable need? Has the need changed over time?</li> <li>Are the activities undertaken by NSNY responsive to the needs of the target groups? How successful has NSNY programming been in adapting to changing needs?</li> </ol>
Program Design and Delivery	<ol style="list-style-type: none"> <li>Are there groups of potential clients who do not access the program? If so, why not?</li> <li>What if any barriers exist to participation in the program?</li> <li>Do program delivery methods meet the expectations of funders, employers, and trainees?</li> </ol>
Impacts	<ol style="list-style-type: none"> <li>To what extent NSNY has been effective in achieving its expected impacts, in terms of:                             <ul style="list-style-type: none"> <li>Increasing awareness of legal obligations/requirements among representatives of the target groups</li> <li>Increasing marketable job skills among training participants</li> <li>Increasing participants eligibility to bid on contracts</li> <li>Recognition of safety status</li> <li>Increased development and implementation of safety manuals and plans</li> <li>Increased compliance with OH&amp;S regulations (fewer penalties)</li> <li>Reduced workplace incidents and time-loss</li> <li>Promoting a healthy workplace safety culture throughout Yukon</li> <li>Improvements in overall workplace safety in Yukon</li> <li>Increased competitiveness of the Yukon employers within their sectors and industries</li> </ul> </li> <li>Do services provided by NSNY meet client (employers and trainees) expectations? What do other stakeholders think about NSNY?</li> <li>Are there any gaps in services?</li> <li>Are there any unintended outcomes, positive or negative, that can be attributed to the activities implemented by NSNY?</li> </ol>
Efficiency and Economy	<ol style="list-style-type: none"> <li>Does NSNY represent value for money to YWCHSB?</li> <li>Are program resources adequate?</li> <li>What, if any, alternate delivery methods might be more effective or efficient?</li> <li>What are the key factors contributing to the success of NSNY programming? What were the key obstacles and challenges?</li> </ol>

## B. DATA COLLECTION

This project was undertaken in two phases. The first phase consisted of initial interviews as well as a file and document review leading to the development of a detailed Evaluation Methodology and Work Plan, which outlined the strategies and methodologies which were implemented in the second phase of the project. The field research undertaken in the second phase of the evaluation included:

- **A detailed review of documents and files related to NSNY.** The resources which were reviewed included the Evaluation Plan, budget documents, strategic plans, annual and quarterly progress reports, course and training evaluation results, NSNY website and descriptions of programming and training and workshops delivered, course evaluations, and other relevant documents and files.
- **A comprehensive review of the performance and participant data collected by NSNY and assessment and claims data available through YWCHSB.** As part of the process, the data available from various sources were cleaned and merged into one document. This allowed creating a more comprehensive overview of the program activities undertaken and outputs produced. This assignment also helped to develop a list of program participants and other representatives of the Yukon employers, whom were surveyed as part of the evaluation. In addition, as part of the process, a comparative review of the YWCHSB claims and incident data for certified and non-certified employers was conducted.
- **Interviews with 43 key informants.** The representatives of the Evaluation Steering Committee (ESC) provided a list of 36 key informants to be interviewed as part of the evaluation. The list included representatives of the NSNY (staff and board members) and YWCHSB as well as external auditors and training instructors. In addition, we identified 46 external stakeholders through online research and during the interviews with key informants. These external stakeholders included representatives of government, industry organizations, and unions who are familiar with NSNY and/or have adequate knowledge of workplace health and safety issues in Yukon. As demonstrated in the following table, we have completed a total 45 interviews, of which 19 were completed with YWCHSB/NSNY Staff and Board Members, 10 interviews were completed with Auditors and Instructors involved in delivering NSNY programming and services, and 16 were completed with External Stakeholders.

**Table 7: List of Key Stakeholders Interviewed**

Category	Total	Completed	Response Rate
YWCHSB/NSNY Staff and Board Members	24	19	79%
Auditors and Instructors	12	10	83%
External Stakeholders	46	16	35%
<b>Total</b>	<b>82</b>	<b>45</b>	<b>55%</b>

- **A survey of Training Participants, COR Employers, SECOR Employers, OCOP Participants and Other Yukon Employers that did not participate in the activities and programming delivered by NSNY.** As a population list of survey groups, the Evaluation Steering Committee (ESC) provided a list of 162 employers that have participated in COR/SECOR programs, 1,572 active Yukon employers in the same rate group as COR/SECOR employers, which have not participated in COR/SECOR programs; 6 business owners who participated in the OCOP program and 2,858 individuals who have participated in training and workshops delivered by NSNY from

2010 to 2015. A separate survey questionnaire was developed for each group of respondents (i.e. COR/SECOR Employers, OCOP Participants, Other Yukon Employers and Training Participants). Based on the feedback from the ESC, modifications were made to the draft survey instruments. Once approved, the survey questionnaires were pre-tested. To undertake the online survey, a dedicated website was created that contained the online surveys. The surveys were administered over a period of about eight weeks, from May, 2016 to July 2016. Three to four email reminders were distributed to each of the target groups and multiple phone calls were made to those that had not responded to encourage them to participate and to obtain a new email address if the previous one was no longer valid. In total, 607 participants completed the survey including 39 COR/SECOR Employers, 3 OCOP Participants, 193 Other Yukon Employers and 372 Training Participants. It is estimated that the response, as a percent of the population invited to participate, was 26% for COR/SECOR Employers, 60% for OCOP Participants, 14% for Other Yukon Employers, and 13% for Training Participants.

**Table 8: Response Rate by Target Group**

	COR/SECOR Employers	Other Yukon Employers	OCOP Participants	Training Participants
<b>A. Contact Names in the Population List</b>	<b>162</b>	<b>1,572</b>	<b>6</b>	<b>2,858</b>
<b>Maximum Number Contacted</b>				
B. Less: no email address or email bounced with no way to attempt to contact (no phone number in the database)	0	0	0	0
C. Less: email bounced and phone number is confirmed as incorrect (wrong number, not in service, or confirmed no longer with the organization)	10	122	1	0
<b>D. Maximum</b>	<b>152</b>	<b>1,450</b>	<b>5</b>	<b>2,858</b>
<b>Minimum Number Contacted</b>				
E. Email did not bounce but did not view the survey and no currently valid phone number (e.g. no number in the database, wrong number, no longer working there or residing there, number not in service) <sup>3</sup>	1	34	0	0
F. Email bounced and unable to contact but phone number may still be valid (busy signal, no answer, voice mail with no response)	8	66	0	0
<b>G. Minimum</b>	<b>143</b>	<b>1,350</b>	<b>5</b>	<b>2,858</b>
<b>Response from the Target Group</b>				
H. Started the Survey (includes partial completes)	42	234	3	448
I. Completed the Survey	39	193	3	372
<b>Response Rate Based on Completed Surveys</b>				
L. Response rate based on MRIA $(L=I/(D-E)*100^4$	<b>26%</b>	<b>14%</b>	<b>60%</b>	<b>13%</b>

- **A review of the similar initiatives in other jurisdictions.** As part of this task, the activities and programming delivered by NSNY was compared to those undertaken by four similar organizations in Canada, including:
  - The Northern Safety Association in Northwest Territories(NSA)
  - Alberta Construction Safety Association (ACSA)
  - Construction Safety Association of Manitoba (CSAM) and Work Safe Manitoba (WSM)
  - New Brunswick Construction Safety Association (NBCSA)

<sup>3</sup> We cannot confirm that this group received the e-mail given that they never clicked on the link provided (i.e. to go the website) and are not associated with a currently valid phone number (e.g. in following up, we determined it was the wrong number, he or she is no longer working there or residing there, or the number not in service)

<sup>4</sup> Response rate based on Market Research and Intelligence Association (MRIA) includes those potential respondents for whom we had valid contact information but were not able to reach.

As part of this assignment, we conducted an extensive review of the program documents, files and interviewed five representatives of similar programs from the above organizations.

### C. DATA ANALYSIS AND REPORTING

The data from each of the evaluation methodologies were summarized to address each of the relevant evaluation issues/questions. The data analysis strategy included the triangulation of multiple lines of evidence. This involved the extraction of the results from each line of inquiry that related to each evaluation issue and cross validation of the findings. As part of this step, we took into account the strengths and limitations of each line of inquiry.

The following guidelines were used to report the findings of the key informant interviews:

- “A few respondents” = less than 25 per cent;
- “Some respondents” = 25 to 45 per cent;
- “About half” = 45 to 55 per cent;
- “A majority of those interviewed” = 56 to 75 per cent;
- “Most of those interviewed” = over 75 per cent; and
- “Almost all of those interviewed” = 95 per cent or more.

### D. DATA RELIABILITY AND LIMITATIONS

The main strategy to achieve high reliability of the findings has been the inclusion of **multiple lines of evidence** in the methodology. Interviews were conducted with a large sample of respondents who represent a broad range of NSNY stakeholders. In addition, an extensive document review was conducted. Each key finding reported and/or conclusion presented in this report has been triangulated and confirmed from two or more lines of evidence to ensure reliability. Second, large sample sizes were targeted for all of the groups surveyed and interviewed to increase the reliability and validity of findings. The key stakeholder interview sample included almost all representatives of NSNY and YWCHSB who were involved in the design and delivery of its activities and programming. The sampling frame selected for surveys included all Training Participants, Other Yukon Employers, OCOP Participants and COR/SECOR Employers for whom the contact information was available. Extensive follow ups and email reminders were conducted to increase the response rate.

Despite these steps, it is important to acknowledge certain limitations. The main limitation is the potential for respondent biases. Many of the respondents are direct beneficiaries of NSNY, which can lead to possible biases in their responses. Several measures were implemented in order to reduce the effect of respondent biases including the following: (i) communicated the purpose of this evaluation, its design and methodology, and strict confidentiality of responses clearly to respondents; (ii) the interviews were conducted by skilled interviewers; (iii) we cross-checked answers from each sample of respondents with the other groups for consistency and validation; (iv) key informant interviews included a group of external stakeholders who are not involved in activities and programming delivered by NSNY but have adequate external knowledge of the organization and its accomplishments.

There is also potential for non-response error with the survey with Training Participants, Other Yukon Employers and COR/SECOR Employers. Non-response errors refer to a difference in characteristics of our sampling frame and those who did not complete the survey. Given the self-selected nature of the survey, there is concern that the characteristics of those who completed the survey may be different from those who did not. For example, those who participated in the survey may be more likely to have



used tools and resources developed through NSNY and/or have participated in the programming activities at a greater extent. On the other hand, the potential respondents who did not participate in the programming and the services may be less likely to participate in a survey due to a perceived lack of knowledge. To mitigate potential effects of non-response error, opportunity was given for equal participation for all potential respondents. During the survey, we regularly compared the characteristics of survey participants with those in the sampling frame to ensure there was consistency. If inconsistencies were identified, multiple reminders were sent to all potential survey respondents in underrepresented groups and phone follow ups were conducted to increase participation.

Another limitation of the evaluation is related to the potential for non-participation error for comparative review of claims and incident data for certified and non-certified employers. As noted above, as part of this evaluation, we conducted a comparative review of the claims and incident data between certified and non-certified employers to identify if certification resulted in better claim and incident outcomes. It is possible that the employers that already had established health and safety systems and demonstrated better safety outcomes (e.g., fewer injuries and smaller claims) were more likely to participate in the certificate of recognition programs (COR/SECOR) compared to other employers that did not have established health and safety systems. To mitigate potential effects of non-participation error, we triangulated the findings of the comparative review with results of the surveys with COR/SECOR employers and Other Yukon Employers.

## IV. EVALUATION FINDINGS

This chapter provides the key findings of the evaluation gathered from all lines of evidence.

### A. ACHIEVEMENT OF OBJECTIVES

The objectives of NSNY are viewed as providing training and capacity building support to enhance workplace safety, administering certificate of recognition programs, and contributing to development of the safety culture in Yukon.

As demonstrated in the following table, according to key informants, the main objectives of NSNY are to identify workplace health and safety needs and provide training, resources and capacity building support to organizations and employees to address those needs; administer and support certificate of recognition (COR) programs for employers in Yukon, raise awareness of the workplace health and safety issues and facilitate the development of the workplace safety culture within the territory.

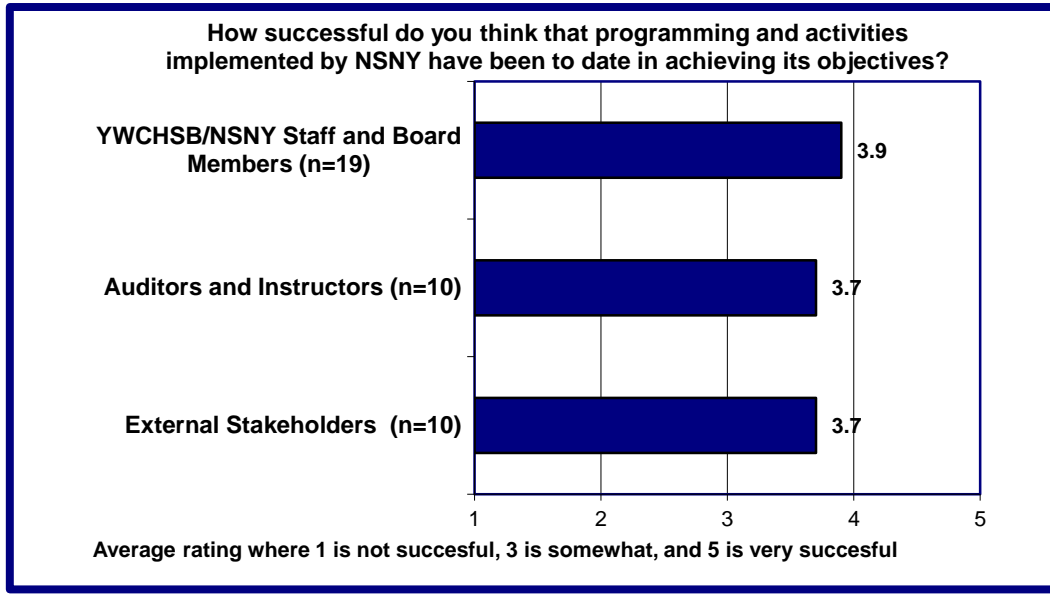
**Table 9: Key Objectives of NSNY**

<i>What did you see as the primary objectives of NSNY</i>	Number of Key Informants
Identify workplace safety needs and provide training, resources and capacity building support to employees and organizations to enhance workplace safety management systems.	34
Administer certificate of recognition (COR) programs and support employers to receive COR certifications.	17
Raise awareness of workplace health and safety issues, reduce number of incidents and contribute to development of a culture of workplace safety in Yukon.	13
To become focal point of workplace health and safety issues in Yukon.	8

**Key informants agree that NSNY has been successful in achieving its objectives.**

As demonstrated in the following chart, when asked to rate the extent to which NSNY has been successful in achieving its objectives, using a scale of 1 to 5, where 1 is not successful at all, 3 is somewhat successful, and 5 is very successful, YWCHSB/NSNY Staff and Board Members provided an average rating of 3.9, and Auditors and Instructors and External Stakeholders provided an average rating of 3.7. The average rating provided by all key informants was 3.7.

Figure 2: Success in Achieving Objectives of NSNY



Key informants who provided higher ratings noted that NSNY has implemented a range of programming to promote workplace health and safety in Yukon and most of the programming has been successful in achieving NSNY objectives. An increasing number of employers participate in and obtain certificate of recognition programs and large number of representatives of the Yukon workforce participate in training and workshops delivered by NSNY. Key informants noted that, over the past five to ten years, worker and employer attitude towards safety has shifted and an increasing number of employers are enthusiastic to build workplace safety systems and undertake safety measures. According to key informants, these achievements can, at least in part, be attributed to programming and activities delivered by NSNY.

Key informants who provided lower ratings noted that, despite significant achievements in recent years, there is an ongoing need to improve NSNY programming and services. According to these key informants, NSNY has not been able to engage many stakeholders outside of Whitehorse in its activities (e.g., participation from remote communities is low), reach out to and involve smaller employers at an adequate level (e.g., most COR certification recipients are large employers), tailor its programming to the specific needs of industries and sectors (e.g., most of the training and courses delivered are geared towards construction and mining industries), regularly innovate and update its programming and training curriculum (e.g., some of the training curriculum have not been updated in many years); and provide an adequate level of workplace health and safety advice and consultation to employers in building workplace safety systems.

**Representatives of Yukon employers and businesses have varying objectives for participating in NSNY programming and services. COR Employers, SECOR Employers and OCOP Participants mostly participate in the programs to gain new partnerships, contracts and revenues, increase competitiveness of their businesses, and Training Participants attend the courses to learn new skills and knowledge around workplace safety and to promote workplace safety culture within their organizations.**

As part of the surveys, all respondents were asked to indicate their objectives for participating in NSNY

programming and activities. As demonstrated in the following table, COR Employers mainly participate in NSNY programming in order to obtain partnerships, contracts, or new sources of revenue, to improve competitiveness of their organizations, to increase compliance with occupational health and safety regulations, and to prevent or reduce workplace incidents, accidents and/or injuries.

SECOR Employers mainly participate in the programming and services delivered by NSNY in order to obtain partnerships, contracts, or new sources of revenue and to improve competitiveness of their organizations. In addition, by participating in NSNY programming, some SECOR Employers are trying to learn about legal obligations and requirements for employers in Yukon, to increase compliance with occupational health and safety regulations and to develop organizational safety and health management systems, manuals, work plans, and policies.

OCOP Participants receive their certification in order to increase safety profile of their businesses, obtain new partnerships, contracts, or sources of revenue, to increase their compliance with OH&S regulations and develop health and safety systems and manuals for their businesses. In addition, some OCOP Participants receive their certification in order to prevent or reduce workplace incidents, accidents and/or injuries, learn new knowledge and/or skills related to workplace safety, and improve competitiveness of their businesses.

Other Yukon Employers mainly participate in NSNY programming and services in order to increase compliance with occupational health and safety regulations, to promote workplace safety culture within their organizations, and to prevent or reduce workplace incidents, accidents and/or injuries.

The objectives of Training Participants who represent their employers at NSNY training sessions and workshops mainly include learning new knowledge and/or skills related to workplace safety and about legal obligations and requirements for employers in Yukon in order to promote workplace safety culture within their workplace. Training Participants also attend NSNY training sessions in order to receive COR/SECOR certification and to be able to prevent or reduce workplace incidents, accidents and/or injuries.

**Table 10: Participant Objectives for Getting Involved in NSNY Activities**

<i>What were your objectives for getting involved?</i>	COR Employers		SECOR Employers		OCOP Participants		Other Yukon Employers <sup>5</sup>		Training Participants <sup>6</sup>		Total	
	#	%	#	%	#	%	#	%	#	%	#	%
To promote workplace safety culture within my organization	11	48%	5	31%	-	-	26	46%	79	63%	121	54%
To prevent or reduce workplace incidents, accidents and/or injuries	14	61%	4	25%	1	33%	25	44%	60	48%	104	46%
To learn new knowledge and/or skills related to workplace safety	8	35%	4	25%	1	33%	23	40%	64	51%	100	44%
To develop organizational safety and health management systems, manuals, work plans, and policies	11	48%	6	38%	2	67%	26	46%	53	42%	98	44%
To learn about legal obligations and requirements for employers in Yukon	11	48%	7	44%	-	-	-	-	67	53%	85	38%

<sup>5</sup> During the surveys, all Other Yukon Employers were asked if they have had any prior involvement in the activities and programming delivered by NSNY. This question was asked only to 57 respondents who indicated at least one area of involvement or participation.

<sup>6</sup> Includes only those training participants who participated as a representative of an employer, union, non-profit organization or government

What were your objectives for getting involved?	COR Employers		SECOR Employers		OCOP Participants		Other Yukon Employers <sup>5</sup>		Training Participants <sup>6</sup>		Total	
	#	%	#	%	#	%	#	%	#	%	#	%
To obtain COR/SECOR certification	-	-	-	-	-	-	-	-	56	44%	61	27%
To increase compliance with occupational health and safety regulations	14	61%	6	38%	2	67%	31	54%	5	4%	60	27%
To learn how to identify, investigate and report workplace incidents and injuries	8	35%	3	19%	-	-	-	-	46	37%	57	25%
To obtain partnerships, contracts, or new sources of revenue	19	83%	12	75%	2	67%	17	30%	1	1%	51	23%
To increase the safety profile and status of my organization	11	48%	5	31%	3	100%	24	42%	1	1%	44	20%
To improve competitiveness of my organization	16	70%	7	44%	1	33%	11	19%	1	1%	36	16%
To prevent or reduce human and financial costs associated with workplace incidents and injuries	9	39%	3	19%	-	-	16	28%	1	1%	29	13%
Other (Please specify)	1	4%	-	-	1	33%	4	7%	13	10%	19	8%
Don't know/No response	-	-	-	-	-	-	5	9%	-	-	5	2%
<b>Total</b>	<b>23</b>	<b>100%</b>	<b>16</b>	<b>100%</b>	<b>3</b>	<b>100%</b>	<b>57</b>	<b>100%</b>	<b>126</b>	<b>100%</b>	<b>225</b>	<b>100%</b>

As part of the surveys, Training Participants who attended NSNY activities and programming as employees or interested individuals were asked to indicate their personal objectives of participating. As demonstrated in the following table, most employees and individuals attended the NSNY training sessions and workshops in order to obtain certification or credentials necessary to fulfill requirements of their job, to prevent workplace injuries, increase personal safety at work, and learn new skills and knowledge on workplace safety.

**Table 11: Personal Objectives of Training Participants**  
(Includes only those who attended as an employee or an individual)

What were your personal objectives for getting involved with NSNY activities?	#	%
To obtain certification or credentials necessary to fulfill requirements of my employment	147	63%
To prevent workplace injuries and increase my own personal safety at work	129	55%
To learn new skills and knowledge on workplace safety	125	53%
It was requested by my employer	95	40%
To help me gain knowledge and confidence to perform my job duties	86	37%
To increase my marketable job skills	23	10%
To obtain certification or credentials for new employment or job promotion	16	7%
Other	13	6%
<b>Total</b>	<b>235</b>	<b>100%</b>

**COR Employers, Training Participants, Other Yukon Employers and SECOR Employers have been successful and OCOP Participants have been somewhat successful in achieving their objectives for participating in NSNY programming and services.**

As demonstrated in the following chart, when asked to rate the extent to which survey respondents have been successful in achieving their objectives using a scale of 1 to 5, where 1 is not successful at all, 3 is somewhat successful, and 5 is very successful, COR Employers provided an average rating of 4.2, Training Participants who represented an employer, union or government provided an average



rating of 4.0, Other Yukon employers provided an average rating of 3.9, SECOR Employers provided an average rating of 3.8, Training Participants who attended courses as an individual or an employee provided an average rating of 3.7 and OCOP Participants provided an average rating of 3.3.

**Figure 3: Success in Achieving Participant Objectives**



COR and SECOR Employers who provided higher ratings noted that as a result of their participation, they were able to bid (or continue bidding) and win new government contracts and establish organizational health and safety systems. Several SECOR Employers noted that they were able to obtain subcontracts from large companies that wanted to bid on government contracts in Yukon but did not have their own certificate of recognition (or equivalency).

Training Participants (representing employers, unions or government) who provided higher ratings noted that, as a result of their participation, they were able to learn new knowledge and skills related to workplace safety (e.g., identify and report incidents and near misses, roles and responsibilities of supervisors in managing workplace safety, preventing safety issues and injuries, using different equipment and safety gear, etc.), implement a number of changes in their workplace (e.g., creation of the Joint Health and Safety committee, development of manuals and work plans etc.), implement safety practices (e.g., organized regular meetings of Joint Health and Safety committee, identified and removed workplace hazards, undertook regular survey of the workplace, conducted safety orientation for new employees, created and trained rescue team, hired a new staff member responsible for safety, educated colleagues about workplace safety, etc.) and achieve a number of safety outcomes (e.g., high score in external/internal audits and success in receiving or retaining certificate of recognition, created safer working conditions, increased reporting of incidents and near misses, created safety culture and improved safety values, achieved lower incident and severity index, etc.). Training Participants who provided lower ratings noted that they had recently participated in the training and had not had a chance to implement their knowledge in the workplace and achieve their objectives.

Training Participants who attended the courses as an employee or interested individual noted that, as a result of their participation, they learned new skills on identifying safety risks and hazards, and developing mitigation and prevention strategies; educated their colleagues and subordinates about workplace safety, used safety equipment or safely operated equipment (e.g., aerial machine, driving in

winter, handling bear encounters, operating snowmobile, operating in confine spaces, etc.), received certificates to prove their credentials, prevented workplace incidents and injuries, and fulfilled their roles and responsibilities in the workplace (e.g., as a supervisor, or employee) or obtained a new employment/position.

**B. SUCCESS IN PRODUCING EXPECTED IMPACTS**

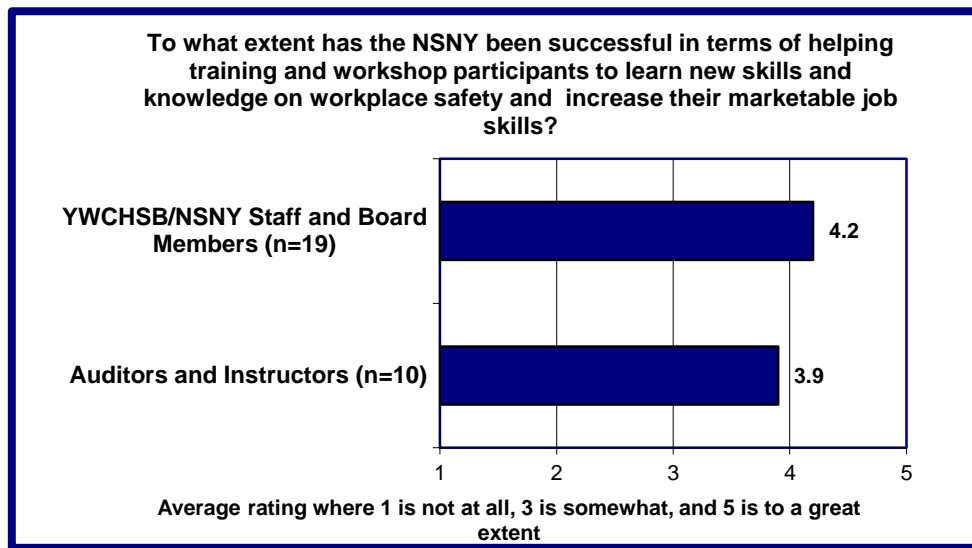
NSNY’s logic model identifies a number of impacts that the initiative is expected to generate. This section describes the extent to which NSNY has been successful in generating its expected impacts.

*Immediate Impact #1: Helping training and workshop participants to learn new skills and knowledge on workplace safety and increase their marketable job skills.*

**Key informants consider NSNY as successful in helping training and workshop participants to learn new skills and knowledge on workplace safety and increase their marketable job skills.**

When asked to rate the success of NSNY in helping training and workshop participants to learn new skills and knowledge and improve their job skills, on a five point scale, where 1 is not at all, 3 is somewhat and 5 is to a great extent, Auditors and Instructors provided an average rating of 3.9 and YWCHSB/NSNY Staff and Board Members provided an average rating of 4.2. The average rating provided by all key informants was 4.1.

**Figure 4: Success in Helping Participants to Learn New Skills and Knowledge**



According to key informants, over the past five years, NSNY has delivered a wide range of training and workshops covering most critical areas of workplace safety and an increasing number of representatives of the Yukon workforce, especially managers and supervisors, are participating in these training and workshops. Most of the classes delivered by NSNY are well thought out and provide a good mixture of classroom training and practical experience, which helps to improve participants’ skills and experience. NSNY staff members indicated that they are very careful with organizing training, monitoring the quality of the sessions and ensuring that all participants are satisfied with the various aspects of the sessions. The training and workshops are hands-on and practical and most of the training participants learn new skills, gain certification and are able to use their credentials at their

current jobs and/or apply for new employment opportunities.

**A review of the NSNY files and documents demonstrated that, over the past five years, NSNY has delivered a wide range of training and workshops involving large number of employers and workers.**

The following table provides a profile of training and workshop sessions delivered by NSNY over the five year period. As demonstrated in the table, from 2010 to 2015, a total of 2,858 unique individuals representing 392 organizations/employers participated in 1,530 courses or training sessions delivered by NSNY. The types of training sessions or workshops increased from 28 in 2011 to 42 in 2015. The number of participants attending these training and workshop sessions increased steadily from 1,174 in 2010 to 2,190 in 2015 and totalled 10,045 over the five-year period. Almost all (95%) of the participants completed the course, and 94% also received certification recognizing their completion. Only about 1% of the participants failed their training and were not able to obtain the certification. Most of those (85%) who participated in course and training sessions were from Yukon.

**Table 12: Outputs Related to Training and Courses**

Training indicators	2010	2011	2012	2013	2014	2015	Total
Number of training participants	1,174	1,458	1,548	1,635	2,040	2,190	10,045
Number of unique individuals participating in courses and workshops	495	692	718	896	1,127	1,552	2,858
Employers engaged in training and capacity building (# of unique employers whose employees participated)	83	87	76	60	42	44	392
Percentage of course participants from Yukon	732	958	919	953	1,240	1,379	6,181
	85%	87%	84%	77%	84%	89%	85%
Types of courses and training delivered	30	28	29	39	39	42	-
Number of individual course/training sessions delivered	157	205	201	276	320	371	1,530
Average number of participants per individual session-	8.0	7.6	7.8	6.9	6.9	6.6	7.3
Rate of success (% of those who completed the course)	94%	95%	94%	96%	95%	94%	95%
Rate of certification (% of those who received certification)	93%	94%	94%	95%	93%	94%	94%
Rate of failure (% of those who failed in getting the certification)	1.1%	1.4%	0.5%	1.2%	1.3%	0.5%	1.0%
Average score (certificate grade) for those who completed)	89.2	92.3	96.7	96.6	97.1	97.8	94.0

Source: CALVIN database

**Most of those who participated in training and workshops organized by NSNY were satisfied with their experience.**

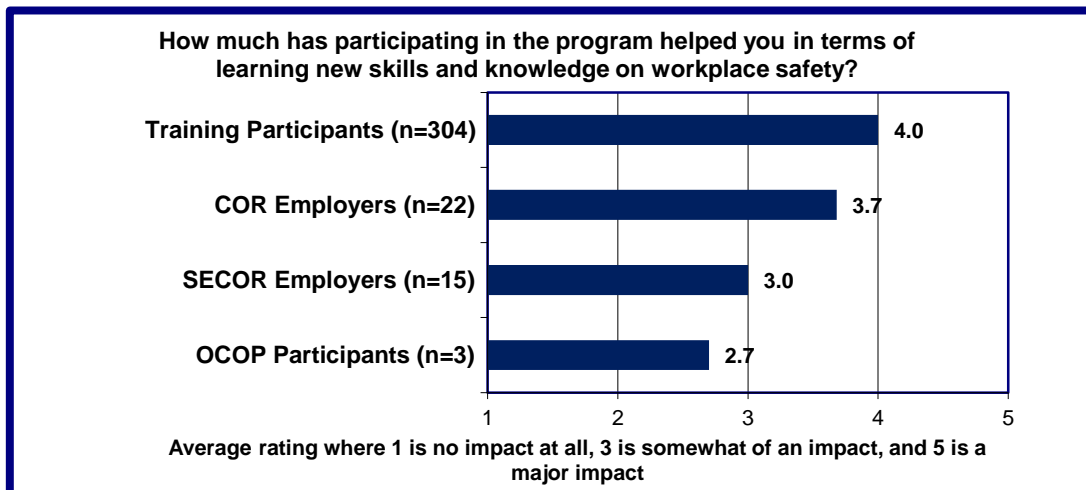
At the end of each training and workshop sessions, NSNY administers a questionnaire to participants to collect their feedback on various aspects of the sessions. The questionnaire is designed to collect both quantitative (the level of agreement) and qualitative (comments) data related to the curriculum, instructor and learning objectives. The results of the questionnaires demonstrate that in 2014, 90%; in

2015, 91%; and in 2016, 97% of all training participants who filled out the questionnaire were satisfied with their experience at training and workshops.

**Survey respondents who were involved in NSNY programming indicate learning a wide range of new skills and knowledge on workplace safety as a result of participation.**

During the surveys conducted as part of this evaluation, all respondents were asked to rate the extent to which their involvement with NSNY helped them to learn new skills and knowledge on workplace safety using a scale of 1 to 5, where 1 is no impact at all, 3 is somewhat, and 5 is a major impact. As demonstrated in the following table, Training Participants provided an average rating of 4.0, COR Employers provided an average rating of 3.7, SECOR Employers provided an average rating of 3.0, and OCOP Participants provided an average rating of 2.7.

**Figure 5: Success in Helping Participants to Learn New Skills and Knowledge**



As part of the survey, Training Participants were asked to indicate types of workplace safety knowledge and skills they learned as a result of participating in the NSNY activities and programming. The same question was also asked to Other Yukon Employers who indicated that they have participated in training programs and workshops or received emails, tools, and resources from NSNY with respect to workplace safety in Yukon. The following table provides the key results. As demonstrated in the following table, the Training Participants were most likely to learn skills related to observing and practicing safety procedures and guidelines in the workplace, identifying and reporting unsafe workplace conditions or practices in order to keep the work area safe and recognizing and reporting potential workplace hazards. Other Yukon Employers were most likely to learn skills related to developing safety related manuals, work plans, policies and procedures; and observing and practicing safety procedures and guidelines in the workplace.

**Table 13: Types of Knowledge and Skills Learned by Participants**

<i>What did you learn personally from your involvement in the program activities and/or participation in training and workshops?</i>	Other Yukon Employers <sup>7</sup>		Training Participants		Total	
	#	%	#	%	#	%
Observing and practicing safety procedures and guidelines in the workplace	26	49%	265	77%	<b>291</b>	<b>74%</b>
Identifying and reporting unsafe workplace conditions or practices and/or keeping the work area safe	20	38%	243	71%	<b>263</b>	<b>67%</b>
Recognizing and reporting potential workplace hazards	20	38%	222	65%	<b>242</b>	<b>61%</b>
Taking necessary actions in case of workplace injury	21	40%	173	51%	<b>194</b>	<b>49%</b>
Ensuring compliance with occupational health and safety (OH&S) regulations and disciplinary actions in case of non-compliance	21	40%	173	51%	<b>194</b>	<b>49%</b>
Identifying, investigating and reporting workplace incidents and injuries	21	40%	166	49%	<b>187</b>	<b>47%</b>
Using safety equipment and/or protective gear (e.g. goggles, safety glasses, masks, gloves, etc.)	20	38%	162	47%	<b>182</b>	<b>46%</b>
Developing safety related manuals, work plans, policies and procedures	29	55%	149	44%	<b>178</b>	<b>45%</b>
Using specific equipment and/or conducting proper equipment inspection and care (e.g., fall protection, etc.)	17	32%	135	39%	<b>152</b>	<b>38%</b>
Organizing or delivering safety related training sessions or meetings at my workplace	13	25%	123	36%	<b>136</b>	<b>34%</b>
Understanding the role of a YWCHSB safety officer	12	23%	112	33%	<b>124</b>	<b>31%</b>
Other	12	23%	22	6%	<b>34</b>	<b>9%</b>
<b>Total</b>	<b>53</b>	<b>100%</b>	<b>342</b>	<b>100%</b>	<b>395</b>	<b>100%</b>

**Those who participated in NSNY training and capacity building programs reported taking a number of actions in the workplace to prevent accidents and injuries, and share their knowledge and tools and resources with colleagues and teammates.**

As demonstrated in the following table, during the survey, a majority of the Training Participants indicated that as a result of their involvement in NSNY activities, they observed and practiced the safety procedures and guidelines and identified and reported safety issues or potential hazards at their workplace. In addition, 39% of Training Participants developed safety related manuals, work plans, policies and procedures; and about half of them (47%) trained other employees, colleagues or teammates about safety issues. Some respondents also identified and/or reported workplace incidents and injuries and started using safety equipment and/or protective gear to prevent injuries from happening. About half of Other Yukon Employers also developed safety related manuals, work plans, policies and procedures; identified and reported safety issues and/or potential hazards at the workplace; observed and practiced the safety procedures and guidelines; and trained other employees, colleagues or teammates about safety issues.

<sup>7</sup> Includes only the representatives of Other Yukon Employers who indicated that they have attended safety training, workshops and/or other capacity building efforts organized by NSNY; received emails, newsletters or other communication materials with respect to workplace safety in Yukon from NSNY; engaged in partnerships with NSNY to promote workplace safety, and/or participated in any certificate of recognition programs.

**Table 14: Actions Taken as a Result of New Skills and Knowledge**

What actions (if any) did you take as a result?	Other Yukon Employers <sup>8</sup>		Training Participants		Total	
	#	%	#	%	#	%
Observed and practiced safety procedures and guidelines in the workplace	24	45%	233	71%	257	67%
Identified and reported safety issues and/or potential hazards at my workplace	24	45%	186	57%	210	55%
Trained other employees, colleagues or teammates about safety issues	24	45%	154	47%	178	47%
Identified and/or reported workplace incidents and injuries	16	30%	144	44%	160	42%
Developed safety related manuals, work plans, policies and procedures	29	55%	128	39%	157	41%
Started using safety equipment and/or protective gear (e.g., goggles, safety glasses, masks, gloves, etc.)	13	25%	85	26%	98	26%
Other (please specify)	2	4%	6	2%	8	2%
Not sure	8	15%	22	7%	30	8%
<b>Total</b>	<b>53</b>	<b>100%</b>	<b>328</b>	<b>100%</b>	<b>381</b>	<b>100%</b>

During the survey, 85% of the Training Participants indicated sharing the knowledge and information that they learned with others at their workplace. The training participants were most likely to share the information with their colleagues and teammates, employees and supervisors via in-person meetings, group discussions or training sessions.

**Table 15: Sharing of Knowledge with Others at Workplace**

<i>Did you share information that you learned with others within your organization or groups with whom you work?</i>	#	%
Yes	292	85%
No	34	10%
Don't Know	17	5%
<b>Total</b>	<b>343</b>	<b>100%</b>
<b><i>With whom did you share? (n=292)</i></b>	<b>#</b>	<b>%</b>
Colleagues or teammates	197	67%
Employees	172	59%
Direct supervisor or manager	127	43%
Owner, CEO/President	38	13%
Others such as <i>clients (9), other employers (4), family and friends (3) and other (1).</i>	17	6%
Not sure	1	0%
<b><i>How did you share? (n=292)</i></b>	<b>#</b>	<b>%</b>
Through in-person meeting(s)	243	83%
Organized group discussion(s) or training session(s)	142	49%
Communicated electronically	74	25%
Other – Informally during daily job activities or discussions	17	6%
<b>Total</b>	<b>292</b>	<b>100%</b>

<sup>8</sup> Includes only the representatives of Other Yukon Employers who indicated that they have attended safety training, workshops and/or other capacity building efforts organized by NSNY; received emails, newsletters or other communication materials with respect to workplace safety in Yukon from NSNY; engaged in partnerships with NSNY to promote workplace safety, and/or participated in any certificate of recognition programs.



When asked to identify the types of information and knowledge shared, Training Participants indicated that they shared resources and training materials provided during the class (20%), information on importance and potential benefits of developing health and safety related manuals, workplace and policies (18%), procedures of identifying safety hazards and/or reporting incidents (17%), information on health and safety related rules and regulations in Yukon (9%), and importance of wearing personal protective equipment and the correct use of tools and other related equipment (5%).

**Training Participants indicated that participating in NSNY courses and workshops had an impact both on them personally and at their workplace or organizations with whom they work.**

As demonstrated in the following table, 67% of the Training Participants indicated that the learned knowledge and skills, and the tools and resources provided had an impact on their organizations, 61% indicated the skills and knowledge had an impact on them personally and 27% indicated that the impact was also on the workplaces or organizations with whom they worked. Only 11% of the training participants indicated that participation at NSNY workshops and training session had no impact on them or on the organizations or groups that they represented. Among those who indicated that participation at NSNY programming had a personal impact, 54% indicated that as a result of participation, they gained confidence and knowledge, and 43% indicated that they increased their marketable job skills.

**Table 16: Impacts of the Knowledge and Skills on Workplace**

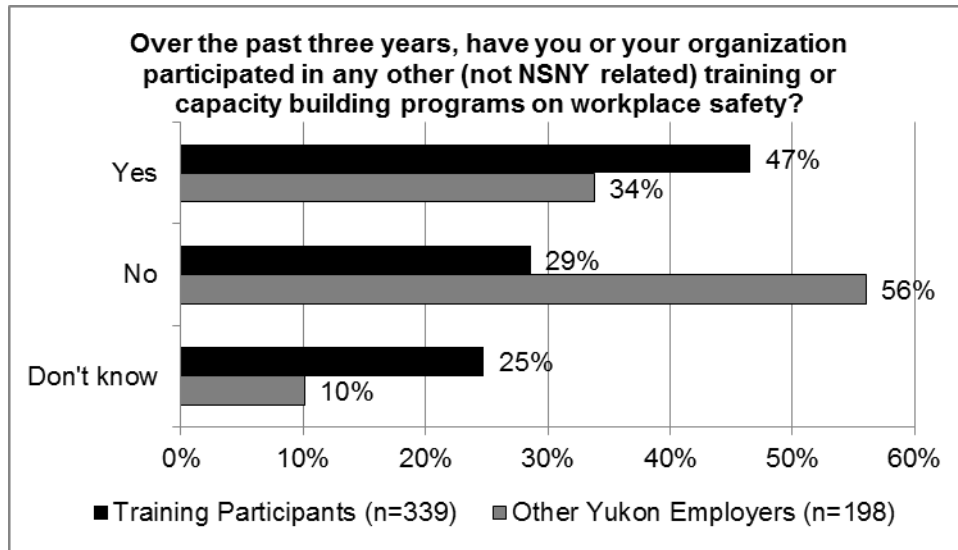
<i>Has the information learned, or tools and or assistance provided had any impact on you personally, your workplace, or the workplaces of groups with whom you work?</i>	<b>#</b>	<b>%</b>
My workplace/organization	230	67%
On me personally	210	61%
- <i>Helping to gain knowledge and confidence (average rating 3.9)</i>	188	54%*
- <i>Increasing marketable job skills (average rating 3.3)</i>	148	43%*
On the workplaces of groups with whom I/my organization work(s)	92	27%
No impact	38	11%
Other	2	1%
<b>Total</b>	<b>345</b>	<b>100%</b>

\* Training Participants were asked to rate the extent to which their participation impacted their confidence and job skills, on a scale of 1 to 5, where 1 is no impact at all, 3 is somewhat of an impact, and 5 is a major impact. The numbers indicates the percentage of Training Participants who provided a rating of 3 or higher.

**About half of the Training Participants and one-third of Other Yukon Employers also participate in workplace health and safety related training programs delivered by other organizations, mainly by Arctic Response and the Centre for Northern Innovation in Mining at Yukon College.**

As demonstrated in the following figure, during the survey, about half of the Training Participants and over one-third of Other Yukon Employers indicated that they have participated in workplace health and safety related training and services delivered by other (not NSNY related) organizations.

Figure 6: Participation in Non-NSNY Related Training



As demonstrated in the following table, the types of other training programs attended by Training Participants and Other Yukon Employers included First Aid training, Workplace Hazardous Materials Information System classes, Fall Protection courses, and in-house safety training delivered by internal staff.

Table 17: Other Training Programs Attended by Survey Respondents

Training	Training Participants		Other Yukon Employers		Total	
	#	%	#	%	#	%
First Aid	29	23%	21	33%	50	26%
WHMIS	15	12%	7	11%	22	12%
Fall Arrest	15	12%	4	6%	19	10%
In-house safety training	9	7%	9	14%	18	10%
In-house safety meetings	8	6%	2	3%	10	5%
Forklift operator	4	3%	4	6%	8	4%
Safety auditing training	6	5%	2	3%	8	4%
Safety awareness training	7	6%			7	4%
Road safety workshops	5	4%	1	2%	6	3%
Yukon Government's health and safety training	6	5%			6	3%
Confined space training	4	3%	1	2%	5	3%
Construction safety training system	5	4%			5	3%
Fire safety training	3	2%	2	3%	5	3%
Hazard assessment	5	4%			5	3%
OH&S program (BCIT, Cambrian College, University of New Brunswick, UBC, Canadian Society of Safety Engineering)	3	2%	2	3%	5	3%
Transportation of dangerous goods training	3	2%	2	3%	5	3%
Non-violent crisis intervention	3	2%	2	3%	5	3%
Aerial platform	4	3%			4	2%
Rigging and hoisting	2	2%	2	3%	4	2%
Traffic control	3	2%	1	2%	4	2%
WorkSafe BC training	4	3%			4	2%
Telecom power training	4	3%			4	2%
Asbestos awareness	3	2%			3	2%
Emergency procedures	3	2%			3	2%

Training	Training Participants		Other Yukon Employers		Total	
	#	%	#	%	#	%
Food safety	1	1%	2	3%	3	2%
HAZPOWER	3	2%			3	2%
Other (e.g., Chainsaw safety, emergency medical responder, Accident investigation, H2S, LNG safety, Psychological health In the workplace, Verbal judo, Wildlife hazard, Air Nailing, Airport safety, Airside Awareness, avalanche risk management, electrical safety, gas detector use, Hazmat)	24	24%	5	10%	29	18%
<b>Total</b>	<b>126</b>	<b>100%</b>	<b>63</b>	<b>100%</b>	<b>189</b>	<b>100%</b>

Most other health and safety related training sessions accessed by Training Participants and Other Yukon Employers are delivered by Yukon College, Arctic Response, St. John Ambulance - Yukon Branch and Yukon Federation of Labor.

**Table 18: Main Safety Training Providers in Yukon**

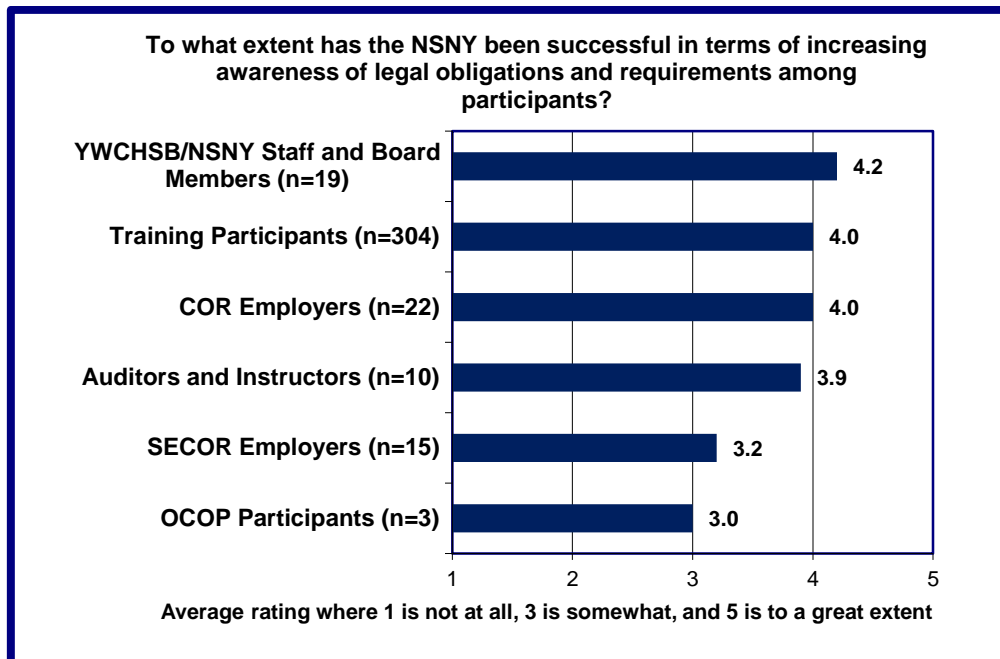
Organization	Description	Types of Safety Training Delivered
The Centre for Northern Innovation in Mining (Yukon College)	CNIM provides services to industry and training for students, using the state-of-the-art facilities, mobile classrooms and high-tech simulators. CNIM has close access to working mine sites, reclamation and mineral exploration areas to give students real-world experience. Training is possible anywhere in Yukon that is accessible by road. Contract courses are also available on site to communities or mine operators. CNIM can provide contract training for various and diverse industrial skills, from haul truck operator to rigging to WHMIS safety certification.	<ul style="list-style-type: none"> <li>• Standard First Aid/CPR-C</li> <li>• Workplace Hazardous Materials Information System</li> <li>• Safety, Materials and Tools</li> <li>• Transportation of Dangerous Goods</li> <li>• Worksite Safety</li> </ul>
Arctic Response	Arctic Response provides services and training to clients across Canada with approximately 70% of programs being delivered on-site and in client communities. Recently, the organization has expanded to meet the pre-employment and job-specific training needs of many sectors in the north. It claims to have assisted in the development of national training standards for both private and public sector groups.	<ul style="list-style-type: none"> <li>• The organization offers an extensive list of training and workshop sessions. The full list is available at their organizational website: <a href="http://arcticresponse.ca/">http://arcticresponse.ca/</a></li> </ul>
St. John Ambulance - Yukon Branch	The organization markets itself as the only national first aid training provider recognized in every Canadian province and territory. They work closely with provincial, territorial and federal regulatory agencies to offer courses and corporate training to individuals, businesses and communities.	<ul style="list-style-type: none"> <li>• CPR Level C with AED</li> <li>• Standard First Aid - with CPR-C-AED</li> <li>• CPR Health Care Provider</li> <li>• Emergency First Aid - Community Care</li> <li>• Standard Wilderness First Aid</li> <li>• LifeSaver</li> <li>• Medical First Responder II</li> </ul>
Yukon Federation of Labor	The Yukon Federation of Labour is an umbrella organization made up of affiliated unions and locals from throughout the Yukon and it offers some training services to its affiliates, including pre-defined courses, as well as the option to prepare courses based on group interest.	<ul style="list-style-type: none"> <li>• Advanced Occupational Health &amp; Safety for Committees</li> <li>• Basic Occupational Health &amp; Safety</li> <li>• Incident Investigation</li> <li>• Preventing Violence in the Workplace</li> <li>• Understanding &amp; Preventing Stress in the Workplace</li> </ul>
Yukon Employee's Union	The organization offers training services through the Public Service Alliance of Canada - North. Among the courses currently being offered, there is one related to workplace health and safety.	<ul style="list-style-type: none"> <li>• Introduction to union health and safety</li> </ul>

*Immediate Impact #2: Participating employers increase awareness of legal obligations and requirements.*

**Key informants and survey respondents consider NSNY as successful in helping participating employers increase awareness of legal obligations and requirements. Many of the courses and training programs delivered by NSNY teach legislative requirements for Yukon employers.**

When asked to rate the success of NSNY in helping participants to increase their level of awareness of legal obligations and requirements in Yukon, on a five point scale, where 1 is not at all, 3 is somewhat and 5 is to a great extent, YWCHSB/NSNY Staff and Board Members provided an average rating of 4.2 and Auditors and Instructors provided an average rating of 3.9. The average rating provided by all key informants was 4.0. Among survey respondents, Training Participants provided an average rating of 4.0 and COR Employers provided an average rating of 4.0 to indicate that the programming was successful in helping them increase their awareness of legal obligations and requirements; and SECOR Employers provided an average rating of 3.2 and OCOP participants provided an average rating of 3.0 to indicate that the programming was somewhat successful in helping them increase their level of awareness of legal obligations and requirements.

**Figure 7: Success in Helping Participants to Increase their Awareness of Legal Obligations**



According to key informants, an increasing number of managers and supervisors representing Yukon employers are participating in legislative based training and workshops delivered by NSNY. Employers who receive COR certification also participate in a number of courses that help them to increase awareness of the legal obligations and requirements. Instructors noted that they discuss legislative requirements as part of almost all training courses that they deliver. Some courses such as Leadership for Safety Excellence are designed to provide more in-depth review of the occupational health and safety requirements and obligations for employers. Most of the course materials and resources also provide instructions for participants to access more material if they require additional information. The External Auditors interviewed noted that some of the materials (e.g., pre-audit check list) that they

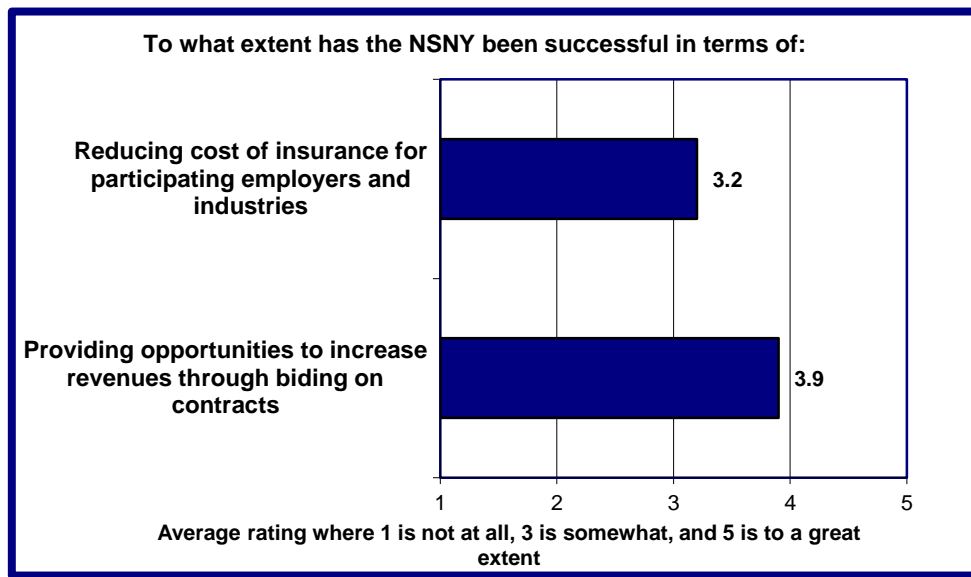
provide to employers prior to audit also include reference to information on legislative requirements. Those who provided lower ratings noted that NSNY have limited focus on raising the employer awareness on legal obligations and requirements. There is no designated class that teaches employers about their legal obligations and requirements stipulated in Yukon legislation and NSNY has limited legislative expertise to provide quality advice to employers in this area.

*Immediate Impact # 3: Providing employers opportunities to increase revenues through bidding on contracts and achieving cost savings.*

**Key informants consider NSNY as successful in terms of providing opportunities for participating employers and businesses to increase their revenues through bidding on new contracts and somewhat successful in terms of reducing cost of YWCHSB insurance premiums.<sup>9</sup> COR certification allows employers to bid on public sector contracts across Canada and receive rebates from YWCHSB on their insurance assessments.**

During the interviews, key informants were asked to rate the success of NSNY in helping participating employers to increase revenues through bidding on contracts and achieving cost savings using a scale 1 to 5, where 1 is not at all, 3 is somewhat and 5 is to a great extent. As demonstrated in the following figure, key informants provided an average rating of 3.9 to indicate that NSNY programming and services have been successful in terms of helping employers to increase revenues through bidding on contracts and provided an average rating of 3.2 to indicate that NSNY programming and services have been somewhat successful in helping employers to achieve cost savings through reduction of insurance premiums.

**Figure 8: Success in Enabling Employers to Increase Revenues and Achieve Cost Savings**



Key informants noted that in the Yukon, the government requires COR certification from all contractors bidding for projects over \$100,000. Therefore, in order to be able to bid on large government contracts in Yukon, contractors have to qualify and receive a certificate of recognition. In addition, COR is used as a pre-qualification condition of contracts for public and private projects across Canada. Having COR

<sup>9</sup> Reduction in cost of insurance was mostly due to 10% discount on insurance premiums, which YWCHSB provides for certified employers through the Choices program.

certification enables Yukon employers to participate in the bidding process in other provinces and territories.

Key informants also noted that due to a combination of factors (e.g., activities of all stakeholders in Yukon), over the past five to seven years, the rates of overall insurance assessments have been declining throughout Yukon. Key informants consider NSNY as playing some part in this achievement as many of the training and certificate of recognition programs implemented by NSNY help to improve overall workplace safety in Yukon. In addition, key informants noted that the employers that get their COR/SECOR certification are eligible to receive 10% discount on insurance premiums from YWCHSB through the Choices program. The program helps employers to achieve cost savings through reduction on their insurance rates. However, some key informants noted that the amount of insurance discount is not linked to the safety performance of the employers. All COR/SECOR employers receive the same amount of discount (10%) regardless of their safety records (e.g., rates of injury or OH&S violations), which does not provide an incentive for employers to perform better.

**During the survey, most COR Employers and the majority of SECOR Employers reported at least one area where they increased revenues or saved costs as a result of participating in the program. Nevertheless, for smaller employers, the cost of obtaining the certification often is the same or higher as the increase in revenues.**

During the surveys, COR Employers, SECOR Employers and OCOP Participants were asked a number of questions to indicate if the certification has generated new sources of revenues or achieved cost savings for their organizations. As demonstrated in the following table, 39% of COR Employers indicated that participation in the certificate of recognition programs had at least some impact (indicating 'yes' or 'somewhat') in increasing their revenues through establishing new partnerships, about half (52%) reported that the certification increased their revenues through bidding on new contracts, 69% reported at least some impact in terms of reducing the cost of insurance and 48% noted at least some impact in terms of reduced costs associated with injuries and time-loss.

Among survey participants, SECOR Employers were significantly less likely to report increased revenues compared to COR Employers. As demonstrated in the table, among SECOR Employers, only 14% indicated that participation in the NSNY programming have helped them to increase revenues through establishing new partnerships, 33% reported at least some impact in terms of increased revenues through bidding on new contracts, about half (47%) reported at least some impact in terms of reducing the cost of insurance, and 7% noted at least some impact in terms of reduced costs associated with injuries and time-loss.

Overall, 87% of COR Employers and 63% of SECOR Employers reported at least one area where they increased revenues or saved costs as a result of their certification. All three OCOP Participants who participated in the survey reported no additional revenues or cost saving as results of their participation in the program.

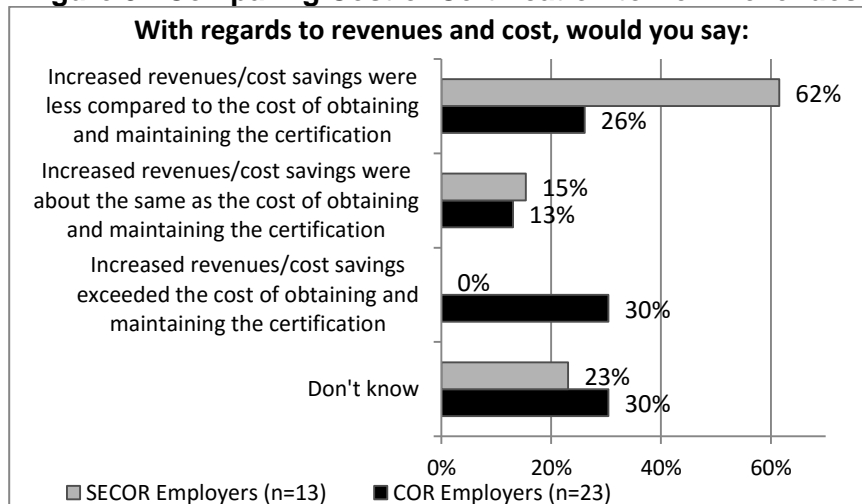


**Table 19: Increased Revenues or Cost Saving as a Result of Certification**

<i>Did obtaining the COR/SECOR/OCOP certification increase your organization's revenues or help your organization achieve cost savings?</i>	N/A or Don't know		No		Somewhat		Yes		Total	
	#	%	#	%	#	%	#	%	#	%
<b>COR Employers (n=23)</b>										
Increased revenues through establishing new partnerships	3	13%	11	48%	5	22%	4	17%	23	100%
Increased revenues through bidding on new contracts	5	22%	6	26%	3	13%	9	39%	23	100%
Reduced cost of insurance	4	17%	3	13%	7	30%	9	39%	23	100%
Reduced cost associated with injuries and time-lost	2	9%	10	43%	6	26%	5	22%	23	100%
<b>SECOR Employers (n=15)</b>										
Increased revenues through establishing new partnerships	0	0%	13	87%	1	7%	1	7%	15	100%
Increased revenues through bidding on new contracts	1	7%	9	60%	2	13%	3	20%	15	100%
Reduced cost of insurance	2	13%	6	40%	4	27%	3	20%	15	100%
Reduced cost associated with injuries and time-lost	2	13%	12	80%	0	0%	1	7%	15	100%

Nevertheless, according to survey respondents, the cost of obtaining the certification is often the same or higher than the generated new revenues or savings. As demonstrated in the following figure, 62% of SECOR Employers and 26% of COR Employers indicated that the new revenues or cost savings that they generated as a result of obtaining the certification was less than the cost of obtaining and maintaining the certification, 15% of SECOR Employers and 13% of COR Employers reported that the new revenues and cost savings were about the same as the cost of obtaining and maintaining the certification and only 30% of COR Employers reported that the new revenues and cost savings exceeded the cost of obtaining and maintaining the certification. Among survey respondents representing SECOR employers, none reported that increased revenues and/or cost savings exceeded the cost of obtaining and maintaining the certification.

**Figure 9: Comparing Cost of Certification to New Revenues**



According to COR and SECOR employers, the processes involved in obtaining and maintaining the certificates were costly and cumbersome for small businesses. The survey did not specifically ask COR and SECOR employers to identify the cost of obtaining the certification. However, a few SECOR employers noted that the cost of obtaining the SECOR certificate may range anywhere from \$3,000 to \$7,000 for employers.

*Immediate Impact #4: Increasing safety profile of participating employers.*

**A review of the NSNY administrative data demonstrates that there has been steady increase in the number of employers and businesses in Yukon participating in certificate of recognition programs.**

Participation by businesses in the COR certification process has seen steady growth. As demonstrated in the following table, in 2015, a total of 158 employers in Yukon held a certificate of recognition, which was slightly lower compared to 2014 and much higher compared to most previous years.

**Table 20: Certified Employers, 2010 to 2013**

Certificate Type	2010	2011	2012	2013	2014	2015
COR	52	63	68	66	74	73
SECOR (Small Enterprises)	10	5	39	51	51	56
OCOP (Owner-Operator)	-	12	7	13	12	15
COREL	-	11	17	33	29	14
<b>Total</b>	<b>62</b>	<b>91</b>	<b>131</b>	<b>163</b>	<b>166</b>	<b>158</b>
Temp Letters of Certification	-	12	14	23	20	12
<b>Total certified and in process</b>	<b>62</b>	<b>103</b>	<b>145</b>	<b>186</b>	<b>186</b>	<b>170</b>

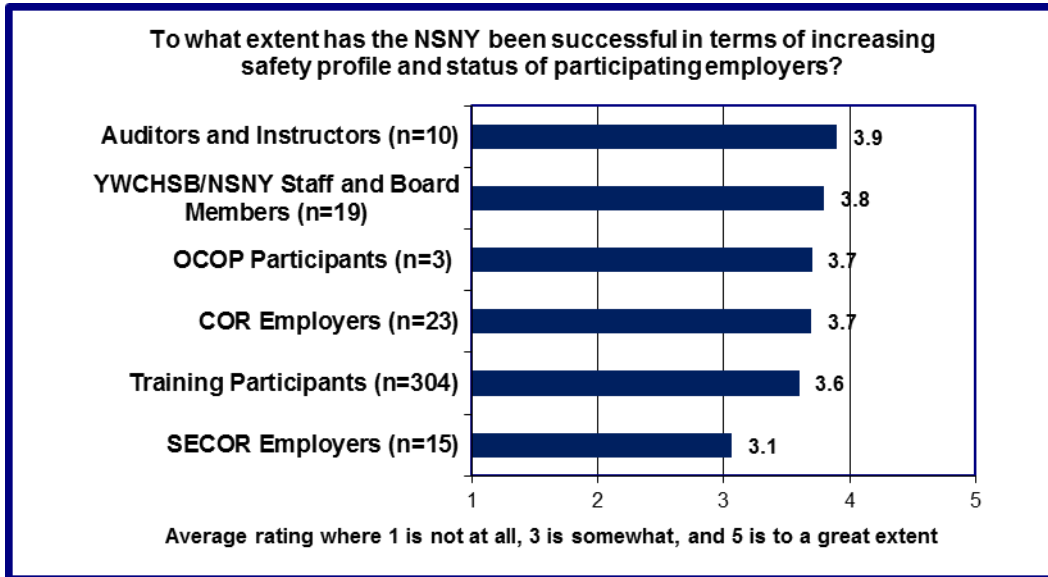
Source: NSNY Evaluation Plan & NSNY 2015 4th Quarter Report

**Key informants and survey participants consider NSNY as successful in terms of helping participating organizations to increase the safety profile and status of their organizations. COR certification helps employers to demonstrate that they have taken necessary steps to ensure safety of their employees.**

When asked to rate the success of NSNY in increasing the safety profile and status of the participating organizations, on a five point scale, where 1 is not at all, 3 is somewhat and 5 is to a great extent, Auditors and Instructors provided an average rating of 3.9 and YWCHSB/NSNY Staff and Board Members provided an average rating of 3.8. The average rating provided by all key informants was 3.8.

In addition, COR Employers and OCOP Participants provided an average rating of 3.7, and Training Participants provided an average rating of 3.6 to indicate that their participation at NSNY programming and activities has helped to improve the safety profile and status of their organizations; and SECOR Employers provided an average rating of 3.1 to indicate that their participation has been somewhat successful in improving their safety profile and status.

Figure 10: Success in Improving Safety Profile of Participating Organizations



According to key informants, over the past decade, an increasing number of employers recognized the importance of health and safety in the workplace. COR is the nationally accepted safety standard and is becoming a prestigious certification for employers who want to have a distinguished safety status. The certification helps employers to demonstrate that they have taken the necessary steps to ensure health and safety at the workplace and receive recognition for their safety. For example, some of these employers display the COR logo on their websites and/or place COR stickers on company cars and trucks as demonstration of safe work environment. Several key informants noted that some parents prefer their children to work for employers that have necessary safety preparedness. For example, during the survey, 73% of the COR Employers and 64% of SECOR Employers indicated that the certification increased attractiveness of their organization as an employer of choice for potential employees.

A few key informants who provided lower ratings noted that some employers receive the certification in order to qualify to bid on new contracts and have little interest in communicating their safety status or profile.

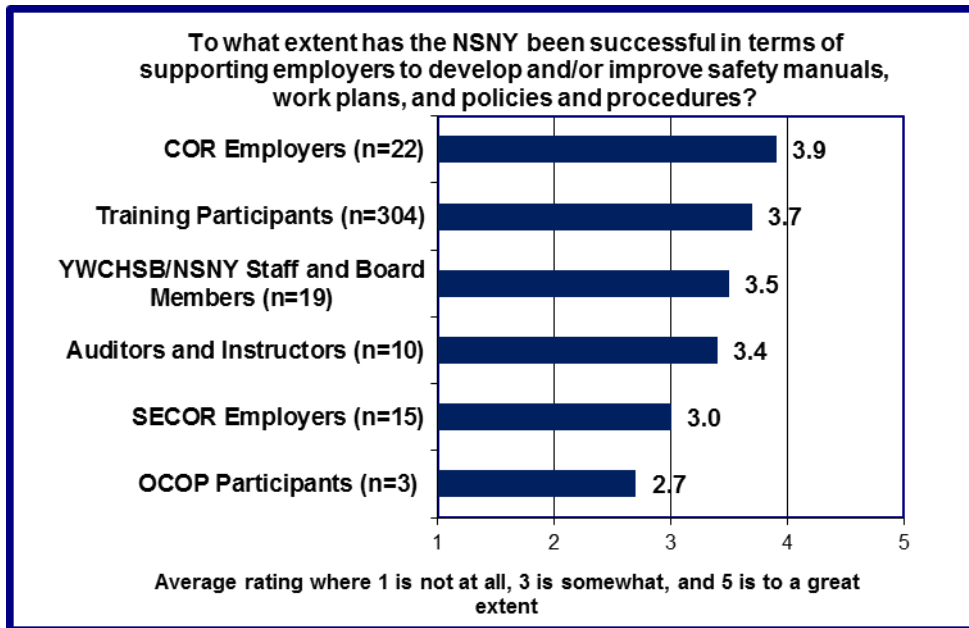
*Intermediate Impact #1: Supporting employers to develop and/or improve safety manuals, work plans, and policies and procedures*

**Key informants and survey participants consider NSNY as somewhat successful in terms of helping participating organizations to develop or improve safety manuals, work plans, and policies and procedures. Employers learn how to develop safety manuals and work plans through training sessions and individual assistance provided by NSNY.**

When asked to rate the success of NSNY in helping employers to develop or improve safety manuals, work plans, policies and procedures in the workplace, on a five point scale, where 1 is not at all, 3 is somewhat and 5 is to a great extent, YWCHSB/NSNY Staff and Board Members provided an average rating of 3.5 and Auditors and Instructors provided an average rating of 3.4. The average rating provided by all key informants was 3.5.

In addition, COR Employers provided an average rating of 3.9 and Training Participants provided an average rating of 3.7 to indicate that their participation in NSNY programming and activities was successful in helping them to develop safety manuals, work plans and policies and procedures; and SECOR employers provided an average rating of 3.0 and OCOP Participants provided an average rating of 2.7 to indicate that their participation was somewhat successful in helping them to develop safety manuals, work plans, policies and procedures.

**Figure 11: Success in Helping Employers to Develop Safety Manuals, Policies and Procedures**



According to key informants, developing and implementing appropriate safety manuals, policies and procedures are part of the requirements for employers to receive COR certification. As part of the certification process, employers participate in several courses (e.g., Principles of Health & Safety Management and Leadership for Safety Excellence) that teach instructions and provide resources (e.g., templates and examples) to assist employers in developing safety manuals, policies and procedures. Additional templates and resources can also be accessed by employers on the NSNY website. If requested by employers, staff members at NSNY and instructors are also willing to provide individual assistance to employers regarding the development or improvement of safety manuals, policies and procedures. This assistance often includes reviewing the manuals and providing recommendations for improvement. Once the manuals, policies and procedures are developed, they are audited by internal and external auditors who provide recommendations for improvements and implementation.

Key informants who provided lower ratings noted that helping employers to develop safety manuals, policies and procedures is mostly outside of the scope of the services and programming NSNY provides. NSNY provides instructions, training, templates, and other tools and resources then it is up to employers to develop organizational safety manuals, policies and procedures. These key informants noted that with a limited budget and few staff members, NSNY does not have the capacity to provide extensive one-to-one support for employers to develop such documents. A few COR employers noted that they did not have internal capacity to develop safety manuals and had to hire external consultants to prepare the documents for them. Several SECOR employers noted that they decided to develop safety manuals internally, which had to be revised several times based on results of the external audit. The revisions increased the amount of staff time invested in the certification process and the associated

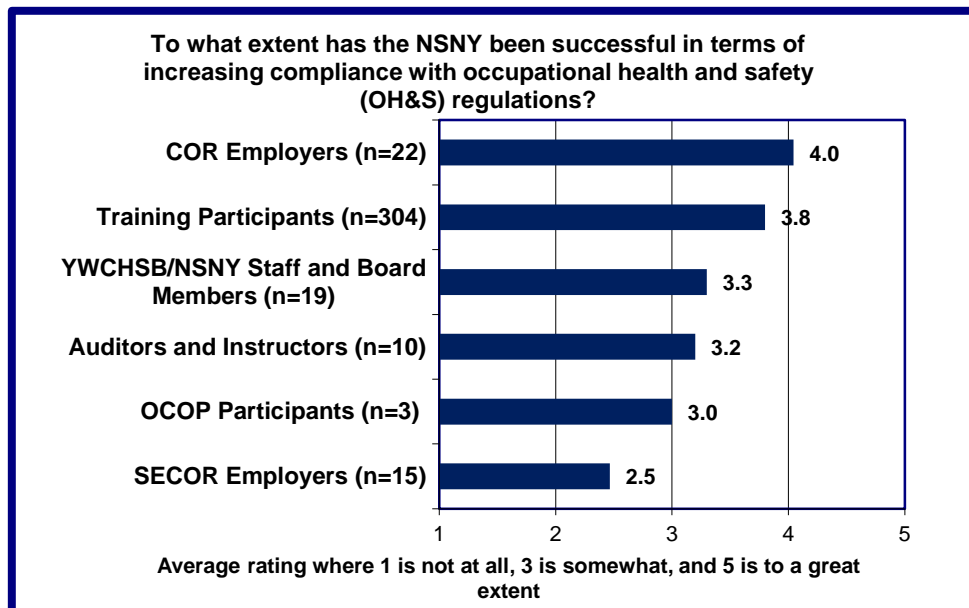
cost. Some key informants and SECOR employers noted that there is a need to provide more guidance and one-to-one support for smaller employers in developing safety manuals as they do not have the same capacity and resources as larger employers to hire external consultants and/or develop the manuals internally.

*Intermediate Impact #2: Increasing compliance with occupational health and safety (OH&S) regulations.*

**According to key informants and survey respondents, NSNY made some progress in helping employers in Yukon to increase compliance with the occupational health and safety (OH&S) regulations. The training and workshops delivered by NSNY help employers to understand their roles and responsibilities and comply with OH&S regulations.**

When asked to rate the success of NSNY in increasing compliance with occupational health and safety (OH&S) regulations, on a five point scale, where 1 is not at all, 3 is somewhat and 5 is to a great extent, YWCHSB/NSNY Staff and Board Members provided an average rating of 3.3 and Auditors and Instructors provided an average rating of 3.2. The average rating provided by all key informants was 3.2. In addition, COR Employers provided an average rating of 4.0 and Training Participants provided an average rating of 3.8 to indicate that their participation at NSNY programming and activities was successful in helping them to increase compliance of OH&S regulations; and OCOP Participants provided an average rating of 3.0 and SECOR Employers provided an average rating of 2.5 to indicate that their participation at NSNY programming and activities was somewhat successful in helping them to increase compliance.

**Figure 12: Success in Increasing Compliance with OH&S Regulations**



According to key informants, over the past five years, a large number of employees, supervisors, managers and business owners have participated in various training and workshop sessions delivered by NSNY. These sessions helped employers to develop safety manuals and procedures, establish safety protocols and understand their roles and responsibilities as an employer. Some of the courses delivered by NSNY are designed to help employers to understand OH&S regulations to increase compliance. As a result of these efforts, an increasing number of employees and employers can detect

health and safety issues, report injuries and identify workplace hazards, which have contributed to improved compliance with OH&S regulations. Key informants noted that education and promotion is the most effective way to increase workplace safety. Penalties and fines by OH&S officers often do not produce effective results unless combined with an education and learning component. If employers do not learn new skills on improving workplace safety, they go back to repeating the same errors once the fines are paid off and penalties are lifted. Also employers often are reluctant to ask for assistance and learn from YWCHSB, which is considered an enforcement agency. Several YWCHSB representatives also noted that when they detect non-compliance, they refer employers to NSNY for training to improve employer understanding of OH&S rules and increase compliance. Key informants who provided lower ratings noted that all activities and programming implemented by NSNY is limited to increasing employer understanding of OH&S regulations and associated penalties. It is ultimately the employers' decision to comply with those rules and NSNY has very little control over such decisions. As an illustration, a few key informants noted that despite participating in NSNY training and workshops and developing safety manuals and procedures, recently, some COR certified employers have been fined for non-compliance.

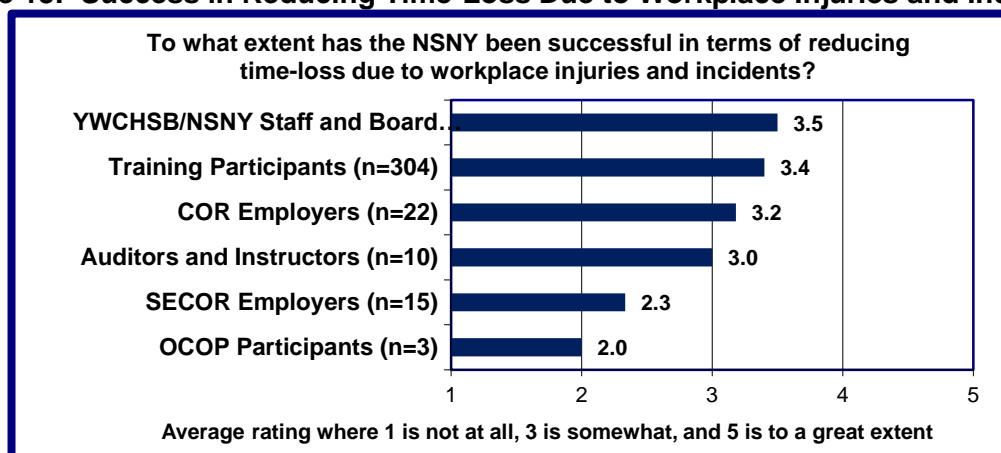
*Intermediate Impact #3: Reducing time-loss due to workplace injuries and incidents.*

**According to key informants and survey respondents, NSNY made some progress in terms of reducing time-loss due to workplace injuries and incidents. Employers that attend NSNY training and workshops and receive a certificate of recognition tend to better identify workplace hazards, report injuries and comply with rules and regulations, which contribute to a reduction in injury rates and time-loss.**

When asked to rate the success of NSNY in reducing time-loss due to workplace injuries and incidents, on a five point scale, where 1 is not at all, 3 is somewhat and 5 is to a great extent, YWCHSB/NSNY Staff and Board Members provided an average rating of 3.5 and Auditors and Instructors provided an average rating of 3.0. The average rating provided by all key informants was 3.4.

In addition, Training Participants provided an average rating of 3.4 and COR Employers provided an average rating of 3.2 to indicate that their participation in NSNY programming and activities was somewhat successful in helping them to reduce time-loss due to workplace injuries and incidents. SECOR Employers provided an average rating of 2.3 and OCOP Participants provided an average rating of 2.0 to indicate that their participation in NSNY programming and services did not have an impact in reducing time-loss and workplace injuries and incidents.

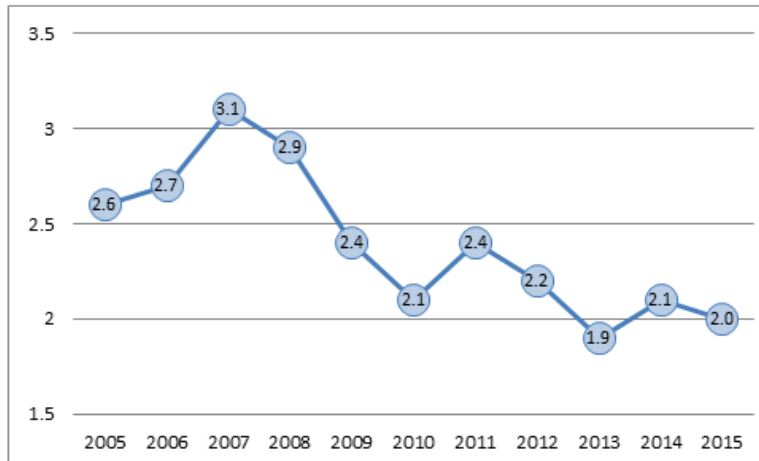
**Figure 13: Success in Reducing Time-Loss Due to Workplace Injuries and Incidents**





According to key informants, there has been a downward trend in workplace injury rates and time-loss across the Yukon over the past ten years. As demonstrated in the following figure, lost-time injury rate per 100 workers in Yukon has declined from 3.1 in 2007 to 2.0 in 2015. This is a 35% reduction.

**Figure 14: Lost-time\* Injury Rate per 100 Covered Workers\*\***



\*Lost-time per Annual Report definition.

\*\*Covered Workers estimated from Assessable Payrolls and an Average Annual Employment Income (AAEI) assumption (per SAAD data). AAEI estimated for 2014 and 2015. Source: Statistics Canada (SAAD), YWCHSB

Key informants noted that this improvement has been achieved due to a combination of factors and the programming and services delivered by NSNY have played an important role. Those who participate in training sessions delivered by NSNY and receive certification tend to better identify workplace hazards, report injuries and comply with rules and regulations, which contribute to a reduction in injury rates and time-loss.

Key informants who provided lower ratings noted that NSNY’s role in reducing time-loss is limited to delivering training and workshops. It is ultimately up to employers to implement changes in the workplace to improve workplace safety and reduce injuries. NSNY lacks mechanisms to measure if those who participate in the training and workshops actually use their knowledge to make improvements in the workplace.

**A review of the YWCHSB performance data demonstrates that COR/SECOR certified employers appear to increase their capacity to identify and report workplace incidents and near misses, reducing the level of serious injuries and time-loss. The available preliminary data demonstrates that COR/SECOR employers, on average, make significantly more insurance claims. However, the dollar amount per average claim made by certified employers are much lower compared to that of non-certified employers.**

A review of similar initiatives in other jurisdictions concluded that there is preliminary evidence demonstrating COR certification is associated with a reduction in serious workplace injury rates. For example, one study reviewed injury and time-loss rates of COR certified employers from 2005 to 2010 in British Columbia and concluded that certified employers had, on average, a 12% lower short-term disability, long-term disability and fatality injury rate between 2005 and 2012 compared to non-certified employers, and a 17% lower serious injury rate. Furthermore, the largest reduction in serious injury and

fatality rates were observed in high risk sectors such as construction and forestry.<sup>10</sup> In Alberta, from 2009 to 2014, COR employers outperformed non-certified employers by 29% to 39% in terms of loss ratio – difference between claims costs and the insurance premiums indicating COR employers are having fewer claims and/or are managing their claims better and getting injured workers back to work sooner.<sup>11</sup> Similarly, the evaluation of the Manitoba Construction Health and Safety Pilot Incentive Program in 2010 demonstrated that COR certified employers had lower injury rates, reduced time loss injury costs, and had shorter claim duration compared to non-COR employers. During the pilot project, COR certified employers also had lower assessment rates than non-COR employers.<sup>12</sup>

During the surveys conducted as part of this evaluation, COR/SECOR Employers and Training Participants noted that as a result of their participation in the program, they are better able to identify and report workplace incidents and near misses preventing serious accidents and injuries from happening. A review of the preliminary YWCHSB claims and assessment data appear to confirm this finding. As part of this assignment we conducted a comparative review of the claims and assessment data for COR/SECOR employers and employers that did not have a certificate of recognition from 2010 to 2014. Across all five years under review, a higher percentage of COR/SECOR employers made insurance claims under all rate groups compared to non-certified employers. Nevertheless, the data indicates that, with a few exceptions, the total and average cost of the claims made by COR/SECOR employers are significantly lower compared to those made by non-certified employers, indicating lower rates of serious injury and time-loss among certified employers.

Table 22 below is provided as an illustration to better explain these comparisons for 2014. As demonstrated in the table, in 2014, the percentage of COR employers that made a claim ranged from 29% in Services Medium rate group to 100% for Services High rate group and totalled to 55% for all COR certified employers in Yukon. The same year, the percentage of non-certified employers that made a claim ranged from 4% in Services Low rate group to 17% for Resources and Transportation High rate group and totalled to only 8% among all non-certified employers in Yukon. Nevertheless, with the exception of two rate groups (i.e., Construction Medium and Resources and Transportation High), the average cost of claim for COR certified employers were much lower (11% lower for all rate groups combined ranging from 39% lower in Resources and Transportation Low rate group to 86% lower in Services High rate group ) compared to non-certified employers.

Furthermore, in 2014, the amount of total insurance claimed by all COR employers (for all rate groups combined) accounted only for 11% of the total value of their assessments (i.e. insurance premiums paid to YWCHSB), while the same indicator for non-certified employers was 14% indicating non certified employers claimed more money as percentage of their assessments compared to certified employers. This difference was evident across all rate groups with the exception of the Construction Medium rate group where COR employers made more claims as percentage of their assessments (22%) compared to non-certified employers (8%).<sup>13</sup>

10 Partner for Work, Health, and Safety. An audit-based occupational health and safety recognition program: Is certification associated with lower firm work-injury rates? <http://pwhr.sites.olt.ubc.ca/files/2015/08/COR-Research-Brief-2015.pdf>

11 Email communication from Ian Hooper, Director, Partnerships in Injury Reduction, Jobs, Skills, Training and Labour received on October 19, 2015

12 Workers Compensation Board of Manitoba. 2010. Evaluation of the Construction Health and Safety Pilot Incentive Program.

13 It appears that Construction Medium group is the only group where COR employers performed worse compared to non-certified employers (e.g., the total claims amount as percentage of total assessments for COR employers was higher) in 2010, 2011, 2013, and 2014.

**Table 21: Certification Outcomes for 2014 Across Rate Groups<sup>14</sup>**

Rate Groups	Percentage of employers that made a claim			Average cost of claims				Total claim amount as % of assessments		
	COR	SECOR	No Cert	COR	SECOR	No Cert	% <sup>15</sup>	COR	SECOR	No Cert
Construction High	70%	20%	9%	\$1,801	\$2,324	\$4,506	60%	6%	6%	17%
Construction Medium	59%	12%	6%	\$3,232	\$477	\$1,249	-159%	22%	1%	8%
Resources and Transportation High	50%	-	17%	\$12,061	-	\$9,988	-21%	13%	-	20%
Resources and Transportation Low	67%	0%	9%	\$3,245	-	\$5,305	39%	9%	0%	11%
Resources and Transportation Medium	50%	14%	11%	\$1,078	\$211	\$6,046	82%	1%	3%	18%
Services High	100%	0%	13%	\$456	-	\$3,251	86%	2%	0%	18%
Services Low	63%	-	4%	\$1,333	-	\$3,028	56%	7%	-	16%
Services Medium	29%	0%	8%	\$913	-	\$2,226	59%	6%	0%	12%
<b>Total</b>	<b>55%</b>	<b>10%</b>	<b>8%</b>	<b>\$2,707</b>	<b>\$959</b>	<b>\$3,052</b>	<b>11%</b>	<b>11%</b>	<b>3%</b>	<b>14%</b>

Source: Files provided by representatives of YWCHSB

*Long-term Impact #1: Promoting workplace safety culture throughout Yukon and contributing to increased competitiveness of Yukon employers and industries.*

**Key informants and survey respondents consider NSNY as successful in promoting workplace safety culture in the Yukon and somewhat successful in contributing to the competitiveness of Yukon employers.**

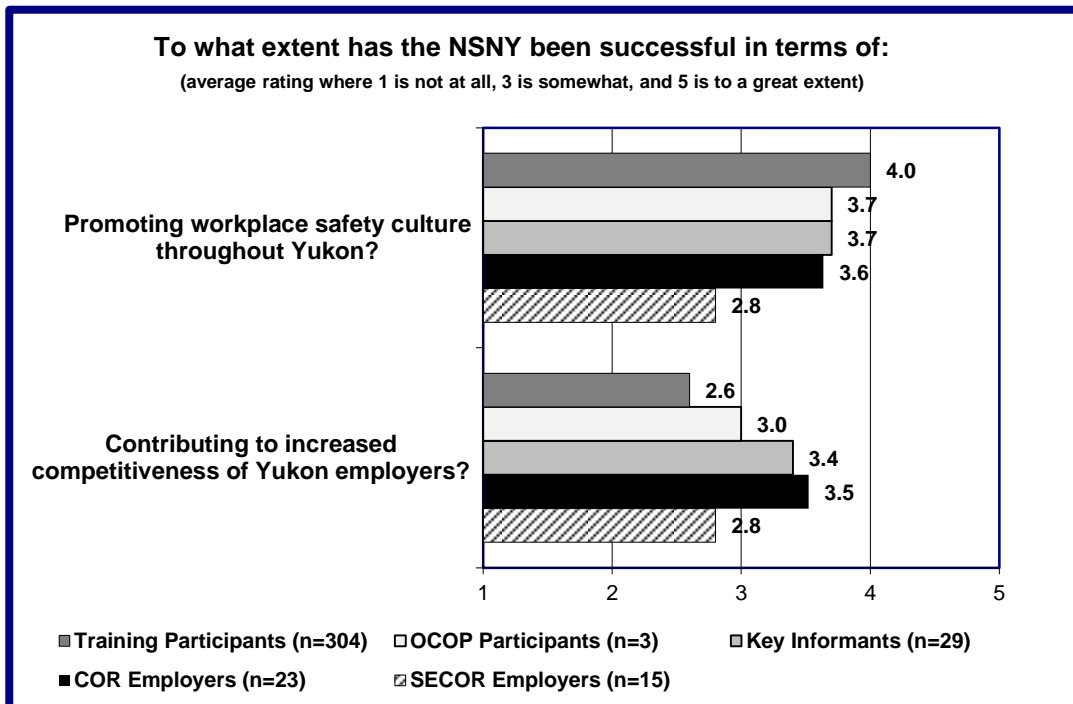
Key informants and survey respondents were asked to rate the success of NSNY in promoting workplace safety culture throughout the Yukon and contributing to increased competitiveness of Yukon employers using a scale 1 to 5, where 1 is not at all, 3 is somewhat and 5 is to a great extent. As demonstrated in the following figure, key informants provided an average rating of 3.7 to indicate that NSNY programming and services have been successful in terms of promoting safety culture throughout Yukon and provided an average rating of 3.4 to indicate that NSNY programming and services have been somewhat successful in contributing to increased competitiveness of Yukon employers and industries.

Among survey respondents, Training Participants provided an average rating of 4.0, OCOP Participants provided an average rating of 3.7, and COR Employers provided an average rating of 3.6 to indicate that their participation in the programming and the services delivered by NSNY has been successful in promoting workplace safety culture within their organizations and Training Participants provided an average rating of 2.6, OCOP Participants provided an average rating of 3.0, and COR Employers provided an average rating of 3.5 to indicate that their participation have been somewhat successful in terms of contributing increased competitiveness of their organizations. In addition, SECOR employers provided average ratings of 2.8 to indicate that their participation at NSNY programming and services has been somewhat successful in terms of promoting culture of safety in the workplace and improving the competitiveness of their organizations.

<sup>14</sup> The data in the table is provided for one year (2014) only to simplify comparison. Similar comparative data for all other years is provided in Appendix as a separate document

<sup>15</sup> Indicates percentage difference of average claim amounts between COR and non-certified employers

Figure 15: Success in Improving Competitiveness and Promoting Safety Culture



All key informants agreed that workplace safety culture has been improving over the past decade throughout the Yukon. Representatives of YWCHSB and External Auditors noted that they have seen considerable improvements across Yukon with regards to the extent to which employers take issues of workplace safety more seriously, develop workplace safety manuals and procedures, and ensure workers wear protective gear (e.g., helmets) and use safety tools and equipment. Key informants noted that improvements in the culture of safety are also reflected in the significant reduction of the number of workplace injuries, time-loss injuries and rates of insurance assessments across the territory. Almost all key informants agreed that NSNY has played a role in improving the culture of safety in the Yukon. According to key informants, the training and certificate of recognition programs and other awareness raising activities delivered by NSNY have contributed to improvement of the safety culture within the territory.

Key informants also noted that NSNY has contributed to increased competitiveness of the Yukon employers. An increasing number of companies and public sector stakeholders across Canada require proof of workplace safety records for contractors. By helping Yukon employers to receive COR certification, NSNY allowed them to participate in bidding processes within Yukon and outside of the territory and improved their competitiveness. Several key informants noted that they knew Yukon companies that managed to win contracts in British Columbia and Alberta and having the COR certification helped in the process.

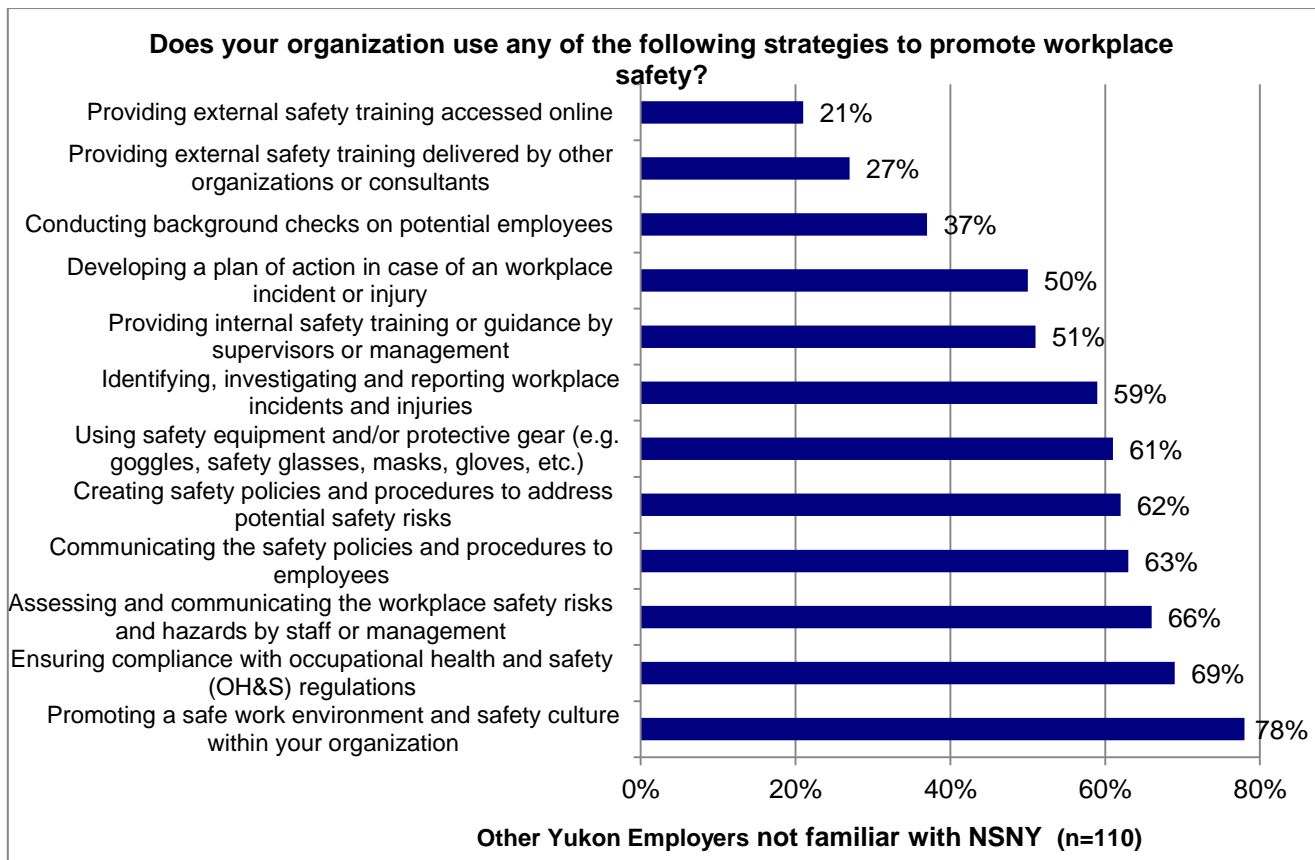
**NSNY also generated several outcomes that were not initially expected.**

About half of the key informants (48%) indicated that NSNY has generated several unintended outcomes. In terms of positive outcomes, key informants noted that NSNY was created as an organization to deliver certificate of recognition programs and workplace health and safety training.

Overtime, its role has grown and the organization has been involved in all aspects of promoting workplace health and safety in Yukon. These efforts undertaken by NSNY have contributed to overall improvement of the workplace health and safety throughout the territory, which was unexpected.

In terms of negative impacts, some key informants noted that there is still resistance by some employers in Yukon to take workplace health and safety issues seriously. Consequently, they view the activities and programming delivered by NSNY as unimportant and the government requirement for COR certification as unnecessary conditions imposed on them. This negative attitude has created a degree of resistance among some employers to participate in training and certificate of recognition programs implemented by NSNY. A survey of Other Yukon Employers that have not participated in activities of the NSNY demonstrated that these employers mostly rely on internal efforts to ensure workplace safety and only a minority access external training and capacity building efforts. During the survey, Other Yukon Employers that were not familiar with NSNY and/or had not participated in any NSNY related programming and services were asked to highlight the types of strategies that they use to promote workplace safety. As demonstrated in the following figure, most of these employers indicated that they focus on ensuring compliance with OH&S rules and regulations, and assessing the health and safety risks internally by staff and management. They also ensure staff is using safety gear and equipment, develop and communicate safety policies and procedures to staff members, identify, investigate and report workplace injuries, and provide internal safety training delivered by supervisors and managers. Only 27% of these employers indicated accessing external safety training delivered by other organizations and 21% indicated accessing online training and webinars.

**Figure 16: Actions Undertaken by Other Yukon Employers to Promote Workplace Safety**



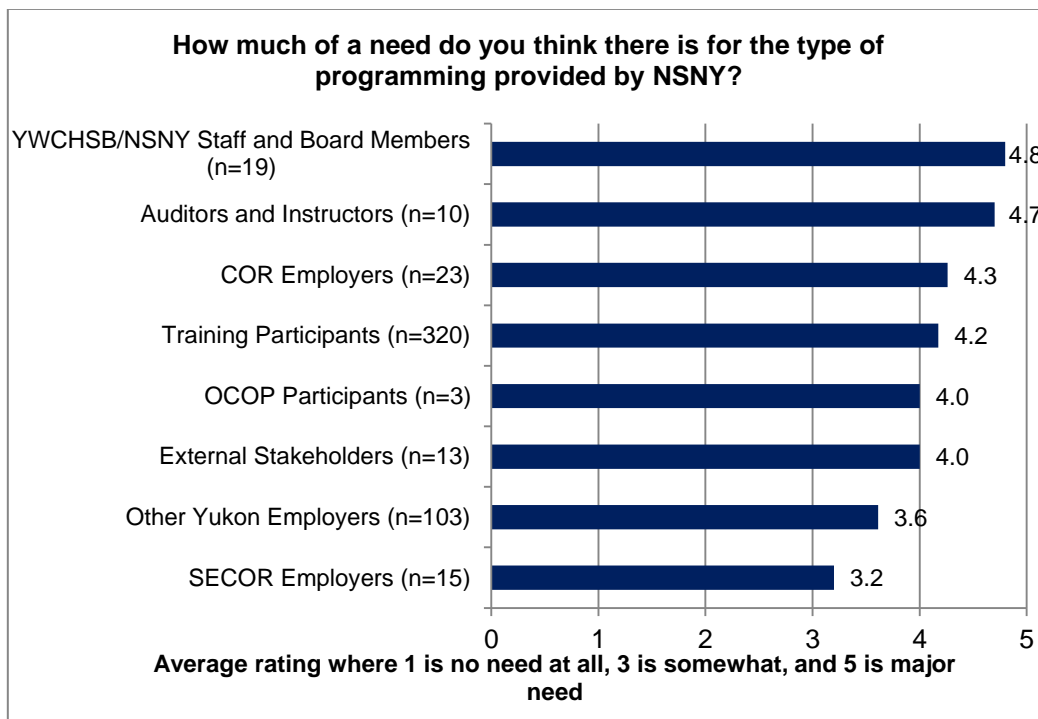
**C. CONTINUED NEED FOR NSNY**

According to key informants and survey respondents, there is a continued need for the programming and services delivered by NSNY. Ongoing efforts are needed to promote the importance of workplace health and safety and provide training and capacity building opportunities for employers and employees in Yukon and NSNY is well positioned to deliver these services.

When asked to rate how much of a need there is for the services and programming delivered by NSNY, on a scale of 1 to 5, where 1 is no need at all, 3 is somewhat of a need and 5 is a major need, the majority of the YWCHSB/NSNY Staff and Board Members, External Stakeholders, Auditors and Instructors provided a rating of either 4 or 5, as indicated in the chart below. The average rating by all key informants was 4.5.

Among survey respondents, COR Employers provided an average rating of 4.3, Training Participants provided an average rating of 4.2, OCOP Participants provided an average rating of 4.0, and Other Yukon Employers provided an average rating of 3.6 to indicate a significant need for the types of services provided by NSNY. In addition, SECOR Employers provided an average rating of 3.2 to indicate somewhat of a need for the programming and the services provided by NSNY.

**Figure 17: Need for Programming and Services Delivered by NSNY**



According to key informants and survey respondents, despite some improvements in overall workplace safety culture over the past few years, a large number of employers in Yukon still do not realize the importance of workplace health and safety and do not understand their roles and responsibilities in creating a safe work environment. These employers often associate efforts to create workplace safety

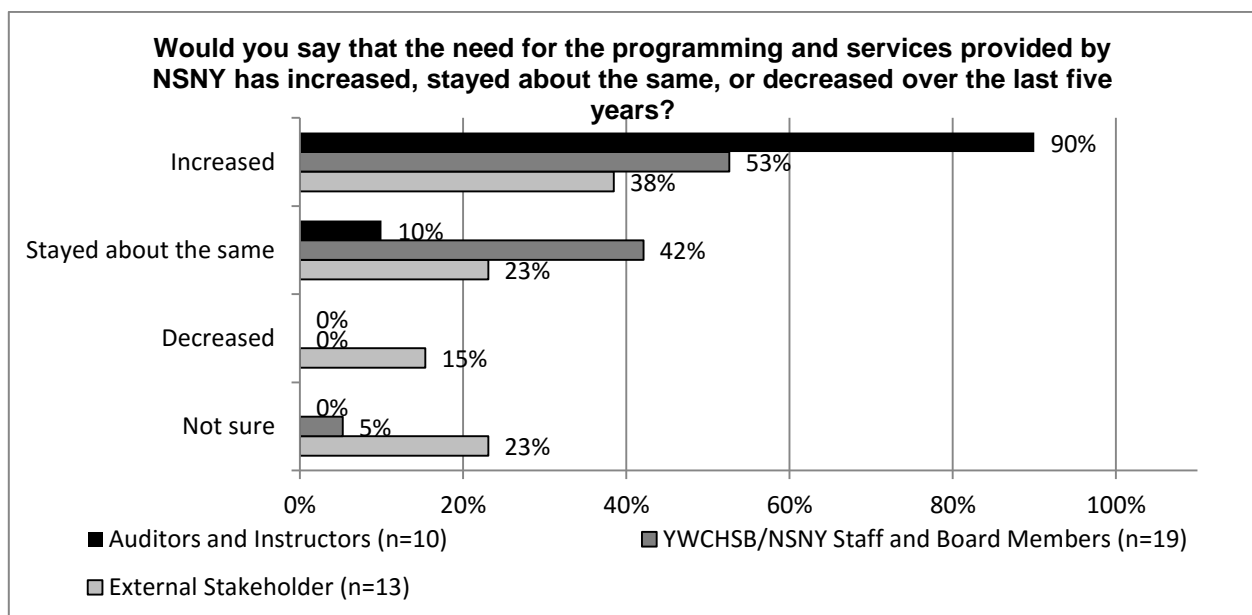


with extra cost rather than an opportunity to improve business viability and competitiveness in the long-term. Some key informants and survey respondents noted that the nature of the businesses (e.g., mining and construction) in Yukon and the environmental conditions (e.g., shorter construction seasons and harsh climate) contribute to higher workplace accident and injury risks and increase the importance of safety rules and standards. According to key informants and survey participants, continued efforts are required to promote the importance of workplace health and safety and provide training and capacity building opportunities for employers and employees in Yukon. NSNY is the only organization in Yukon (locally managed) that has a neutral position (as opposed to YWCHSB, which has a regulatory and enforcement role), understands the needs of the Yukon workforce (as opposed to service providers outside of Yukon) and is specifically focused on education and promotion of workplace health and safety within the territory. The absence of the services and programming delivered by NSNY would create significant challenges for the advancement of the workplace safety throughout the territory. Some key informants and Training Participants also noted that many occupations in Yukon require health and safety related credentials and training and workshops delivered by NSNY help individuals to improve their qualifications and meet these requirements. There is a need to continue these capacity building training and workshops to help employees to improve their qualifications and advance in their careers. In the absence of NSNY, many employers and employees would have difficulties in accessing similar services within or outside of the territory.

**According to the majority of the key informants, the need for programming and services provided by NSNY has increased over the past five years, mostly due to a greater recognition of the need for workplace safety among stakeholders.**

As demonstrated in the following figure, most Auditors and Instructors (90%), about half of the YWCHSB/NSNY Staff and Board Members (53%) and 38% of External Stakeholders noted that the need for the programs and services delivered by NSNY has increased over the last five years while 10% of Auditors and Instructors, 42% of YWCHSB/NSNY Staff and Board Members and 23% of External Stakeholders indicated that the need for programming has stayed about the same. Only two (15%) External Stakeholders indicated that the need has decreased. Only two (15%) External Stakeholders indicated that the need has decreased.

**Figure 18: Change in Need over Time**



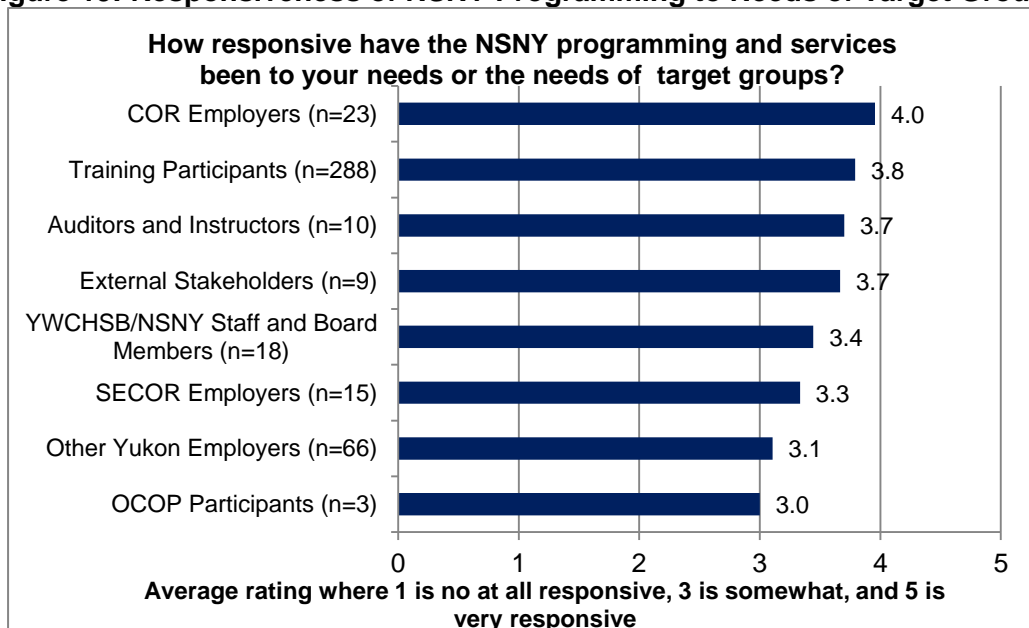
Key informants, who indicated that the need for the NSNY programming and services has increased noted that an increasing number of public sector stakeholders (e.g., municipalities and government departments within and outside of Yukon) require COR certification for contractors. These requirements have increased focus on workplace safety. In addition, the recognition of the need for safety and the importance of following safety rules and regulations have improved among employers in Yukon, which has contributed to an increased demand for training and workshops delivered by NSNY. Key informants who noted that the need for the NSNY services has stayed about the same over the past five years, stated that the need for workplace health and safety was always present. However, the recognition of the need has increased over the past five years. Two External Stakeholders who indicated that the need for the NSNY programming and services has decreased noted that the economy of Yukon has contracted over the past few years, resulting in closure of several mines and overall reduction of economic activity within the territory. These changes have contributed to a decreased need for workplace safety training and education.

**Key informants consider NSNY as responsive to the needs of Yukon employers and workers. NSNY has qualified staff and instructors and has demonstrated flexibility to adjust its programming to better meet the needs of the target groups.**

When asked to rate the responsiveness of NSNY programming and services to the needs of the target groups, on a scale of 1 to 5, where 1 is not at all responsive, 3 is somewhat and 5 is very responsive, External Stakeholders, and Auditors and Instructors provided average ratings of 3.7 and YWCHSB/NSNY Staff and Board Members provided an average rating of 3.4. The average rating by all key informants was 3.6.

In addition, COR Employers provided an average rating of 4.0, and Training Participants provided an average rating of 3.8 to indicate that the programming and services by NSNY was responsive to their needs; and SECOR Employers provided an average rating of 3.3, Other Yukon Employers provided an average rating of 3.1 and OCOP Participants provided an average rating of 3.0 to indicate that the NSNY programming and services were somewhat responsive to their needs.

**Figure 19: Responsiveness of NSNY Programming to Needs of Target Groups**



According to key informants, NSNY has been responsive to needs of employers in Yukon through:

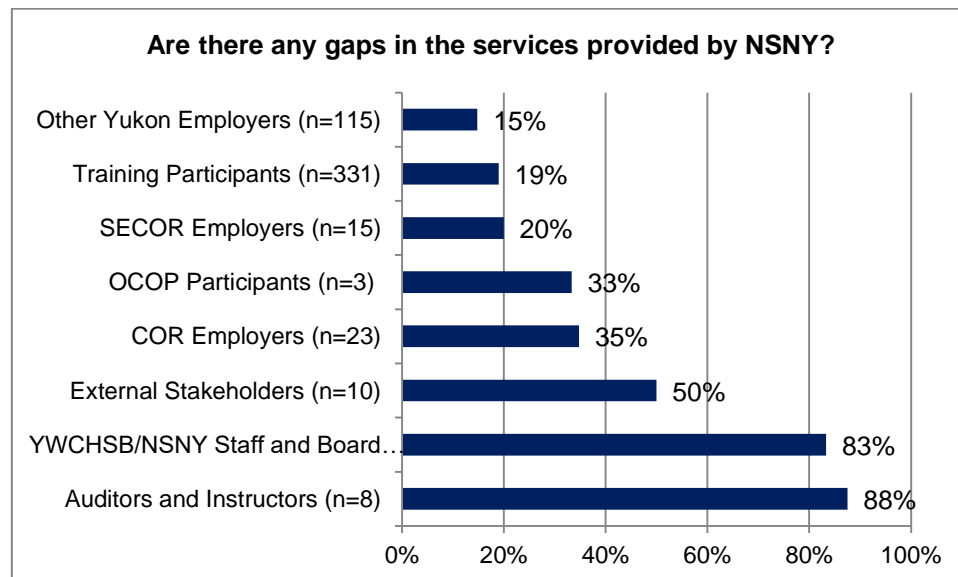
- *Skills and knowledge of staff members, and understanding of the local conditions and needs of the Yukon workforce.* According to key informants, staff members at NSNY and instructors have adequate knowledge of the local conditions and specific needs of the workforce and are able to work with different groups and communities (e.g., First Nations, newcomers, government officials etc.). NSNY works closely with local stakeholders (e.g., YWCHSB, industry organizations, etc.) and is able to adjust its programming and services based on changes in local need. NSNY staff members are very friendly, open to receive feedback from stakeholders, enthusiastic to learn and grow, and are willing to receive support and guidance from others in order to improve the programming and services. For example, when there is a need for specific training and/or capacity building, NSNY is quick to work with stakeholders to prepare the training curriculum and deliver workshops. Staff takes NSNY's mandate very seriously and work very hard to achieve organizational objectives. Instructors who deliver training courses are very knowledgeable about their subjects and have good communication and teaching skills. Most training participants are very pleased with them. As an illustration, NSNY conducts evaluations after its training sessions to learn and improve its services and curriculum based on feedback provided by participants. NSNY is also in constant communication with similar organizations in other regions (e.g., Alberta Construction Safety Association) in order to learn from their experience and adapt their best practices (e.g., new training sessions or curriculum) to local needs.
- *Demonstrated flexibility to accommodate the needs of various stakeholders.* According to key informants, small size (NSNY is managed with 5 FTEs) and understanding of the local needs, enables NSNY to demonstrate flexibility in delivering its training and services. Examples of flexibility noted by key informants included offering classes on weekends or in the evenings to accommodate different schedules of participants, delivering private onsite training sessions for various employers upon request, offering online courses for those who cannot attend the classes in-person, providing resources and materials electronically online (e.g., audit forms), accommodating requests for training and services in a timely manner (e.g., delivering training on short notice), and travelling to regions and remote areas to organize training and courses if required. NSNY has also undertaken some efforts to reach out to representatives of certain groups (e.g., training for individuals in their language of choice) and First Nations organizations (e.g., providing culturally appropriate training and services). Several key informants also noted that NSNY has created SECOR and OCOP programs to accommodate the needs of small and owner-operator organizations. In addition, NSNY has been able to offer some industry specific training and services. The examples of such services noted by key informants included Construction Safety Training System and the National Construction Safety Officer (NCSO) designation training.
- *Having a stable funding commitment and support from YWCHSB, which helps NSNY to focus on delivering quality programming and services.* NSNY receives consistent core funding from YWCHSB, which enables it to deliver the programming and services. In addition, YWCHSB supports NSNY through constantly communicating industry needs for training and capacity building and developing or revising curriculum for new training or workshops.
- *Industry and government support.* Key informants noted that an increasing number of industry representatives (e.g., Yukon Construction Association), unions and government officials recognize the need for and importance of workplace health and safety training and capacity building in Yukon, which contributes to increased support for NSNY to continue its operations.

The nationwide recognition of the COR program as an industry standard in workplace health and safety helps to build the reputation of the certification and increases buy-in from employers.

**There are a number of gaps in the services provided by NSNY. These gaps are associated with limited capacity to provide health and safety advice, issues with regards to addressing needs of specific sectors and industries, difficulties in improving training content and curriculum, limited efforts on marketing and reaching out to employers outside of Whitehorse, and limited focus on delivering specialized training.**

Key informants and survey participants also identified a number of gaps in the services and programming delivered by NSNY that prevent it from addressing the needs of the Yukon employers and employees. As demonstrated in the following figure, most of the Auditors and Instructors and YWCHSB/NSNY Staff and Board Members, about half of External Stakeholders, 35% of COR Employers and 20% of SECOR Employers, 19% of Training Participants and 15% of Other Yukon Employers identified gaps in the services provided by NSNY.

**Figure 20: Gaps in NSNY Programming and Services**



The gaps identified by key informants and survey respondents are summarized as follows:

- Capacity to provide health and safety advice and direct support to employers to build and use workplace safety systems.* During the survey, 16% of Training Participants indicated that they have received advice from NSNY on issues related to workplace safety. Key informants also acknowledged that over the past few years, NSNY has increased efforts to provide health and safety advice to employers in improving their safety practices. However, according to key informants, the progress in this area has been slow. NSNY does not have a designated health and safety professional (advisor) who works directly with employers to assist them in building safety capacity and/or preparing and using safety manuals, policies and procedures. Our review of similar initiatives in other jurisdictions demonstrated that most similar programs employ (or contract) health and safety professionals/advisors who work directly with employers in building their safety capacity. For example, the New Brunswick Construction Safety Association (NBCSA) assists employers by sending a Safety Advisor to their worksite to facilitate the development of

hazard assessment processes, site emergency and safety plans and conducts a pre-audit check on their safety programs to identify weak areas. During the survey, COR and SECOR Employers noted that sometimes they are not able to receive proper assistance from NSNY in developing safety systems in the workplace and end up hiring external consultants. According to a few key informants and survey respondents, NSNY needs to recruit safety advisors and develop internal safety expertise to assist employers in developing workplace safety systems.

- *Ability to address the needs of specific sectors, industries and groups.* When asked to rate the success of NSNY in reaching out to representatives of its target groups, on a scale of 1 to 5, where 1 is not at all, 3 is somewhat, and 5 is to a great extent, key informants provided an average rating of 3.6. According to key informants, NSNY has been successful in involving large groups of employers and employees in its activities and programming. However, a majority of key informants noted that the success of NSNY in reaching to representatives of target groups and addressing the needs has been uneven across industries and sectors. Despite some efforts by NSNY to adjust its programming to specific needs of the industries and employers, most of the NSNY programming and services are still more relevant to certain sectors (e.g. construction, mining, heavy equipment, etc.) and stakeholders in other sectors (e.g., retail, administration, government, etc.) or industries have not benefited as much from its activities and programming. According to key informants, many of the resources and tools (e.g., internal audit guide) provided by NSNY are tailored towards mining and construction and cannot effectively be utilized by representatives of other industries. The survey of Other Yukon Employers demonstrated that, employers in construction industry were more likely to be familiar with NSNY and report greater involvement in NSNY programming and services compared to employers from other industries, particularly those from the service sector. Key informants noted that there is a potential to reach out to and achieve greater involvement from representatives of the following groups and sectors in NSNY programming and activities:
  - Representatives of the retail industry (e.g., Walmart, Canadian Tire and Super Store), food distribution, public sector employers (e.g., Yukon government), health care sector, trades, aviation, unions, oil & gas sector, farming and food processing, and telecommunication.
  - Students, apprentices, and graduates who will become employees and employers in the future. Incorporating health and safety training into educational programs and ensuring graduates have the necessary skills will contribute to improvements in workplace health and safety culture in Yukon.
  - Representatives of the non-profit sector. There are about 700 non-profit organizations operating in Yukon and many of them employ staff members. This group is underrepresented in NSNY training and certificate of recognition programs and many non-profit employers have limited understanding with regards to their roles and responsibilities stipulated in the legislation.
  - Representatives of law enforcement agencies such as police and RCMP whose profession is associated with higher risk of workplace accident and injury.
  - First Nations organizations. Although NSNY has delivered some training and services to representatives of First Nations organizations, there is a potential to increase these efforts and achieve a greater involvement and participation.
  - Federally regulated employers (e.g., correctional services jail, aviation, telecommunication, federal government, etc.) that operate in the Yukon.
- *Limited support and oversight for employers once they receive COR certification or participate in training sessions.* Some key informants noted that many employers receive a certificate of recognition in order to be able to bid on government contracts and have limited interest in



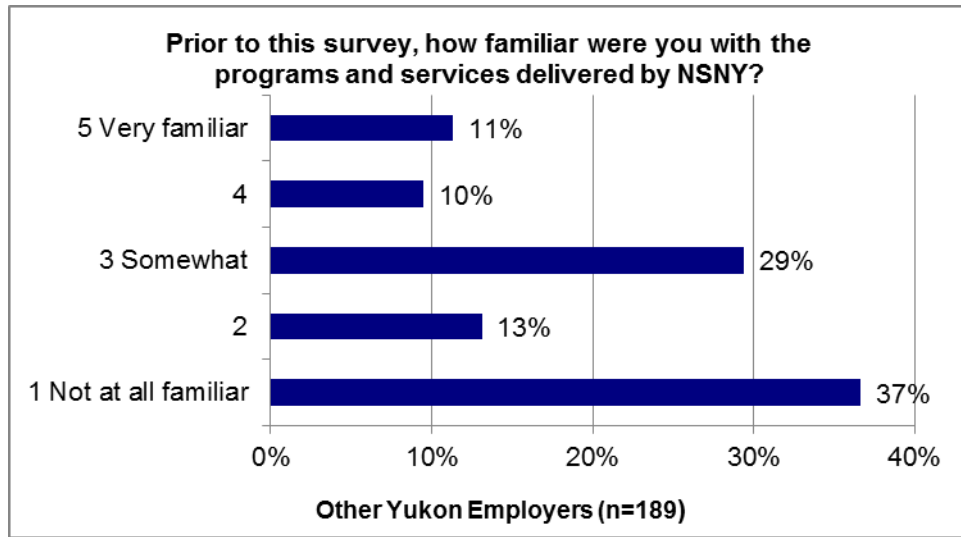
implementing proper safety processes and procedures. It is unclear the extent to which safety manuals, policies and procedures are being implemented once developed. Safety can only be achieved through a change of culture within the organization and going above and beyond the legal requirements. To achieve this, employers need to be provided consistent guidance and support for continuous learning and improvement. The certificate of recognition should entail constant learning and incorporating best practices into the company operations. Key informants suggested that NSNY should develop more training courses specifically tailored to COR/SECOR employers who want to learn additional knowledge that goes beyond the minimum requirements of the certification. Key informants also noted that such courses and training need to incorporate the most innovative approaches, best practices and learned lessons in the field of workplace safety.

- *Ability to innovate and constantly improve training curriculum and content.* Some key informants noted that with a small budget and five FTEs, NSNY lacks resources and capacity to be at the forefront of health and safety programming. For example, developing new training curriculum or materials and/or adjusting them to specific industry needs require extensive background research, preparation, stakeholder discussions and validation. NSNY often requires external assistance and guidance (e.g., often working with YWCHSB or hiring consultants) in developing new training curriculum and materials and applying innovative approaches to their work. Key informants noted that some of the courses provided by NSNY have not been updated for many years, particularly courses that are required for certificate of recognition programs. Many representatives of employers are required to take the exact same course again as part of the re-certification. According to key informants and COR and SECOR Employers, after being certified for many years and using the safety manuals, processes and procedures, employers' need for training and capacity building changes. During the surveys, COR and SECOR Employers, especially those representing small businesses, noted that taking the same course with exact the same curriculum every three years, was not an appropriate use of their time and money. They would like the content of the course to be updated (e.g., simplified content), or revised considerably to reflect the fact that their organizations have been certified for many years and have gained considerable new experience. These key informants and COR and SECOR Employers noted that NSNY needs to revise its training requirements for re-certification to simplify the curriculum and add more in-depth content (e.g., new best practices and innovative approach in health and safety, industry trends, recent changes in legislations and regulations, etc.) for those who already attended the same training. As part of this evaluation, we reviewed four similar initiatives implemented in other jurisdictions. Of the four similar initiatives reviewed, only the Alberta Construction Safety Association (ACSA) requires COR employers to undertake additional training as part of the re-certification. Similar initiatives in other jurisdictions (e.g., Manitoba and New Brunswick) do not require COR certified employers to participate in additional training as part of the re-certification. (the employers have to undertake external audits only to maintain their certifications). In Alberta, SECOR employers are not required to undertake external audits for re-certification, and thus participation in training is the only requirement for re-certification. In addition, employers can assign any full-time employee (instead of supervisors) to attend the training. Our review of the NSNY documents and files demonstrate that NSNY has taken some steps to address the issue with regards to re-certification. In particular, it has introduced refresher training for a number of COR and SECOR required courses. These refresher training sessions are of shorter duration and are cheaper compared to regular training (e.g., Leadership for Safety Excellence Refresher cost \$192 instead of \$ 259 for regular training and lasts one day, instead of two days for regular training).



- *Reaching out to employers in communities outside of Whitehorse.* According to key informants, COR and SECOR Employers and Training Participants, despite improvements in recent years, NSNY's reach to communities outside of Whitehorse is still limited. Most of the participants at NSNY training courses and those who receive certificates of recognition are from Whitehorse. Sometimes NSNY has to cancel courses in remote areas while employers or employees outside of the Whitehorse have to wait a long time (on average 6 to 8 months and sometimes up to 18 months) to be able to participate in training. Some of the courses offered by NSNY are required to be taken within a given time frame to satisfy the requirements of the COR certification (e.g., JHSC/Health and Safety Representative training needs to be taken within 90 days for new safety committee members) and the employers outside of Whitehorse (e.g., those in Watson Lake, Dawson, Haines Junction, etc.) experience difficulties in accessing them in a timely manner due to availability of the training. Due to the seasonal nature of some jobs, employers experience difficulties in participating in some of the training sessions (e.g., Fall Protection and Confined Space Entrant, etc.) as they become needed when new employees are hired. Sometimes employers in remote regions have to send employees to Whitehorse for training, which is associated with higher cost. According to key informants, many of the courses delivered by NSNY require presence of participants in the classroom (e.g., due to practical and hands-on content) and cannot be delivered remotely. However, a number of courses (e.g., those focused on raising awareness) can be delivered online. Having more online courses and webinars could alleviate the need for travel and reduce the financial cost for employers.
- *Limited marketing and awareness raising activities and lack of clarity in strategic objectives and outcomes.* Key informants noted that over the past five years, NSNY has made a significant progress in raising awareness of its activities among representatives of the target groups and in helping them recognize the importance of workplace health and safety. In particular, key informants noted that NSNY reaches out to representatives of target groups through organizing and actively participating at various health and safety related events and activities (e.g., NAOSH BBQs and safety awareness week, job fairs, trade show, conferences, etc.); delivering online newsletters and email distribution (NSNY maintains an email list of individuals and organizations and sends regular updates on safety issues in Yukon, calendar of events, new courses and workshops); using its website to provide detailed description of its activities and programming and access to various health and safety related resources; and engaging in partnerships with different groups, organizations to participate and/or organize joint events and programming. Nevertheless, according to key informants, NSNY lacks resources to undertake large scale public relations, marketing and awareness raising activities. Therefore, the awareness of the NSNY activities among representatives of target groups outside of Whitehorse is limited. As demonstrated in the following table, during the survey, about half of the Other Yukon Employers (50%) indicated that they were not familiar (providing ratings of 1 or 2, on a five point scale) with activities and programming delivered by NSNY.

Figure 21: Level of Familiarity with NSNY Programming and Services



Other Yukon Employers that were not familiar with NSNY were mostly very small (63% had fewer than 5 employees), new to Yukon (25% were operating in Yukon less than 5 years and 23% less than 10 years) and less dependent on government contracts (39% had no government contracts and 23% generated less than 10% of revenues through government contracts). Among those who were familiar with NSNY (rating of 3 or higher), 39% had never participated in any of the activities or programming delivered by the organization. The employers who were aware of the NSNY activities and programming indicated learning about NSNY through attending safety training, workshops or other capacity building activities organized by NSNY (35%), receiving emails, newsletters or other communications (32%), participating in certificate of recognition programs delivered by NSNY (28%) or engaging in partnership with NSNY (4%).

During the interviews, a few key informants noted that NSNY has not communicated its mission, vision and strategic goals to stakeholders at an adequate level, thus there are varying perspectives about the organization and its objectives among stakeholders. Some stakeholders perceive the main goal of NSNY is to advance COR programs and/or promote safety training rather than focusing on the improvement of workplace safety in Yukon.. According to these key informants, NSNY’s objectives and strategic goals should be based on workplace safety outcomes (e.g., improving safety culture in Yukon, reducing number of incidents and injuries, etc.) rather than advancing COR programs. A comparative review of the NSNY’s mission and strategic goals with similar organizations in other jurisdictions demonstrate that NSNY’s objectives are geared towards building partnerships and delivering health and safety training and COR programs, while the goals and objectives of similar organizations are mostly related to safety outcomes (e.g., to save lives and reduce injuries, reduce human, social and economic losses, etc.). Our review of the NSNY’s annual and quarterly reports demonstrates that the organization collects a wide range of data to monitor and report on its performance. The data is collected and reported quarterly, annually and sometimes monthly as a requirement of the funding agreement with OHS/YWCHSB and/or at their request. However, most performance data collected and reported is focused on activities and outputs (e.g., audits performed, training sessions delivered, certifications issued, etc.) rather than outcomes (e.g., reduction in incidents and injury rates).

- *Limited focus on delivering specialized training and capacity building in various areas of*

*workplace health and safety.* According to some key informants, there is a significant need in the Yukon for specialized and in-depth training in different areas of workplace health and safety and NSNY provides very few specialized and practical training courses (e.g., examples of such specialized training courses delivered by NSNY include Fall Pro Equipment Inspection, Low Angle Rope Rescue, Marine Emergency Duties, etc.). Supporting workplace health and safety requires expertise in a wide range of areas and it is difficult for NSNY to build expertise in all areas. During the survey, some Training Participants noted that some of the training programs provided by NSNY were introductory and did not help them make effective changes in their workplace. For example, in addition to teaching legislative requirements for employers (what they should do) to have proper health and safety systems in place (safety manuals, process and procedures), the workshops should also provide specific instructions, examples and best practices on how to develop these systems. Training Participants would like to see the curriculum go beyond foundational knowledge and help them to build practical skills so they can implement them at the workplace. When asked to indicate if there were other types of programming or services NSNY should deliver as part its programming, 20% of Training Participants and 16% of Other Yukon Employers identified at least one type of training or services that NSNY could deliver. The types of courses and training mentioned included: traffic coordinator, respiratory protection, crane safety, incident/accident investigation, working alone, safety advisor, HAZWOPER,<sup>16</sup> asbestos awareness, gas safety, fatigue management, defensive driving, ground disturbance, arc flash, solid and hazardous safety waste management, roofing safety, and earthquake preparedness.

- *Sub-contracting requirements.* Several key informants noted that although the Yukon government requires COR certification for contractors (for over \$100,000), no such requirement exists for subcontracted employers. As a result, a winner of a government contract may assign a portion of the work to a subcontractor, who does not require a COR certification. During the survey, a few SECOR employers noted that they obtained their certification in order to be able to get subcontracting jobs from large companies outside of Yukon who want to bid on government contracts within the territory. Sometimes, non-certified employers (many outside of Yukon) look for and partner with certified companies in Yukon to be able to access government contracts. Key informants consider this practice as problematic, because employers are able to win government contracts without having to develop proper safety systems.

**D. PROGRAM DESIGN AND DELIVERY**

**COR Employers and OCOP Participants were mostly satisfied with the design and delivery of the certificate of recognition programs while representatives of SECOR employers were somewhat satisfied.**

During the survey, COR Employers, SECOR Employers, and OCOP Participants were asked to rate their level of satisfaction with different design and delivery aspects of the NSNY programming and services on a scale of 1 to 5, where 1 is not at all satisfied, 3 is somewhat satisfied and 5 is very satisfied. As demonstrated in the following table, COR Employers, and OCOP Participants were satisfied with most design and delivery aspects of the programs, while SECOR Employers were somewhat satisfied. In particular, all survey respondents were satisfied with the information about how to participate in the certification programs, assistance provided by NSNY staff to them during their involvement, and the process of obtaining the Temporary Letter of Certification (TLC) from NSNY. The representatives of SECOR employers were somewhat satisfied with the processes involved in development and review of the organizational health and safety manuals, the training and workshops

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16 Hazardous Waste Operations and Emergency Response Standard (HAZWOPER) training.

delivered as part of the program, internal and external auditing process, and three year external audit requirements and processes.

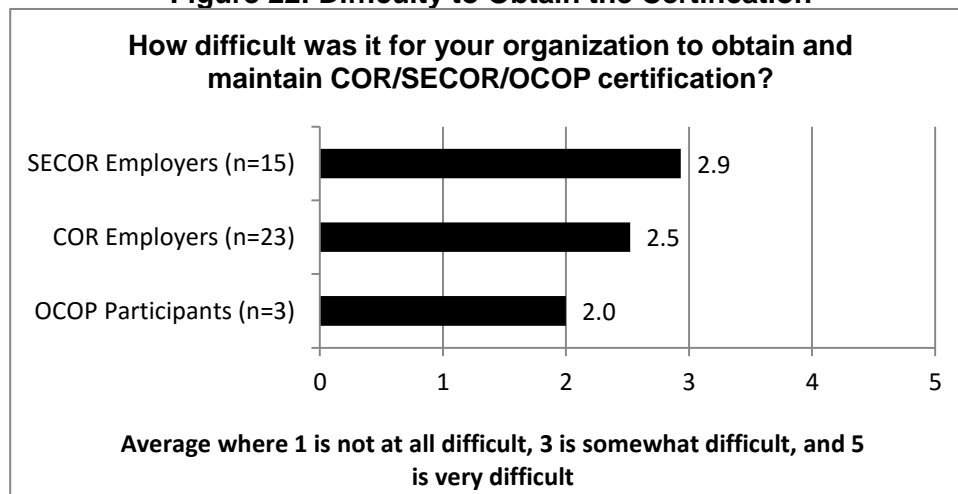
**Table 22: Satisfaction with Design and Delivery of COR Program**

<i>How satisfied were you with the following elements of the services and assistance you received by NSNY?</i>	<b>COR Employers (n=23)</b>	<b>SECOR Employers (n=16)</b>	<b>OCOP Participants (n=3)</b>
Obtaining of Temporary Letter of Certification (TLC)	4.4	3.9	4.0
Information available to you about how to participate and obtain COR/SECOR certification	4.3	3.8	3.7
Assistance provided by NSNY staff to you	4.2	3.6	4.0
Timeliness of the response you received from NSNY	4.3	3.4	3.7
Initial external auditing process	4.2	3.1	
Three year external audit requirements and processes	3.8	3.6	-
Information available to you on the potential benefits of the COR/SECOR program for your organization	3.9	3.3	3.3
Training and workshops delivered as part of the program	3.8	3.3	4.0
Annual internal audit requirements and processes	3.7	-	-
Development and review of the organizational health and safety manuals	3.8	3.0	3.3
Requirement for submitting safety records and documentation to NSNY every year	-	-	4.3

**Certificate of recognition program participants, particularly those who represented smaller employers find the process of obtaining and maintaining the certification as somewhat difficult for them.**

During the survey, COR and SECOR Employers and OCOP Participants were asked to rate the extent to which the process of obtaining and maintaining the certification was difficult for them, using a scale 1 to 5, where 1 is not difficult at all, 3 is somewhat difficult, and 5 is very difficult. As demonstrated in the following figure, SECOR Employers provided an average rating of 2.9 and COR Employers provided an average rating of 2.5 to indicate that the process was somewhat difficult, and OCOP Participants provided an average rating of 2.0 to indicate that process was not difficult.

**Figure 22: Difficulty to Obtain the Certification**



**It is apparent that cost of the participation is the major difficulty experienced by smaller employers.**

As demonstrated in the following table, when asked to rate the extent to which cost associated with obtaining and maintaining the certificates was reasonable, on a five point scale, where 1 is strongly disagree, 3 is neither agree nor disagree and 5 is strongly agree, OCOP Participants provided average ratings of 4.3 and 4.7, respectively, to indicate that the cost was reasonable, and COR employers provided an average rating of 3.2 and 3.0, and SECOR Employers provided an average rating of 2.7 to indicate that cost was somewhat reasonable.

**Table 23: Cost of Obtaining and Maintaining the Certification**

Please indicate your level of agreement: <i>(on a five point scale, where 1 is strongly disagree, 3 is neither agree nor disagree and 5 is strongly agree)</i>	COR Employers (n=23)	SECOR Employers (n=16)	OCOP Participants (n=3)
The expenditures associated with OBTAINING the COR/SECOR/OCOP certification are reasonable	3.2	2.7	4.3
The expenditures associated with MAINTAINING the COR/SECOR/OCOP certification are reasonable	3.0	2.7	4.7

COR/SECOR Employers, mostly those representing SECOR organizations, who provided lower ratings noted that the processes involved in obtaining and maintaining the certificates were costly and cumbersome for small businesses. The cost of training and the external auditing process are the most expensive parts of the certification. There are about nine qualified external auditors in Yukon and they are free to negotiate and charge the amount of fee for their services. A few key informants noted that this may also lead to conflict of interest because sometimes the same auditors are hired by the same employers to do additional, non NSNY related, work for them. A few survey participants and key informants also noted that sometimes the quality of auditing does not reflect the actual quality of the workplace health and safety conditions in the organization. Some respondents stated that NSNY needs to develop better screening processes for selecting external auditors and support them to improve quality of auditing.

**Certified employers that decided not to renew their certification and Other Yukon Employers who chose not to participate in the COR program justify their decision mainly by cost and staff time and efforts associated with certification and ongoing maintenance of the certificates.**

Four COR and SECOR Employers and one OCOP Participant who indicated that their certification was lapsed at the time of the survey, were asked to indicate reasons why they decided not to renew the certification. As demonstrated in the following table, staff time and effort and the expenditures associated with re-certification requirements and ongoing maintenance were the major reasons why COR and SECOR Employers and the OCOP Participant did not renew their certification. In addition, two SECOR Employers indicated that they decided not to renew the certification because as part of the process they were required to retake the same courses that they already took three years ago to obtain the certification. These respondents indicated that they would have renewed their certification if the classes included updated content or curriculum that would help them to learn new skills.



**Table 24: Reasons Employers Discontinue their Certifications**

<i>Would you say that the following factors were a major reason, a minor reason or not a reason why your organization decided not to renew your COR/SECOR/OCOP certification?</i>	Not a Reason	A Minor Reason	A Major Reason	Total
Change in nature or profile of organization/business or operations (n=5)	60%	0%	40%	100%
Your organization/business already had all necessary safety policies and procedures in place and no longer needed the certification (n=5)	20%	60%	20%	100%
Limited effectiveness of the certification in improving organization/business health and safety (n=5)	40%	20%	40%	100%
The expenditures associated with re-certification requirements (n=5)	40%	0%	60%	100%
The expenditures associated with on-going maintenance of the certification (n=5)	40%	0%	60%	100%
Staff time and effort required for maintenance and re-certification requirements (n=5)	20%	20%	60%	100%
For personal reasons for OCOP Participants only (n=0)	0%	0%	0%	100%
Other (n=2)*	20%	0%	20%	100%

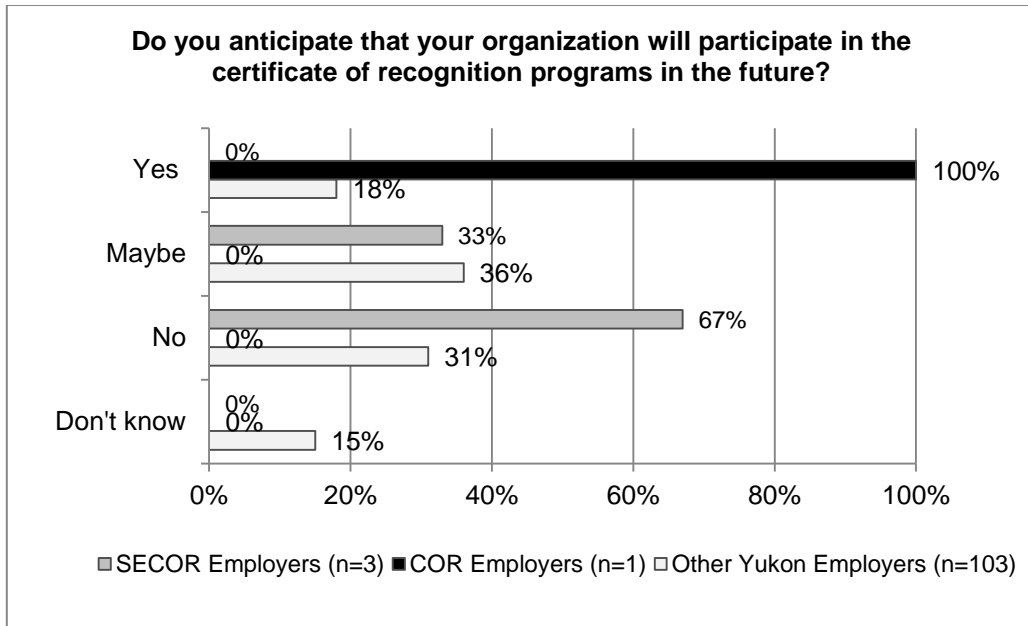
Similarly, Other Yukon Employers who had some familiarity with NSNY, but chose not to participate in the certificate of recognition programs indicated that the staff time and effort required for certification (41%), the length of time associated with obtaining the certification (33%), and the expenditures associated with obtaining and maintaining the certification (32%) were the major reasons they decided not to participate. Among respondents, smaller employers (those with fewer than 10 employees) were more likely to indicate the high cost and effort required as the main reasons for not participating, while larger employees (those with more than 10 employees) were more likely to report that their organizations already had all necessary health and safety policies and procedures in place.

**About half of the other Yukon employers that have not participated in NSNY programming and services consider obtaining the COR/SECOR certification in future, and about half of the COR/SECOR employers whose certifications have lapsed will consider renewing their COR/SECOR certification again. Their decision will depend on economic conditions in the Yukon and availability of resources, and possible changes in their business operations and/or government regulations. Those who chose not to participate in the certificate of recognition programs in the future consider the cost of the certificate too high for their organizations and that there is a lack of alignment between the program design and the needs of their organizations.**

Other Yukon Employers who have not participated in COR/SECOR programs in the past, and four COR/SECOR Employers who indicated that their certification was lapsed at the time of the survey, were asked to indicate if they anticipated that their organizations will participate in the certificate of recognition programs in the future. As demonstrated in the following figure, 36% of Other Yukon Employers and one SECOR Employer indicated that they may participate in the certificate of recognition programs in future, and 18% of Other Yukon Employers and one COR Employer indicated that they will participate. Two SECOR Employers and 31% of Other Yukon Employers indicated that they will not participate in the certificate of recognition programs.



**Figure 23: Likelihood of Participation in Certificate of Recognition Programs in Future**



Those survey respondents who indicated that they may participate in the certificate of recognition programs in the future highlighted the following factors that will affect their decisions to participate:

- The availability of resources and staffing (n=13). The respondents noted that participation in the program is costly and requires staff time and efforts, which will affect their decision to participate. If the cost of participation is reduced, they will consider obtaining the certification.
- Business growth and expansion (n=8). For some respondents, continued operations in Yukon and expansion of the business activities into new industries and areas may play a key role in their decision to participate.
- Regulations and legislative requirements (n=7). Several respondents mentioned that if the government changes its regulations and requires the COR/SECOR certification for contracts under \$100,000, they will have to obtain the certification.
- Potential changes in the types of business operations (n=6). A few respondents noted that they may consider changing business model or operations, which may require them to obtain the certification.
- Other reasons mentioned by survey respondents included accessibility of the training and programs in remote regions, and improvement of the quality of the services provided by NSNY (e.g., availability of health and safety advice).

As demonstrated in the following table, Other Yukon Employers and SECOR Employers who indicated that they will not participate in the certificate of recognition programs in the future, justified their decision with the cost and effort required to obtain and maintain the certification, the types of business operations or activities that they implemented that were not consistent with the certification, and perceived lack of added value of the program in their activities and operations.

**Table 25: Reasons for Not Participating**

Reasons for not participating	SECOR Employers		Other Yukon Employers	
	#	%	#	%
Level of effort required to obtain the certification is too great for small employers	-	-	7	64%
The program is not tailored to the kind of activities performed by the organization	1	33%	2	18%
Added value or reason to pursue the certification is not evident	2	67%	2	18%
<b>Total</b>	<b>3</b>	<b>100%</b>	<b>14</b>	<b>100%</b>

**Most key informants did not see alternative approaches or designs that may have achieved the intended results more effectively or efficiently. NSNY and its programming have been modeled after similar initiatives in other regions and have proven to be successful. One alternative approach noted by some key informants was related to the need for greater engagement of smaller employers.**

During the interviews, the majority of the key informants (52%) did not see alternative approaches or designs for NSNY programming that may have achieved the intended results more effectively or efficiently. According to key informants, NSNY has been modeled after similar initiatives that operate across Canada and these initiatives have been proven to be successful in each region. The model works in other regions and there is no need to replace it in the Yukon. An alternative approach noted by some key informants was the need to find alternative design and delivery mechanisms or sources of funding to increase reach and participation of smaller employers in the activities and programming delivered by NSNY. Some key informants and survey respondents noted that the certificate of recognition programs delivered by NSNY are better suited to address the needs of larger employers rather than smaller employers. Therefore, smaller employers are underrepresented among certified employers, despite the fact that most employers in Yukon are small. The large employers can more easily afford to cover the cost associated with certification than smaller employers, who have more limited resources. According to these key informants, NSNY could partner with the Yukon government or industry organizations to implement joint initiatives, reduce the cost, subsidize travel and improve participation by smaller employers.

**A review of similar initiatives indicates that there are a number of alternative design and delivery approaches used in other regions, some of which could possibly be applied in Yukon.**

A detailed review of similar initiatives implemented in other regions of Canada demonstrated that it is not possible to employ the same design and delivery approach in all regions. Nevertheless, the review identified a number of common themes, lessons learned and promising practices from other similar initiatives, some of which could possibly be applied in Yukon. These common themes, lessons learned and best practices are summarized below. It should be noted that each lesson and practice mentioned deserves a more detailed review to identify the potential for application in the Yukon.

- *Tailoring the certificate of recognition programs to meet the needs of specific sectors.* Workers Compensation Board in Manitoba has recently formed a new division called SAFE Work Manitoba dedicated to the prevention of workplace injury and illness. Safe Work Manitoba has developed a jurisdictional specific certification program called “SAFE Work Certified” which is tailored to the specific needs of various industries. The program is implemented in collaboration with industry-based safety associations (called Certifying Partners or CPs) that have expertise and an understanding of the needs of each sector. In order to receive the certificate, employers have to

participate in a number of core training programs and two industry and occupation specific courses. The industry and occupation specific courses are designed to help participants better understand health and safety issues and needs and learn best practices specific to their industries. These industry specific courses are developed jointly between Safe Work Manitoba and Certifying Partners. To become SAFE Work Certified, an employer is first required to engage a relevant Certifying Partner which conducts a needs assessment to identify the strengths and weaknesses of the employer’s safety and health system and develops a suitable plan for certification. Once the needs are established, the CP provides guided support (e.g., development of a work plan and coaching) for smaller employers (less than 20 employees) who are new to safety and health management. Larger employers with existing health and safety systems in place use the self-directed route to receive certification.

- *External auditing process.* As mentioned earlier, COR and SECOR Employers and Key Informants noted that the external auditing is the most expensive part of the certification process as there is no standard cost for audits and auditors are able to charge high fees. Although COR and SECOR Employers were not able to estimate the cost of external audits exactly, they mentioned that the entire SECOR certification process cost them from \$3000 to \$7000, of which a significant portion is spent on external audits. The following table provides a comparative overview of the external auditing process in other jurisdictions. As demonstrated in the table, in Manitoba, North West Territories and New Brunswick, the external auditors are contracted by certification providers (instead of employers) for a standard flat fee. The fees range from \$500 per day of audit in NWT to \$825 (flat fee) in Manitoba and are the costs are transferred to employers once the audit is completed. This system saves significant costs and time for employers as they are not required to seek, negotiate and contract external auditors. In Alberta, there is no standard fee system and, similar to Yukon, employers have to negotiate the fees directly with the external auditors. However, a peer auditing system implemented in Alberta allows small employers to undertake audits for their peers at no cost, which results in significant savings for employers. In Alberta, employers are also allowed to conduct group audits where two or more related employers can have one representative audit of the group.

**Table 26: External Audit Comparison**

Parameters	NSNY	Alberta	Manitoba (CSAM)	Northern Canada	New Brunswick
Number of Audit Elements	14	13	14	14	14
Organization responsible for external audit	Employer	Employer	Certification Provider	Certification Provider	Certification Provider
Payment method for external audit	Negotiated	Negotiated or free <sup>17</sup>	Flat Fee	Flat Fee	Flat Fee
Cost of an External Audit <sup>18</sup>	\$3,000 to \$7,000 <sup>19</sup>	Free through peer review	\$825	\$500 per day of audit	\$700 for members & \$1100 for non-members

- *Conducting spot audits.* Northern Safety Association (NSA) in the NWT conducts site assessments

<sup>17</sup> The ACSA Peer Audit System is offered at no cost

<sup>18</sup> This row should be interpreted with caution as it is impossible to make an exact comparison across jurisdictions (e.g., due to economic, geographic differences, etc.). In addition, the cost provided for Yukon covers the total cost of obtaining the COR/SECOR certification (i.e., cost of training, external audit and development of health and safety work plans and manuals) while cost provided for other jurisdictions included only the cost of audits.

<sup>19</sup> Range is based on estimates obtained from survey of Yukon employers and key informants.

and/or spot audits of randomly selected COR employers. These audits are designed to ensure COR certified employers are implementing COR program guidelines and standards in the workplace.

- *Public awareness campaign to increase importance of workplace health and safety.* In partnership with other organizations, SAFE Work Manitoba (division of Workers Compensation Board in Manitoba) implements public awareness campaigns, which include TV commercials, radio programs, website, social media and other interactive methods. The campaign aims to educate the public about the importance of the workplace health and safety, and methods to identify and report workplace risks and hazards.<sup>20</sup>
- *Other jurisdictions use of innovative methods to reach out to stakeholders from under-represented sectors and communities* are summarized as follows:
  - SAFE Work on Wheels (SWOW) is a mobile unit that delivers safety and health awareness to workplaces and schools. The SAFE Work on Wheels offers free, portable and interactive demonstrations on workplace safety training that is applicable to many industries and occupations. The demonstrations include fall protection, lifting, hand safety, and eye protection. Since its inception in 2014, SWOW has travelled more than 12,000 kilometres and delivered safety education to more than 7,000 workers at almost 100 organizations. The advantage of this unit is that it is mobile (mounted on a truck), very interactive, and involves no cost to employers.
  - The Construction Safety Association of Manitoba (CSAM) has an initiative called CSAM on Tour. The goal of CSAM on Tour is to provide employers with safety awareness and to actively assist with the understanding and implementation of a positive safety culture in the workplace. The program provides safety information and resources to employers directly on worksites. In order to participate in the program, employers fill out an online application form and CSAM's safety advisors travel to the worksite and provide the information and resources at no cost. As part of the initiative, CASM targets one geographic region of the province at a time with concentrated efforts in proactively trying to reach out to employers who do not usually participate in its programming.
  - The Psychological Health and Safety in Workplaces program by SAFE Work Manitoba promotes and helps strengthen psychological health and safety in workplaces. This program provides employers with information on how to apply the National Standard of Canada for Psychological Health and Safety. SAFE Work also provides free prevention workshops for safety and health committee members and runs public campaigns to promote workplace safety and their programs.

## **E. EFFICIENCY AND ECONOMY**

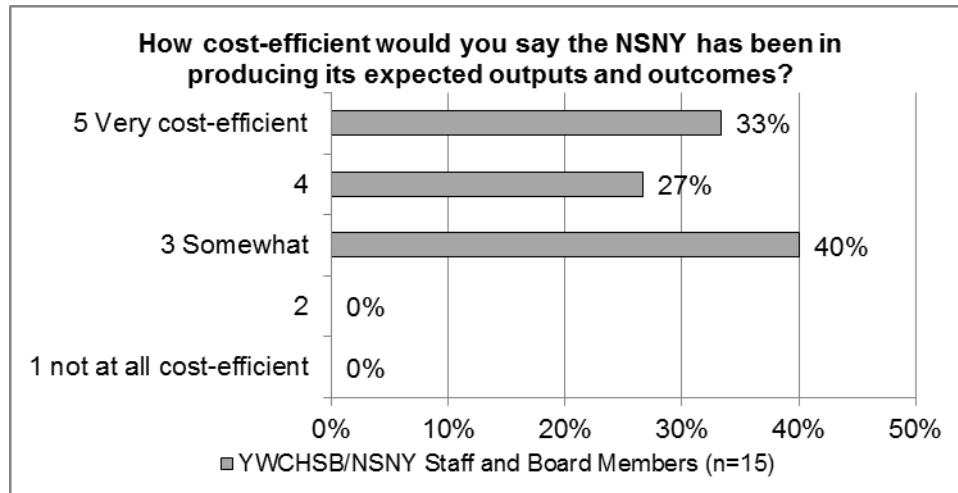
### **Key informants consider NSNY as cost-efficient in producing its results.**

Key informants representing NSNY (staff and board members) and YWCHSB were asked to rate the extent to which the NSNY programming represented a cost-efficient approach for producing expected outcomes and outputs using a scale of 1 to 5, where 1 is not cost-efficient at all, 3 is somewhat and 5 is very cost-efficient. As demonstrated in the following figure, 33% of the key informants provided a rating of 5, 27% provided a rating of 4, and 40% provided a rating of 3. The average rating provided by all key informants was 3.9.

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<sup>20</sup> More information about SAFE Work Manitoba implements public awareness campaign can be found at <http://safemanitoba.com/campaigns>

Figure 24: Cost Efficiency of NSNY Programming and Activities



Key informants who provided higher ratings, identified a number of factors that contributes to cost-efficiency of NSNY’s operations, summarized as follows:

- Leveraging funds from other sources.* According to key informants, NSNY leverages significant funds from industry through charging fees for its services. In particular, a review of the NSNY financial statements demonstrates that in 2015, the organization received a total \$458,678 from YWCHSB. During the same year, the organization generated a total \$458,235 from other sources (i.e., 433,810 from fees for courses, \$16,425 from RTW Training and \$8,000 in other revenues). For every dollar contributed by YWCHSB, an additional \$1.00 was raised by NSNY in terms of training and service fees charged to the industry representatives.
- Few staff members and low administrative cost.* According to key informants, NSNY activities and programming are implemented with a few staff members (5 FTEs) and with low administrative cost. This allows NSNY to deliver quality services with the least amount of expenses. The amount of fees charged for industry representatives to participate in training and courses are comparatively lower compared to fees charged by alternative service providers. Staff members at NSNY indicated that they take extensive measures to cut cost and improve efficiencies. Examples of the cost-cutting and efficiency measures mentioned included receiving quotes and negotiating deals when making purchasing decisions (e.g., office supply, rent, etc.), having strong checks and balances on spending and expenditures (e.g., executive director signs off all expenses), leveraging some administrative cost from partners (e.g., using YWCHSB facilities and expertise), restricting staff from working overtime, developing most of the training curriculum and marketing materials and website in-house, etc. The following table provides a breakdown of NSNY’s budget from 2014 to 2016. As demonstrated in the table, over the three year period, the total budget of the organization was \$2.8 million of which, \$1.3 million was spent on wages and benefits, \$483,400 on office expenditures, including renting of venue for training sessions and courses, and \$720,166 to cover the cost of training.

**Table 27: Breakdown of NSNY Budget, 2014 to 2016**

Year	Total Budget	Wages & Benefits <sup>21</sup>	Office	Training	RTW-Admin	RTW program
2014	\$886,659	\$395,000	\$154,800	\$205,181	\$17,200	\$71,478
2015	\$916,913	\$422,650	\$161,300	\$244,285	\$17,200	\$71,478
2016	\$956,678	\$430,000	\$167,300	\$270,700	\$17,200	\$71,478
<b>Total</b>	<b>\$2,760,250</b>	<b>\$1,247,650</b>	<b>\$483,400</b>	<b>\$720,166</b>	<b>\$51,600</b>	<b>\$214,434</b>

Source: NSNY Budget Proposal 2016, sent by executive director, Sheila Sergy on 15 Aug, 2016

- It appears that NSNY outputs and results are aligned with those produced by similar organizations in other jurisdictions.* It is impossible to conduct an exact comparison of the results and outputs produced by NSNY with those produced by similar organizations in other jurisdictions due to many regional differences (e.g., composition of workforce, diverse needs of the employers, geographic remoteness, etc.). Nevertheless, reviewing the program budget and resources against the number of certified employers and training sessions delivered can provide some understanding of the relation between program costs versus outputs and outcomes. The following table provides a comparative analysis of some of NSNY’s major outputs against those produced by the two most similar organizations in other jurisdictions, the Northern Safety Association (NSA) and the New Brunswick Construction Safety Association (NBCSA).<sup>22</sup> As demonstrated in the table, in 2015, there were 144 employers COR certified in Yukon, which accounted for 4% of all employers (3,581) within the territory. The percentage was the same for NSA (4%) and 1.2% for NBCSA. During the same year, NSNY delivered a total 371 training sessions, a much higher number when compared to the 106 training sessions delivered by NSA. NSNY generated these outputs by employing 5 FTEs, while NSA employed 2 FTEs and NBCSA employed 11 FTEs.

**Table 28: Comparative Analysis of NSNY’s Outputs with Similar Organizations in Other Jurisdictions**

Key Indicators	NSNY	Northern Safety Association	New Brunswick Construction Safety Association
A. Population of region	37,400 <sup>23</sup>	81,000	753,900
B. Number of employers	3,581	2,388	25,906
C. Duration of the COR program in the province	10 years	10 years	13 years
D. Annual budget	\$852,000	~\$900,000	\$900,000
E. Total number of FTEs	5	2	11
F. Number of certified employers	144	90	309
G. Number of training Sessions per year	371	106 (30 in class & 76 online)	Not available
H. Percentage of certified employers (F=D/B*100)	4%	4%	1.2%

21 The amount includes wages and benefits for 5 FTEs. Of the 5 FTEs, four (Executive Director, COR Coordinator, Operations Coordinator, and Training Coordinator) spend most of their time on actual delivery of the program activities and services.

22 Of the four similar programs reviewed, NSA and NBCSA were the most similar to NSNY in terms of annual budgets, and the size of the population served.

23 Statistics Canada. 2015. CANSIM, table 051-0001 Population by year, by province and territory. <http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/demo02a-eng.htm> . Accessed July 25 2016.



According to key informants, the major factors that constrains the cost efficiency of the NSNY operations is a low budget, which does not allow the organization to undertake large scale marketing activities, reach out to smaller communities, recruit qualified health and safety advisors, implement innovations and best practices, and improve quality of the programming. About one-third of the key informants (29%) considered the amounts of funding available for NSNY as inadequate, and 18% considered the amount as somewhat inadequate. Only 35% of key informants considered the funding to be adequate.

According to key informants, other factors that reduce the cost-efficiency of NSNY operations include the geography (long distances and remoteness of some communities), which increases cost of delivering services and organizing training (e.g., low rates of participation and high rates of cancelations), high cost of the certificate of recognition programs which prevents smaller employers from participating in the program activities and high staff turnover in the past which increased the cost of human resources.

Key informants also highlighted a number of opportunities to increase the cost-efficiency of operations, including increasing online content and courses to facilitate participation of the employers and employees from remote areas, having some of the training and courses delivered internally by staff members to save on cost for contracting trainers, increasing the budget for marketing and hiring qualified health and safety officers.

**F. SUGGESTIONS FOR IMPROVEMENT**

**Key informants provided a variety of suggestions for NSNY to enhance its activities and programming.**

The following table summarize the most frequent suggestions provided by key informants to enhance the existing programming and initiatives or additional services that should be delivered by NSNY.

**Table 29: Suggestions and Recommendations by Key Informants**

Area	Recommendations
<p style="text-align: center;"><b>Design and Delivery</b></p>	<ul style="list-style-type: none"> <li>▪ Ensure the content and curriculum of the courses are up-to-date and include the most recent trends, innovations and best practices in the field (8).</li> <li>▪ Continue developing and delivering more training courses (e.g., specialized, in-depth, etc.) covering other industries and sectors (8).</li> <li>▪ Increase online content (e.g., webinars and courses, tools and resources) to reach out to larger audience (7).</li> <li>▪ Revise the design of the SECOR program to bring the cost down to increase participation among smaller employers (6).</li> <li>▪ Build capacity within NSNY to provide advice and guidance to employers in developing their health and safety plans, procedures and systems (5).</li> <li>▪ Revise external auditing process to improve screening of the auditors, ensure the auditors are contracted by NSNY based on a standard fee and monitor quality of external auditing (5).</li> <li>▪ Revise the guidelines and remove/reduce re-certification training requirements for COR/SECOR employers. Some people are required to take the same training every three years (4).</li> <li>▪ Revise guidelines and terms of reference for board members to ensure there is regular rotation of the membership, and qualified people are elected to the board (3).</li> <li>▪ Increase frequency of the courses and training sessions delivered outside of</li> </ul>

Area	Recommendations
	Whitehorse (3). <ul style="list-style-type: none"> <li>▪ Adjust COR certification process, classes and materials to other (low-risk) industries and sectors (3).</li> <li>▪ Constantly monitor injury and accident rates within the territory and focus programming in the sectors and industries with higher incidents and risks (3)</li> </ul>
<b>Communication and outreach</b>	<ul style="list-style-type: none"> <li>▪ Undertake PR and awareness raising activities with partners, funders, program participants and general public through innovative methods to raise awareness of issues of workplace health and safety, and build NSNY’s reputation and credibility (8).</li> <li>▪ Improve communication channels with employers and industry. Create a table or forum where industry can meet regulators to discuss and communicate their needs and identify solutions. Listen to employers and work with them to find solutions for problems and issues (4).</li> <li>▪ Define clear goals and objectives, and then constantly measure and communicate (e.g., by issuing regular reports) progress towards those objectives. (4).</li> <li>▪ Improve communication with stakeholders with regards to course schedules and timing. When courses are canceled provide advance notice (3).</li> </ul>

**Survey Participants provided a variety of suggestions for NSNY to enhance its activities and programming.**

As part of the surveys, Training Participants and Other Yukon Employers were asked to indicate if they had any recommendations and suggestions for improvement, and 8 COR Employers, 4 SECOR Employers, 114 Training Participants, and 32 Other Yukon Employers provided some suggestions and recommendations. The following table provides the list of the most frequent suggestions provided and the percentage of survey respondents that provided each recommendation.

**Table 30: Suggestions and Recommendations by Survey Participants**

	Recommendations
<b>COR (n=8)</b>	<ul style="list-style-type: none"> <li>▪ Better communicate information about programs and courses (25% of COR Employers, 0% of SECOR Employers, 21% of Training Participants, and 34% of Other Yukon Employers )</li> </ul>
<b>SECOR (n=4)</b>	<ul style="list-style-type: none"> <li>▪ Provide shorter and less expensive re-certification options like course refreshers (25% of COR Employers, 50% of SECOR Employers, 11% of Training Participants and 3% of Other Yukon Employers)</li> </ul>
<b>Training Participants (n=114)</b>	<ul style="list-style-type: none"> <li>▪ Increase the frequency and availability of the courses (25% of COR Employers, 25% of SECOR Employers, 15% of Training Participants, and 13% of Other Yukon Employers)</li> <li>▪ Improve external auditing processes by reducing the cost of audits and implementing standard fees per audit (13% of COR Employers, 50% of SECOR Employers, 5% of Training Participants and 6% of Other Yukon Employers)</li> </ul>
<b>Other Yukon Employers (n=32)</b>	<ul style="list-style-type: none"> <li>▪ Lower the cost of courses and programs (13% of COR Employers, 50% of SECOR Employers 4% of Training Participants, and 9% of Other Yukon Employers)</li> <li>▪ Update the content of courses/programs and refrain from making past trainees retake the same course several times (13% of COR Employers, 25% of SECOR Employers, 17% of Training Participants, and 13% of Other Yukon Employers)</li> <li>▪ Develop other training delivery methods such as online, onsite (workplaces, small or rural communities) (25% of COR Employers, 0% of SECOR Employers, 15% of Training Participants, and 13% of Other Yukon Employers)</li> <li>▪ Tailor the training and programs to other industries and sectors (13% of COR Employers, 0% of SECOR Employers, 13% of Training Participants, and all OCOP Participants)</li> <li>▪ Recognize the training and credentials from other jurisdictions or training providers, and vice versa (13% of COR Employers, 0% of SECOR Employers, 9% of Training Participants, and 9% of Other Yukon Employers)</li> </ul>

	Recommendations
	Improve NSNY's capacity to provide health and safety advice (0% of COR Employers, 25% of SECOR Employers, 7% of Training Participants, and 6% of Other Yukon Employers)

## V. MAJOR CONCLUSIONS

This chapter provides major conclusions arising from the evaluation of the Northern Safety Network Yukon (NSNY).

### **NSNY has been successful in accomplishing its objectives and achieving most of its intended results.**

Key informants view NSNY as successful in achieving its objectives. Over the past five years, NSNY has delivered over 1,530 training sessions attended by 10,045 participants representing over 392 employers in Yukon. During the same period, the number of employers participating in certificate of recognition programs and the types and number of training and courses delivered by NSNY have increased steadily. Those who attended NSNY training and workshop sessions and participated in certificate of recognition programs indicated that they have been successful in achieving their objectives for participation.

### **NSNY has also made progress in generating a range of impacts in Yukon.**

Those who attend training and workshops sessions are satisfied with the quality of the sessions, reported learning new knowledge and skills with regards to workplace safety, shared the knowledge with their colleagues in the workplace, and undertook a number of actions to identify, report and address safety issues. Most key informants consider NSNY as successful in promoting workplace safety culture throughout Yukon. A majority of Training Participants report participation in NSNY courses had an impact on them personally (61%) and on their workplaces (67%). NSNY has also been successful in terms of helping employers increase awareness of their legal obligations and requirements, and develop and/or improve safety manuals, work plans and policies.

The programming and services delivered by NSNY has provided employers opportunities to save costs or increase revenues, increase compliance with occupational health and safety (OH&S) regulations, and reduce time-loss due to workplace injuries and incidents. In particular, 87% of employers who participated in certificate of recognition programs, reported at least one area where they increased revenues or saved costs as a result of their certification, and a review of the YWCHSB administrative data demonstrated that COR/SECOR certified employers have increased their capacity to identify and report incidents and near misses and reduced the level of serious injuries and time-loss in the workplace.

### **There is a continued need for NSNY in Yukon.**

Key informants interviewed and program participants surveyed indicated a continued strong need for the programming and the services delivered by NSNY. Continued efforts are required to promote the importance of workplace health and safety and provide training and capacity building support for employers and employees in Yukon. NSNY is the only organization in the Yukon (locally managed) that has a neutral position, understands the needs of the Yukon workforce (as opposed to service providers outside of Yukon) and is specifically focused on education and promotion of workplace health and safety within the territory. The absence of the services and programming delivered by NSNY would create significant challenges for the advancement of workplace safety throughout the territory. According to key informants, the need for the programming and services delivered by NSNY has increased over the past five years, mostly due to increased recognition of the importance of workplace health and safety within the territory.

**NSNY programming and services have been responsive to the needs of Yukon employers and workers. However, there appears to exist potential to expand the services currently provided.**

A majority of key informants and program participants consider the programming and services delivered by NSNY as responsive to the needs of the target groups. NSNY staff members and instructors have the necessary skills and capacity to deliver effective programming. Nevertheless, most key informants and some survey participants identified additional programming and services that could be delivered by NSNY. These additional services include additional health and safety advice to support employers in building health and safety systems in the workplace; provision of industry or sector specific services; additional support and oversight for certified employers once they receive certification; updating the services to ensure they are at the forefront of the health and safety programming; more in-depth and more specialized training in certain areas or fields; and increased marketing and awareness raising efforts to reach out to employers outside of Whitehorse.

**The design and delivery of the NSNY programming is adequate. However, some issues remain with regard to participation of smaller employers in the certificate of recognition programs.**

The results of the survey with employers, combined with the findings of the key informant interviews, demonstrated that there are some challenges for smaller businesses to participate in the certificate of recognition programs and benefit from the NSNY programming and services. During the surveys, representatives of smaller employers reported less satisfaction with the various design and delivery elements of the certificate of recognition programs, were more likely to find the process of obtaining and maintaining the certification as difficult, and were less likely to report being successful in terms of achieving their objectives and generating expected impacts as a result of participation. It is estimated that the cost of obtaining the certification may range from \$3,000 to \$7,000 for employers, and 62% of SECOR employers found the cost to be high compared to the additional revenues or costs savings they generated as a result of participation. The employers who decided to not renew their certification justified their decision as a result of the high cost and efforts associated with the re-certification process. The employers were most dissatisfied with the external auditing process which is expensive due to the fact that external auditors can negotiate and charge high fees; and training requirements, which requires employers to take the exact same course every three years. Our review of similar initiatives implemented in other jurisdictions demonstrated that the employers are not required to take the same courses as part of the re-certification process, and there is a standard fee charged by certifying bodies for external audits, which is significantly lower than the cost of auditing in Yukon.

**NSNY is a relatively efficient initiative considering that it leverages significant revenues from industry in terms of training fees.**

Key informants view NSNY as an efficient initiative because it leverages significant funds from other sources. A review of the NSNY documents and files demonstrated that for every dollar contributed by YWCHSB, NSNY has generated an additional \$1.00 in terms of training and service fees charged to employers.

