



Shown here with L. Allen Root, Executive Vice President and Chief Operating Officer, Dofasco [left] and Doug Chalmers, CEO, Chalmers Construction [middle] is award-winning CBC journalist Hana Gartner [right] who moderated the CEO panel. See page 5 for more on how CEOs are making a commitment to healthy and safe workplaces as part of an initiative that Minerva applauds.

Dofasco & General Motors of Canada Host Interactive Summer Institute

"It was a great opportunity to meet the other faculty members from across Canada, to hear the stories and perspectives of safety professionals and to take some plant tours," says Sue Bruning, University of Manitoba.

Bruning was one of 24 professors representing 15 universities in Canada and the U.S. who participated in the **2006 Minerva Canada Safety Management Education Business Summer Institute** in Hamilton and St. Catharines in May. Hosted by Dofasco and General Motors of Canada and supported by a host of companies and organizations (see page 3), the event introduced business faculty to key concepts of safety, health and environmental management to be integrated into business school teaching materials.

The goal of the Institute is to educate the future leaders on how to improve safety and loss management in the workplace. Building on the success of the 2004 and 2005 Institutes for engineering faculty, this year's event included a combination of industry and academic presentations and plant tours of the two host companies – Dofasco and GM.

"Dofasco is very impressive because it approaches safety differently," said Kelly Williams-Whitt, University of Lethbridge. "It's not just one strike and you're out, which is a blame message. Dofasco's approach, which uses health and safety to engage people, is unique."

"I found the GM presentation very beneficial in outlining the development and impact of their safety program," adds Bruning. As a result of attending the Institute, she says there are at least two areas where she can initiate action: seeking journal publication of health and safety issues and case studies; and submitting a symposium proposal to the Administrative Sciences Association of Canada (ASAC).

Another highlight was a presentation by Brooks Holtom, Georgetown University, who has written a case study on Johnson & Johnson, winners of the 2005 R.W. Campbell Award. Johnson & Johnson's vision is to make the company the world leader in health and safety. "Their program hits on all touchpoints of employee lives, both at work and outside," said Holtom.

See page 2 for more on the Institute and what follow-up steps the participants plan to take.

CEOs Challenged to Think Differently

Over 50 CEOs, including Minerva Canada Chairman & President Tony Pasteris, participated in the first-ever Leadership Forum on the importance of health and safety to business and the bottom line, presented by IAPA (Industrial Accident Prevention Association) at its 2006 annual conference in Toronto.

PRESIDENT'S MESSAGE

Over the past 18 months, our former President, David Halton, provided the Minerva Board of Directors with a vision and a five-year business plan outlining what is needed for Minerva to sustain and advance the gains it has made in advancing the teaching of safety, health and environmental management (SHE) in post secondary schools. I'm pleased that David will continue as a volunteer on Minerva's Working Committee. Going forward, I plan to implement our business plan, continue promoting Minerva's mission to Canadian universities and advance some of its new initiatives, including the *Safe Design Awards* open to all engineering faculties in Ontario.

Kudos to IAPA

As one of the founders of Minerva in the 90's, the Industrial Accident Prevention Association (IAPA) in Ontario has provided extensive support to Minerva through its Board representation, administrative services, meeting facilities, exhibit space for Minerva at its annual Trade Show and, more recently, maintaining our website and allowing Minerva to showcase our new *Safe Design Awards* at its annual Conference. Without IAPA, Minerva



Minerva Chairman Tony Pasteris, who recently assumed the role of President as well, showcased Minerva resources at the Spring 2006 IAPA trade show.

would not be able to function effectively today and to accomplish everything it has achieved over the past five years.

I am especially grateful to Maureen Shaw, IAPA's CEO, as she and her management team have always believed in Minerva's mission and have always "walked the talk" by promoting and sponsoring Minerva and its activities. As Chairman and President of Minerva, I'm very fortunate to be surrounded by and have the help of many IAPA personnel such as Michael Abromeit, Sandi Cooper, Renzo Dalla Via, Greg Haywood, Bette Leloudas, Andrew Nimmo and Tony Pitts.

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Summer Institute a Valuable First for Business Faculty

"Strong content, broad range of topics, good networking, and excellent coverage of current safety management education issues." This is how Karlene Harry of McMaster University summed up the **2006 Summer Institute** for business faculty, presented by Minerva Canada in May 2006 in Hamilton, Ontario. Hosted by Dofasco Inc. and General Motors of Canada and sponsored by a host of other organizations (see page 3), the intensive three-day event – a first for business professors – was designed to:

- Introduce university business faculty to key Safety, Health and Environmental (SHE) management concepts in industry;
- Identify the need – and begin to develop an action plan – to further introduce SHE management into specific business school curriculum; and
- Provide a networking forum for business faculty interested in promoting occupational health and safety curriculum.

"You cannot come away without being thoroughly convinced about this."

Kelly Williams-Whitt, University of Lethbridge

There's no question that the Institute delivered on these objectives, based on the feedback from the 24 academics who attended from Canada and the U.S. "It was great to get together with so many like-minded folks who share a passion for the importance of safety, health and environmental principles," said Neil Wolff, Ryerson University. "I met great people and learned a tremendous amount of new knowledge on the subject. Thank you Minerva!"

AN EYE-OPENER

The participation of American academics enriched the discussions... and their reaction was equally positive. "The Summer Institute really opened up my eyes. I now have an increased sensitivity to what should be in the curriculum as well as great resources," said Michael Merenda, University of New Hampshire.

HOW TO INSTITUTIONALIZE H&S IN AN ACADEMIC ENVIRONMENT

The Dean of the Faculty of Engineering and Applied Science at the University of Ontario Institute of Technology (UOIT), Marc Rosen – who was a presenter at the 2006 Summer Institute – shared these recommendations for tackling the challenge of instilling a health and safety mindset in an academic environment and in students:

1. Include health and safety concepts throughout the curricula.
2. Reinforce health and safety principles every time there is a relevant moment.
3. Address both the technical and management aspects of health and safety.
4. Walk the talk by employing safe practices in the academic environment.
5. Use modules and cases that are short and interesting and create contests to overcome the challenge of teaching students who may consider safety 'boring'.

Participants appreciated the new teaching materials and resources introduced to them and could see many research possibilities. "If companies would make their data available and cooperate in studies, professors could partner to conduct research," said Sue Bruning of the University of Manitoba. "We should also examine the interest by publishers to support some of this development."

Organized by a Steering Committee and co-convened by Tony Pasteris, President & Chair, Minerva Canada, Dave Meston, Professor, Ryerson University, and Paul Gallina, Associate Professor, Bishop's University, this first Summer Institute for business faculty fully planned by Minerva served as an excellent forum for dialogue between the professors and industry representatives from Dofasco, GM, DuPont, Exxon Mobil and Chalmers Construction. Presentations were also made by the Ontario Ministry of Labour and the National Safety Council. And there was a very passionate discussion from Rob Ellis, President of Our Youth at Work, on the importance of safety education for our youth. "The Summer Institute provides a wonderful platform for exchange," said Mei-Li Lin, Executive Director, National Safety Council in the U.S. "I was very inspired by all the energy put into the discussions."



Business faculty from universities in Canada and the U.S. saw new curricula possibilities with teaching materials and resources presented at the 2006 Summer Institute held this spring.

APPROACH DIFFERS – CONCLUSIONS SAME

Three-time Summer Institute participant Frank Collins, an engineering professor at the University of New Brunswick, was invited to observe and speak at the business workshop. "I particularly enjoyed the dynamic discussions the business professors generated throughout – very different from the engineers who saved all that for the last day at the 2005 Institute," he notes. "It was fascinating to see that both groups came up with the same conclusions, but with different methods. This confirmed

in my mind that we're on the right track."

(continued on page 3)



A tour of Dofasco Inc.'s facilities was a highlight for this year's participants.

"It was inspiring to hear from OH&S leaders speaking with passion, practicality and relevance."

Karlene Harry, McMaster University

Some of these conclusions included:

- the need for a better definition of SHE concepts
- the need for more dialogue with schools regarding industry's expectations
- the importance of identifying a "teachable" core body of knowledge

"We must know what industry thinks is important in order to focus on what needs to be researched and taught," says Frank Collins. Kelly Williams-Whitt, University of Lethbridge, agrees. "What does industry need from us from a research perspective? What questions must be answered? Without this knowledge, we will just go off and research what interests us." Minerva's Board will be approaching its key industry sponsors over the coming year to look for some of these answers.

John Macnamara, General Manager of Health & Safety & Loss Management with Dofasco, urged academics "to consult with your customers in industry so that we do not have to teach basic health and safety leadership issues to the graduates we employ."



(Left to right) Dofasco Case Study presenters Karlene Harry, Isik Zeytinoglu and Catherine Connolly of McMaster University

Frank Collins left this challenge for the Summer Institute participants: "Those who have the ability to make a difference have a responsibility to make a difference," he said. "As educators, we have the responsibility to focus on how to integrate health and safety concepts into courses...and the research can come later."



Mei-Li Lin, National Safety Council



Marc Rosen, UOIT



Brooks Holtom, Georgetown U.



Frank Collins, UNB



Paul Gallina, Bishop's U.

SUMMER INSTITUTE: LEARNINGS AND NEXT STEPS

Early next year, Minerva will be following up with all attendees to see how they have incorporated the Summer Institute teaching material into their curriculum and how they are sharing these success stories with other participants. The next Business Summer Institute will also try to suggest minimum core health and safety teaching material curricula for Canadian business schools. Based on the following feedback received at the end of the Institute, educators in our business schools are moving forward to put more SHE teaching material into their courses and better preparing their students to enter the workplace.

"Prior to attending the Institute, I had only incorporated safety concepts into one course. Now I will teach it more."

Nick Turner, Queen's University

"Our engineering advisory board is discussing the importance of industry influence on the curriculum. The time is ripe for suggestions from industry on a core body of knowledge for process safety."

Frank Collins, University of New Brunswick

"I will share both what I learned and the resources I was introduced to with others."

Kelly Williams-Whitt, University of Lethbridge

"I picked up a number of ideas on how to include safety more effectively in my Business Ethics courses. As well, there are many parallels between Ethics and Safety, so I benefitted more generally."

Jim Ridler, Queen's University

"I will definitely use the Noble case study."

Richard Saavedra, University of New Hampshire

Coming Next Year

2007 Minerva Summer Institute for Business and Engineering Professors

Future Minerva Summer Institutes will be held at the new Centre for Health & Safety Innovation in Mississauga, head office of the Industrial Accident Prevention Association (IAPA), which is one of four founding organizations of the Centre. The next Summer Institute sessions – sometime in late May to mid-June 2007 – are being planned in parallel for engineering and business professors. Information on the 2007 event will be provided at www.safetymanagementeducation.com as it is developed. Please e-mail minerva@safetymanagementeducation.com if you are interested in participating.

MINERVA CANADA AND ITS SUMMER INSTITUTE SPONSORS

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Canadian Society of Chemical Engineering – PSM Division

Dofasco Inc.

DuPont Canada

General Motors of Canada

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National Safety Council – R.W. Campbell Award

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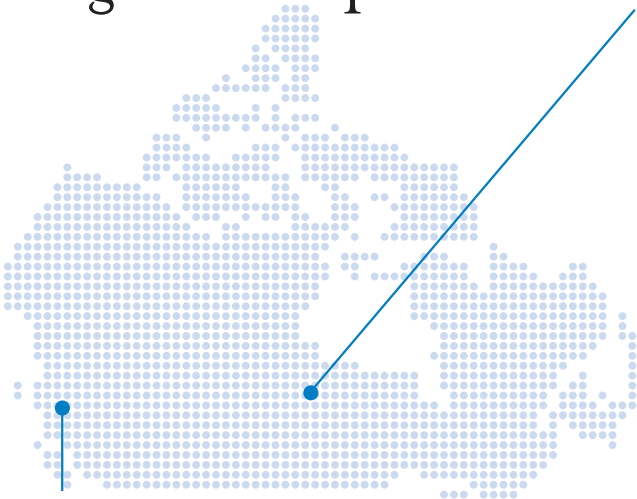
Sarnia Construction Company

Shell Chemicals Canada Ltd.

Suncor

Workplace Safety and Insurance Board of Ontario

Regional Reports



MANITOBA

Minerva Manitoba has initiated and supported several projects with the University of Manitoba, including:

- A WebCT training tool for student nurses and other health-related workers on moving, lifting and transferring patients at The Faculty of Nursing. Topics covered range from ergonomics, body mechanics, transfer assessment and equipment and the tool includes case scenarios and practical application techniques. The program is mandatory for nursing students and plans are underway to distribute it to Regional Health Authorities. Visit <http://webct.cc.umanitoba.ca>, Username (netID): nu_guest Password: nu_guest
- Work in progress with the Faculty of Environment, Natural Resources Institute, to develop safety and health material to be integrated into its curriculum.
- The Asper School of Business has completed research on the needs of the business community concerning safety and health, and has developed a curriculum guide for use in all Manitoba schools of business. Visit www.safetymanagementeducation.com for a copy.
- Also under development are curriculum resources to teach core safety and health information to students in their first year of an apprenticeable trade.
- Providing presentations and lecture notes in various media (PowerPoint, videos, CD-ROM, website) to enable lectures and presentations on safety and health for the Faculty of Engineering and on a wide variety of agriculturally-related safety and health concerns for Faculty of Agriculture students in the Diploma program. Visit <http://safety.eng.umanitoba.ca> and www.umanitoba.ca/afs/staff/safety

Contact: Judy Fraser at jfraser@gov.mb.ca or 204.945.5359.

B.C.

Current initiatives include:

- A case study on business efficiency through safety leadership is being undertaken by Dr. Danielle van Jaarsveld, UBC Sauder School of Business.
- Lectures on the business of OH&S management are delivered to senior undergraduate students in multiple classes during each academic term in the UBC Sauder School of Business.
- A planned project includes developing a database of BC post-secondary education institutes with engineering and business curricula.

Contact: Lydia Ma at lydia.ma@ubc.ca or 604.822.9599.

Academic Corner

GRANTS AVAILABLE FOR CASE STUDIES

Each year Minerva encourages and sponsors the research and publication of case studies for use as teaching tools. Grants are typically between \$4,000 and \$6,000, depending on the nature of the study. A primary learning objective is for students to understand that safety, health and environmental (SHE) management is a major contributor to positive business outcomes.

Minerva Canada seeks studies of organizations that have advanced corporate effectiveness in one or more of the following areas as a result of the application of SHE management:

- Improved productivity and profitability
- Reduced lost time and other serious injuries
- Improved staff morale, team effort and labour management relations.

Completed case studies are available free of charge for use in SHE management training. Instructor notes also accompany approved case studies and can be made available to professors.

For more detailed guidelines for case studies funded by Minerva, case study examples, and funding application examples, visit www.safetymanagementeducation.com.

E-mail minerva@safetymanagementeducation.com if you have any questions about or interest in developing a case study.

Where We've Been



Minerva Working Committee member Liz McGroarty at Minerva booth at Health & Safety Canada 2006 Industrial Accident Prevention Association (IAPA) Trade Show in Toronto in May. Exhibit space was generously donated to Minerva by IAPA.

Some meetings and presentations by Minerva Committee members in the past year included:

- Tony Pasteris and David Halton had meetings with Ontario Minister of Labour Steve Peters and also with government representatives from the Ontario Ministry of Training, Colleges and Universities.
- David Clarke at the Association of Workers' Compensation Boards meeting in St. Andrew's, NB.
- Len Hong at the CAALL-OSH (Canadian Association of Administrators of Labour Legislation – Occupational Safety and Health) meeting.
- Vic Pakalnis and Judith Fraser at the Conference Board of Canada Health and Wellness Workshop.

NEWS UPDATE

INTRODUCING THE JAMES HAM SAFE DESIGN AWARDS

Minerva Canada, with funding from the Ontario Workplace Safety and Insurance Board (WSIB), has created new awards to recognize university undergraduate engineering students in Ontario who make an original and unique contribution to integrating safety into engineering design.

With a first prize award of \$3,500 and a second prize of \$1,500, the Awards honour Order of Canada recipient James Ham whose Royal Commission Report on Health and Safety led to the creation of Ontario's *Occupational Health and Safety Act* and to the adoption of the Internal Responsibility System in Ontario workplaces.

Minerva Canada's *James Ham Safe Design Awards* are intended to:

- Encourage students and engineering faculty members to integrate safety into all designs.
- Produce safer designs of devices, processes and systems.
- Raise awareness of Process Safety Management (PSM) and Safety, Health and Environment (SHE) in the Province of Ontario.



Students and their sponsoring faculty members in Ontario engineering schools are being challenged to:

- Suggest ways to improve the existing design of devices, processes or systems.
- Envision new, innovative designs that will eliminate or reduce potential hazards in the workplace.
- Create tools to help manufacturers and workplaces integrate safety into new or retrofit designs.

The winner and runner-up will be announced at the annual Health and Safety Conference and Trade Show of the Industrial Accident Prevention Association (IAPA) in Toronto next spring. Official entry forms and complete details are available at www.safetymanagementeducation.com.

2ND ROBERT W. CAMPBELL AWARD PRESENTED

Congratulations to Johnson & Johnson in the U.S., recipient of the 2005 Robert W. Campbell Award, and to runner-up MTR Corporation of Hong Kong. Minerva is a Global Partner in the Award program, which is presented annually to companies that demonstrate leadership and excellence in business and financial performance by integrating safety, health and environmental (SHE) excellence into their operations. Johnson & Johnson was recognized for its processes and programs that produce results that go "beyond compliance".

Once finalized, the J&J case study will be made available on the Minerva website. For more about the Award, visit www.campbellaward.org.

Minerva's Len Hong (standing, 5th from left) and Michael Abromeit (8th from left), reviewers, and Tony Pasteris (7th from left), reviewer and judge, of the 2005 Robert W. Campbell Award are shown here with the other Award Global Partners at the National Safety Council's 93rd Annual Congress and Expo in Orlando, Florida. Recipient Johnson & Johnson was presented the award in front of an audience of more than 5,000 safety, health and environmental professionals from around the world. Minerva and the Industrial Accident Prevention Association are the Canadian partners for the Award.



INDUSTRY SUPPORTS MINERVA

One of the ways industry supports Minerva Canada is through active involvement of representatives on its Board of Directors. Two of our newest Directors share their perspectives on why they participate and what they see as the biggest value of Minerva.

"I am very pleased to have this opportunity. Health and safety is an integral part of modern business management and a moral and financial imperative for business. It is time for educational institutions to recognize the role of health and safety by including these management techniques as part of their curriculum for professional education and development programs. Minerva's goals are appropriate and timely as increasingly business focuses management effort on performance improvements in this area. I look forward to working with the Minerva Board in their efforts to achieve these important objectives." **Frank Saunders**, VP Safety, Environment and Assessment, Bruce Power

"DuPont is committed to safety, health and environmental excellence. We develop and promote practices that improve safety in society. Our work is consistent with Minerva Canada's important efforts to provide educational tools that support safety management education in business and engineering programs, and to raise the quality of safety management broadly in Canada. Supporting Minerva Canada is a wonderful way for us to share DuPont's more than 200 years of safety management experience with educators and future leaders." **Nina Mankovitz**, Manager-Security, Safety, Health and Environment, DuPont Canada

CEOS CHALLENGE PEERS AT FORUM

"Over the last century, more people have been killed in workplaces than in war," **Maureen Shaw**, CEO of the Industrial Accident Prevention Association (IAPA), told executives who gathered for the first CEO Leadership Forum at the IAPA annual conference held this spring. The group also heard perspectives on health and safety from CEOs whose leadership philosophies embrace safe and healthy workplaces as an integral part of corporate culture. Here are some of the messages they imparted in challenging other executives to think differently about health and safety:

- "Noble is working to implement a health, safety and environmental program across multiple cultures and offshore assets. We are a work in progress, continuing to evolve and change," **James Day**, President & CEO, Noble Corp, the fifth largest driller in the world and winner of the 2004 Robert W. Campbell Award for health and safety excellence.
- "Health and safety is not intuitive to leaders. There is often a disconnect between the loss [caused by accidents and injuries] and the resulting cost," **L. Allen Root**, Executive VP and COO, Dofasco Inc.
- "Health and safety is a value in the company and continually improved. We talk to every employee about their contribution to health and safety. If you work from a foundation of safety, you'll never lose money," **Doug Chalmers**, CEO, Chalmers Construction

Breakout sessions included one moderated by Tony Pasteris of Minerva Canada on workplace culture featuring Imperial Oil and Ontario Power Generation.

As part of the IAPA conference, Duncan Hawthorne, President & CEO of Bruce Power and Honorary Chair of IAPA, provided an update on the **CEO Health & Safety Leadership Charter**, a national coalition of business leaders launched in 2005 to improve health and safety performance through sharing, mentoring and coaching (www.ceosafety.com). Membership has grown from 60 to 154 members in one year. "The Charter is a call to action, not a plaque on the wall," Hawthorne said. "It's about measurable activity and it represents a commitment from a group of leaders to make a difference."

NEW RESOURCES

Case Studies

Dofasco Inc. – The purpose of this case study, prepared by McMaster University, is to relate management decision-making, work process design, and employee behaviour to health and safety in the workplace. In a hypothetical incident, a manager must determine what course of action to take in addressing a report about unsafe work behaviour of an employee. As the case study unfolds, numerous issues are brought to light which shows the problem to be far more complicated than it first appears.

“An excellent introductory case for undergrads. It shows some consequences of just-in-time management.”

Be sure to check out further case studies that will be posted on the Minerva website at www.safetymanagementeducation.com in the upcoming months:

- Seven Oaks General Hospital** (by University of Manitoba). It will focus on the organization's approach to employee safety, health and wellness that made it a safety, health and environmental (SHE) leader in the healthcare industry.
- UMA Group** (by University of British Columbia). It describes the transformation taken by this engineering consulting firm with

its SHE programs so as to better reflect the nature of its business, its risks and the SHE results arising from the changes.

- Canadian Pacific Railway** (by Bishops University). It will focus on a best practice case study centred on CPR's return to work program and accommodation using ergonomic evaluations.
- General Motors of Canada** (by McMaster University). The scope of this case study is under development and will build upon GM's discussions at the 2006 Summer Institute related to the important elements leading to its step change improvement in personnel safety performance.
- Johnson & Johnson** (by Georgetown University). As the 2005 R.W. Campbell award winner, the case study will examine J&J's "Beyond Compliance" approach which has been adopted as a management imperative for all aspects of its business in order to create a competitive advantage for the company.

TO ACCESS THE CURRENT CASE STUDIES AND OTHER RESOURCES, VISIT WWW.SAFETYMANAGEMENTEDUCATION.COM. PROFESSORS SHOULD CONTACT DAVE MESTON AT RYERSON UNIVERSITY, CO-CHAIR OF MINERVA WORKING COMMITTEE, 416.979.5000, EXT.4214, E-MAIL DMESTON@RYERSON.CA FOR PASSWORD TO INSTRUCTOR NOTES.



LOOK AT US NOW!

Have you visited us online lately? Our completely revamped web site exemplifies the dynamic organization that is Minerva Safety Management Education. You'll find comprehensive information about us along with top-drawer academic resources and up-to-date news on our activities. Be sure to check out our awards page to learn about available opportunities. Also make sure you visit our resources section – there are now more useful, hands-on case studies, presentations and articles than ever before. **Visit www.safetymanagementeducation.com today!**

WELCOME TO NEW MINERVA BOARD MEMBERS...

Dr. Paul Gallina, Associate Professor, Bishop's University, Lennoxville; **Nina Mankovitz**, Manager-Security, Safety, Health and Environment, E.I. DuPont Canada, Kingston; **Marcel Pouliot**, Vice-President, Trimac Transportation, Oakville; and **Frank Saunders**, VP Safety, Environment and Assessment, Bruce Power, Tiverton.

... AND HEARTFELT THANKS TO:

David Halton, Past Minerva President, and recently-retired Minerva Board member **Art Heeney**, Vice-President-Human Resources, DuPont Canada Inc., Mississauga, for their contributions to Minerva and for always challenging us with their vision.

MINERVA NATIONAL BOARD

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