

In this issue:

- **Audit Fatigue - How Did We Get Here? - by Alan D Quilley CRSP**
- **Online BCRSP - CPD Mandatory Ethics - April 1/25**
- **Kudos for our CRSP and CRST Virtual Coaching & Study Material**
- **CRSP/CRST Exam Study Material and Virtual Coaching Packages**

Audit Fatigue - How Did We Get Here?

by Alan D Quilley CRSP

The Phone Call

The phone rang that morning with a certain urgency. I know that sounds silly, but I just knew that there was something out of the ordinary about this phone call.

"AI, it's Bob. Bob Granite." (The names have been changed to protect the innocent... except mine of course). This was interesting indeed. The CEO of the company I worked for had never called me before. I had certainly met him and on several occasions, I had made presentations to him and his executive team, but I'd never been called before.

"Yes Bob, what can I do for you?" I asked, knowing full well that Bob would be very clear and direct on how I could help him.

"Well AI, I've got in my calendar that I have a meeting with an independent OH&S auditor. I'm sure this is the same fellow that I met a few months ago."

"Yes Bob, that would be the auditor we hired to do a preparation audit for us so we'd know where our shortcomings were in our OH&S Program. This meeting is for the official audit so we can qualify for our workers' compensation rebate", I replied confidently.

"Oh, I see." said Bob. "Well, can you take this meeting with the auditor for me? An urgent conflict has just come up in my schedule."

"Sorry Bob, I wish I could but the auditor has to interview you personally. It's about demonstrating the level of commitment the senior management team contributes to our safety efforts."

I was about to continue when Bob interrupted, "I see. Well, what's the auditor going to be asking me?"

"The same questions he asked you last time you met with him. He uses a standard audit instrument and he has to ask you the standard questions," I said knowingly.

Contact Us!

Marie Quilley

587-969-0276

mquilley@safetyresults.ca

safetyresults.ca

"I see," said Bob in a somewhat frustrated tone. "And what are the answers I'm to tell the auditor so we get full marks?" he asked.

I replied, "Same ones you told him last time. We actually scored very well on the practice audit in the Management Commitment section".

"I see," said Bob with a bit of a sigh. "So can you send me a copy of the questions and answers you sent me before, so we can again pass this section of the audit?"

I responded, "Of course, Bob. I'm emailing them to you as we speak."

"Thanks Al. I'll let you know how it goes, he said." "You're welcome, Bob" I said, even though I was sure he had already disconnected his end of the call.

How Did We Get Here?

As I moved the cursor over the "Send" button on the newly created email to Bob, the embarrassment I felt was almost overwhelming. This conversation I'd just had with a very powerful executive of one of the largest companies in Canada made me feel very silly.

"How did we get here?" I asked myself rhetorically.

I knew the answer. We have over time very effectively formalized this game we call safety programming to a fine art of giving rehearsed responses to formalized questions. That's not making it safe for the people who work here! We've offered rewards for the appearance of safety and the accomplishment of measurements that can be manipulated.

I could hear Dan Petersen's voice telling me yet again that, "Paper doesn't save people from getting injured, people save people." My level of embarrassment increased. It was at that moment I realized that I needed to start doing something very different or I would continue to be part of this silly game we've created, and actually be part of the problem, not the solution.

Appearance Based Safety

Over at least the last two decades, the safety management movement has institutionalized the idea that auditing safety programs against one of many standards we've developed is the

secret to solving our safety and health challenges. In fact, as you're reading this, there is yet another group devising another list of things for companies to do to make it safe. Many of the popular standards are readily available to all who would like to use these blueprints for safety. Unfortunately, if there's anything to be learned by auditing our safety efforts, in most cases we've learned what we can from the first one or two times we've used that standard. Auditing over and over again provides little insight into how to mature your safety culture.

These audits all require the creation of the OH&S binder of information that becomes the central figure in most audit instruments. Asking questions about the "binder" annually seems to be a bit counterproductive. Asking management each year if they are still committed to safety also seems a bit repetitious. A popular audit used by many thousands of companies gives significant points for safety tours made by their senior manager, but fails to ask if those visits are being effective and if so, why?

The hard truth is that passing an audit does not guarantee that your safety efforts are actually making it safe. "Appearance based safety" gives us all the presumption that there's an effective safety program in place, when in fact we know that very unsafe corporations can pass most of the popular audits. The secret to safety isn't in the paper, it's in what people think and do. So after you've successfully audited your processes to a fatigue level, then consider using other measurements of human effort to accomplish your goals of making your workplace safe and healthy.

Perception Survey

There is one sure thing that we know in safety management. Given the opportunity to be honest and anonymous, your employees can tell you what the safety culture is. By employees, I mean all employees of your organization from the CEO to the people on the production line. They know where the strengths and weaknesses are if you take the time to ask. There are some great resources available to help you through developing a perception survey that will fit your culture. Be careful here though, and don't fall into the same trap that has

caught us with audits. Surveys won't be better than a standard audit if it asks questions about what your culture should be like.

Measure Safety Activities

There is no better way to motivate humans to do things than to measure those things and provide positive consequences to the doers.

There is no question that measuring progress motivates.

If I look at my watch every time someone walks into a meeting late and I mention that being late is being measured, I have no doubt that timekeeping will improve with a group of people who believe consequences will happen if they react negatively to the specific activity that is being measured. The power of this is well established.

So, pick those things that really make it safer and start to measure the performance of those activities.

Remember that it is our activities that create our safety culture. Paper and documentation are only activators, or in some cases, consequences for those behaviours.

Be the person who does the activity that actually makes it safe. Asking a company for the seventh time if they have a CEO signed safety policy is a waste of both of your time and resources.

Audits that look at things and processes will make you safer, but repeating the same audit and never raising the bar to a higher level of excellence dooms your safety culture to mediocrity. Strive for excellence... it's highly motivating!

An associated article, "Everyone Needs an OH&S Binder (but that doesn't make you safe)" will appear in May's newsletter!

Alan D. Quilley (1954-2021) was a prominent figure in the realm of occupational health and safety, with a career that extended over four decades. As a CRSP, published author, and accomplished consultant and trainer, he significantly impacted the OH&S community. His insightful writings and educational efforts are still relevant today. In tribute to his legacy, I will share Alan's earlier works in this newsletter, as they provide enduring wisdom and guidance that benefit us all. Although he has passed, Alan's dedication and passion for safety endures through his lasting words and teachings.

BCRSP - CPD Online Mandatory Ethics Course - April 1/25

Our next Ethics course, approved by the BCRSP and in conjunction with Lambton College, commences April 1/25. Registration is open until April 6/25. The course concludes April 29/25.

To register for the course, please click [here](#).

Kudos for our CRSP and CRST Virtual Coaching & Study Material

I passed the CRSTEX! Your approach to the material helped me to identify the areas which I needed more time with and allowed for a more focused direction to my studies.

I wrote the Oct CRSPEX and passed. Thank you very much for your encouragement and support.

I wrote in October and received notification that I was successful. I used only the Safety Results material. Studied hard for three months. Thank you.

I wrote in October and was successful on passing the exam. The Virtual Coaching package provided me with the understanding of how to organize and understand the required study material that is necessary to pass the exam. Thank you!

I am pleased to inform you that I did write in October and have passed the exam. I can honestly say that it would not have been the case had I not taken part in the coaching. The information and materials provided were very helpful in helping me close the gaps in the areas that I had less knowledge. Thank you for all the help.

What are you waiting for?

Testimonials from our valued clients serve to reinforce that along with their own hard work, our study material/coaching packages and process, prove without a doubt that WE have the right formula. Visit the [website](#) or contact [Marie](#) for more details!

CRSP AND CRST VIRTUAL COACHING EXAMINATION PREPARATION

As it has always been our commitment to help candidates with their studies for both the [CRSPEX](#) and the [CRSTEX](#), we offer Virtual Coaching Packages. These packages are available to those that are writing the 2025 Blueprint CRSPEX or the 2024 Blueprint CRSTEX. We will provide all of the material (shipped at our cost within Canada only). We are delighted to extend discounts to active members in good standing of WOHSS or the HSPC (not combinable and proof of current membership is required). For more information, please contact [Marie](#).

This virtual package includes 6 hours of personal coaching with Greg McInnes CRSP (NP) (CRSP held from 1994 - 2023) The hours are broken down however you wish. There will be self-study assignments between the calls. Calls are individualized and held via phone or Zoom Video Conference, your choice. Virtual Coaching packages must be used within 6 months of purchase.

“It’s really important to know who is trying to teach you something”. - Alan D Quilley CRSP

Who is your Coach?

Greg McInnes is the coach and can help you effectively study in your journey towards certification. He is a respected leader in OH&S, having over 3 decades of experience in various OH&S management positions (civic government, healthcare, aerospace, oil and gas and utilities). Greg has also been on the Board of Governors for the BCRSP, served as Chair of their Professional Conduct Committee and held positions with the CSSE at local, provincial and national levels.

Greg has developed and instructed adult OHS education programs at the University of Alberta and has co-instructed at NAIT, along with instructing OHS courses for various companies. With all his experience, and sharing the Safety Results’ techniques to help you focus your studies, why look elsewhere? Selecting a mentor is an important decision, and it's essential to evaluate their qualifications. When weighing your options against other providers, pay attention to their experience, teaching styles, and how well they match your learning objectives to ensure you make a well-informed choice. We are confident that they will not be able to match us in quality, experience, and teaching methodology.

“There are no hard questions if you know the answers”. - Alan D Quilley CRSP

CRSP Virtual Coaching Package

Inclusions:

- Study material (material shipped at our cost within Canada only) based on the 2025 CRSP Examination Blueprint
- 6 hours personal coaching with Greg McInnes
- CRSP Exam Prep Study Manual
- CRSP Exam Prep Knowledge Gap Analysis Questions & Answers Workbook
- Handbook (offered only with the Virtual Coaching Package)
- \$899.00 + tax

CRST Virtual Coaching Package

Inclusions:

- Study material (material shipped at our cost within Canada only) based on the 2024 CRST Examination Blueprint
- 6 hours personal coaching with Greg McInnes
- CRST Exam Prep Study Manual
- CRST Exam Prep Knowledge Gap Analysis Questions & Answers Workbook
- Handbook (offered only with the Virtual Coaching Package)
- \$899.00 + tax

If you wish to purchase only study material

(CRSP Study Manual and Workbook or CRST Study Manual and Workbook)

please visit our website:

[CRSP Study Material](#) or [CRST Study Material](#)