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**The OH&S “Binder of Intention” is NOT a Safety Management System!**

by Alan D Quilley CRSP

When I ask people involved in OH&S Management about their Safety Management System (SMS), some are swift to pull out their Safety Management Policy Binder and wave it at me with great pride. Some point at their Certificate on the wall.

Let's call the Binder the “Binder of Intention.” The problem with that Binder as evidence of a SMS is that it only really describes what they would LIKE “safe production of goods and services in our organization” to look like. When we look closely at these Binders, we'll see that they are really nothing more than an organized series of statements of how we would like things to be. It is certainly NOT evidence that any of that is actually happening. In fact, many times we see serious gaps between what we want to happen in OH&S management and what is ACTUALLY happening.

In response to that need for a gap analysis, some have developed various standards to audit against. Some are international and some are tied to OH&S jurisdictional areas. Usually there are “pass marks” established and some sort of wall certificate issued to those companies hitting these arbitrarily established magic score numbers. The problem with most of those audit instruments (I'm tempted to type “almost ALL”) is that they have not been tested independently to demonstrate their effectiveness and correlation/causation to results achieved.

For example, the question that really needs to be addressed is “Can great companies pass this audit or does doing the things detailed in the audit make great companies?” Many of the features of audit instruments are intuitively good things to do and include things like hazard assessment, communications, problem solving etc.

The problems increase when these audits are “scored audits” and there is a fuzziness around how auditors are trained to evaluate and score. If the “pass mark” is 80%, what happens to the company that only scores 79? Well, besides not getting the fancy wall certificate signed by someone important.

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So YES, every company needs an OH&S Binder of Intention. The Binder should describe as precisely as we can how we would like things to be at our companies. The task then becomes defining the extent to which those statements are true. There's no need for an auditor or any additional audit instruments to tell you if those intentions are happening. All we really need to do is get out of our offices to look at our processes in action and talk with people on a daily/hourly basis about those intentions and gaps. The Safety Management System is now the stated Intentions and our observable evidence of the execution of the intentions.

Now THAT is a System! If we do a complete job of this intention/execution gap analysis and checking, we won't ever need an auditor to tell us what we already know in GREAT detail. This of course means your wall may not have as many plaques on it!

*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.*

### **Absence Alert**

Please be advised that due to a scheduled absence, shipments will be suspended from May 28, 2025, through June 9, 2025 inclusive. Normal shipping operations will recommence on June 10, 2025. For any inquiries, please reach out to [Marie via email](#), as she will have limited telephone access while in remote locations during this period.

### **BCRSP - CPD Online Mandatory Ethics Course - May 5/25**

Our next Ethics course, approved by the BCRSP and in conjunction with Lambton College, commences May 5/25. Registration is open until May 9/25. The course concludes May 31/25.

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

### **Kudos for our CRSP and CRST Virtual Coaching & Study Material**

"I passed my CRSP exam! I am very pleased, and proud. Thank you!"

*"The exam I wrote had 190 questions, of which 184 were used to score the exam. The passing percentage was 66%. The number of correct answers required was 121, I scored 136. I really think that the CRST study guides helped me a lot, and the practice exams helped to find which competencies I needed to study again".*

"I have passed the CRSP exam! The BCRSP has mailed out results and results are available online. Thank you for putting together a thoughtful and valuable study material. I am waiting to receive the formal results through mail".

*"I am grateful to Safety Results for creating the CRSTx study materials, manual and practice exams alike. The manual guided my studying and the practice exams helped me to find my knowledge gaps and where I needed to study more. I focused my studying on what was in the manual, and it paid off as I have received confirmation that I successfully wrote the exam".*

"I wrote my CRSP exam in February and was successful. Taking the prep was instrumental in my passing of this exam as it gave me a structure to work with and not be overwhelmed by the information that is to be covered in preparing for the exam. Without guidance, I would have gone down many rabbit holes that would have taken away valuable study time that would be better utilized in other areas of the material".

*"Thank you very much for the assistance and I will recommend this to anyone who is planning on writing the exam".*

### **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](#)**