



**Maren Gamble:**

Certifications. Standards. Acronyms like COR® and ISO. For many Ontario employers, they sound important but also confusing. Here's the real question: Is your health and safety system working?

**Announcer:**

It's time for the *IHSA Safety Podcast*.

**Maren Gamble:**

Welcome to the *IHSA Safety Podcast*. I'm your host, Maren Gamble. And today I'm joined by IHSA vice presidents Chris McKean and Ken Rayner to continue the conversation we started in episode 132 of this podcast. Now, in that episode, we focused on the WSIB's Health and Safety Excellence Program (HSEp) as a great way for businesses to get started on their health and safety journey. Today we want to talk about where that journey might lead. Chris, welcome to the podcast.

**Chris McKean:**

Thank you.

**Maren Gamble:**

First question's coming to you. When employers hear the names of key standards like COR®, or ISO 45001, it can feel complicated right away. So at a simple level, what are these systems actually trying to help a business do?

**Chris McKean:**

Yeah, great question. And when you reflect back on our previous podcast about the excellence program, I mean, it's a little easier. It's bits and pieces and steps to build your safety program. I've been doing some work with some road builders lately, and the way I phrase it to them is the Health and Safety Excellence Program, it's your on-ramp. It's your on-ramp to the highway. And so what the heck is the highway? When you hear terms like standards, ISO, COR®, occupational health and safety management system, even the acronyms can kind of throw people off. OHSMS, HSMS. And for safety people, it's easy. But our customers, they need it broken down a bit and rightly so. So when you talk about standards and management systems, it can sound complex. But really it's simply how an organization makes sure that safety isn't left a chance. I think I read on LinkedIn this week, one of our colleagues, Dave Dametto, was delivering an award to a contractor hitting 500,000 hours without lost-time injuries.

**Maren Gamble:**

Amazing.

**Chris McKean:**

Fantastic. And the CEO was writing something online—they didn't leave it to chance. They're certified to a standard, they're certified to the COR® standard. And he outlined why they got there, how they got there. It wasn't lucky. It was purposeful. It's helping their business make safety consistent and repeatable using a Plan-Do-Check-Act model that Maren, you've spoken quite often about in many of our podcasts. The recognizing hazards, assessing the risk, controlling them, verifying that it works and continuously improving. Simply put, it's how an organization makes sure safety isn't left to chance. I

**Maren Gamble:**

Think that was really well said. And I think it's that that gives you the confidence as someone who's owning a business or supervising a jobsite or in a position of authority within an organization, that's what can give you the confidence that things are in place and people are protected and nothing is left up to chance. With that in mind, Chris, where do you see COR® working really well? What is it about those workplaces or sectors that makes it a really good fit?

**Chris McKean:**

Think a couple things come to mind initially. So organizations that need structure and consistency. So a lot of conversations over the years where people say to me, "Listen, we're looking to raise the bar. Where do we start? What does the roadmap look like? Do I need to hire somebody to help us? Give me some steps." At a thousand feet, COR® presents the standard. It's broken into 14 elements. We have a guideline and a very prescriptive audit tool that accompanies the standard as well, and that prescriptive audit tool is very helpful for those contractors that wear so many different hats in the organization and are looking for that type of assistance to help lead them through the audit.

**Maren Gamble:**

When you say prescriptive audit tool, what does that mean, Chris? I hear that a lot. What does that mean?

**Chris McKean:**

It's giving them direction on things to look for, even right down to the interview questions. So when you're in element two, hazard identification, risk assessment, it's getting down to the interviews. Asking workers, "so were you involved in how to develop a hazard identification process?" And it even says to them, if the person's like, "Not really, " that doesn't mean that workers weren't involved. It even says to them, "Or was someone else that you know of?" So that's how it's prescriptive. It gives you a little bit of direction in terms of how to ask questions.

**Maren Gamble**

So the questions are very specific in that sense. They're not left wide open for you to kind of interpret yourself.

**Chris McKean:**

No guessing. And once you reach certification, it can take a year to a year and a half to get to certification. It's not something you want to rush. And after that, it's a three-year cycle for re-certification. So it's consistent and repeatable, and the path is laid out for you. So you just need to follow it. So I think organizations looking for that structure and consistency, it works really well there. Second one there is strong leadership and a great culture, right? COR® works really well with contractors that want to do it themselves and to lead the pack in their industry. I actually just met with a contractor two weeks ago who told me exactly that in a meeting. Chris, we're looking to get started. I'm part of an association. I'm on the board. I want to lead this association through COR® to show them that it can be done by me first, and they'll follow me.

And I think by owning every step, including all the workplace parties, when you do that and you're doing it yourself, you get that intimate trust and it really starts to skyrocket within the organization when everybody's got skin in the game. And at that point, COR® becomes how they operate as opposed to making safety important.

**Maren Gamble:**

I really like that, Chris. Thanks for sharing that. You said something there a couple times that was interesting to me, because you mentioned a company that's looking for structure and consistency, which I think is one of the key distinctions of moving into using one of these standards as opposed to not using one of these standards. But when we say structure and consistency, one of the things that I think we've talked about in some of our other podcasts--and Deb and Dave have covered on Ask a Construction Health and Safety Expert--it comes down to, when you're looking for that structure and consistency, it's not just your day-in, day-out experience of health and safety, but looking at that and saying, if it is going well and it is consistent, is that because we've formalized it into documents and processes, or does it live with the individuals who are making it happen?

Because what happens is, if you have this really great individual on site who later retires or leaves the organization, you want to make sure that you've formalized that consistency that they bring to your organization so that it lasts beyond them being with your organization. So, also kind of looking at, are we looking for structure and consistency? And if we feel like we do maybe have it, is it based on the individuals or is it based on a system that we've formalized that will last beyond the individuals?

**Chris McKean:**

Right. Well put. It's definitely beyond that. And often we've seen it sits on an individual's shoulders. I think the consistency and repeatability, it pushes it out into the entire organization so that it doesn't just sit on that one person's shoulders. And when you have that culture of skin in the game, that's where you get the consistency, right?

**Maren Gamble:**

The leadership piece is super important to support that. Yeah, absolutely. It all comes together. I like it, Chris. We've talked a bit about COR<sup>®</sup> with Chris. Chris is definitely one of our experts on COR<sup>®</sup> at IHSA. Now I'd like to go over to Ken to talk a little bit about ISO. He has some ISO experience. Ken, when organizations are looking at ISO 45001, what are they usually hoping it will help them achieve?

**Ken Rayner:**

Okay, that's a really interesting question, Marin. And I'm going to tackle this maybe from ISO 45000, but also from a COR<sup>®</sup> perspective, because I believe that when organizations are looking at a system, hopefully that they are, irrespective of which system they choose, they want to achieve the same thing, which is that they want everyone to go home healthy and safe every day.

**Maren Gamble:**

Right. Of course. Yeah.

**Ken Rayner:**

I have yet to meet an employer or supervisor that wants to make that phone call to advise someone that their loved one isn't coming home. Nobody wants that. So, how do we get to the place where we have confidence and consistency, ensuring that everyone's going to go home safe, because we believe in our system and we have a proven system that's going to do that? Marin, as you're well aware, Chris is aware, both ISO 45001 and COR<sup>®</sup> provide a standard or a framework from which companies can really utilize either one as a roadmap to build their own occupational health and safety management system. And at the end of the day, it's the company's system, it's not the COR<sup>®</sup> system. It's not the ISO system, it's the company system, right? So what should that system help them do? Well, one, it should help them consistently and clearly identify all hazards across all workplaces.

That would be a big achievement. That's probably the biggest achievement in terms of making sure there's clarity across all workplaces on the hazards that have the propensity to kill, injure, or make someone ill. Determining the level of risk each hazard presents to the worker and ensuring that appropriate and timely controls are implemented and they're verified and they're continually checked to ensure that they're working as intended with lots and lots and lots of communication, that this system is compliant with all applicable occupational health and safety legislation. Ensure that the appropriate training has been provided to all staff, that the system is continually assessed to ensure that all work is being performed as expected. And if it's not being performed as expected, why not? Is it because the workers have found another way to do something that is going to be safer and, that we just haven't updated our requirements and our documents? And if that's the case, then that has to be looked at in terms of which one is really better. Or is it a case of the workers have continued to utilize a process that they have used for 20 years, and we need to make sure that there's more training, more oversight, more checking to make sure that what we have deemed to be the safest way to do something is exactly as how it's being performed in the field?

**Maren Gamble:**

Very similar to what Chris was saying, and we've talked about before, again, we're talking about sort of a plan-do-check-act structure to these standards and the process.

**Ken Rayner:**

Yeah, absolutely. And then apart from the hazard assessment piece, the most significant piece after that, in my mind at least, would be the overall functionality of the system being reviewed and analyzed at a minimum annually, with senior management focusing their attention on where it's needed most to be able to, again, send everybody home safe at the end of every day. So to me, that would be when you're looking at what does an employer want to achieve through the implementation of a system? To me, that's it.

**Maren Gamble:**

I love that. In terms of what you just identified for both systems, what Chris was saying, I heard a lot of things that were common across everything. So the idea of structure, the idea of having confidence, the idea of having consistency and fundamentally the idea of truly protecting people. So not just going through an exercise so that we have paper around, but developing something that's going to work as intended. We're creating frameworks and both of you actually mentioned that it allows you to build something yourself, which I thought was an interesting point as well because I think that's actually really powerful for an organization from the standpoint of COR<sup>®</sup> and ISO 45001, they are standards. Ken, you said this, they are not systems. The company owns the system. The system is yours and that's why being able to build it yourself to understand what standards you're trying to meet, but to build something that works for you, works for your workers and truly keeps people safe at the heart of all of it, that's what we want.

That's what's coming from the center of both standards at the end of the day.

**Ken Rayner:**

Absolutely. I'm glad you brought that clarification up. I sometimes call them systems, but you are right, Maren, they are absolutely standards to which an employer builds their system and uses that as the framework to ensure that they've covered all elements that are going to be required and necessary to send everybody home healthy and safe.

**Maren Gamble:**

Absolutely. And so we heard between you and Chris a lot of similarities, commonalities between different standards that are out there. So Ken, if you're a business owner trying to decide on an approach for your organization, what questions are you asking yourself to choose something that's actually going to fit your business?

**Ken Rayner:**

Can I start first with the questions that you shouldn't start with?

**Maren Gamble:**

Sure. Why not?

**Ken Rayner:**

Okay. So probably three come to mind for me. Which is cheaper? Which is easier? Which is less work? Which

**Maren Gamble:**

Which is faster?

**Ken Rayner:**

Which is faster. All those questions are not the ones you should be starting with. In fact, I don't even know why you would really go down that road in terms of putting that at the first and foremost of how you're going to evaluate the fit. So let's talk high-level about the fit because contrary to some popular belief out there, IHSA does not only promote COR®. IHSA for the past decade has been working with buyers of construction to provide them options. And if you go back to before ISO 45000 was even a standard, IHSA was working with buyers of construction on being able to evaluate both COR® and British standard 18001, because back in the day we had buyers such as Infrastructure Ontario and Metrolinx and City of Toronto and TTC that said, "Hey, we cannot run afoul of free trade agreements," whether it's in North American Free Trade Agreement or the free trade agreements that Canada has with European Union.

So we have to ensure that we're opening this up to international standards, not just standards that are applicable in Canada. We've been helping and assisting buyers for a decade well before anything else has ever come out regarding equivalency or anything else IHSA was the first ones to do that. And look, we believe at the end of the day, COR® and ISO 45001, provided its IAF accredited, can both help employers create a safe and healthy workplace. But there are nuances that you have to understand, right? Such as COR® being based on Ontario legislation, therefore it's more prescriptive, it's more direct for someone that's looking to implement something. ISO 45000 is a global standard. So it states the requirement to be compliant with legislation, but it does not point to where and what legislation applies. So let me just read from the ISO standard to give you a difference about how it states at very, very high level.

It's under section 6.1.3 called "the determination of legal requirements and other requirements." And it says, "The organization shall establish, implement, and maintain a process or processes to," this is under subsection B, "determine how these legal requirements and other requirements apply to the organization and what needs to be communicated." That's it. Because it has to be applicable in the country of Columbia and Brazil and South Korea and Canada.

South Korea and Canada. So it can't get into the weeds where it says, "This is what you need to do," where COR® can. " So that's a big difference there, right? From other reasons that you would consider ISO 45001, well, one, if you have applied already an existing ISO management system standard in your workplace for quality, environmental, even system security, it would make good sense to implement an ISO standard such as 45001, as the standard share similar elements. So you could have an integrated management system and for that, to me, ISO would be a better fit.

If you have multiple offices spread over multiple jurisdictions such as, let's say a company has offices in Ontario, New York, and Alberta and they wish to have one corporate system across all properties dealing with occupational and safety, then ISO might be the better choice. Your company's growth and sustainability are dependent on business outside of Canada. Then ISO probably makes sense due to its global reach.

So, there are reasons certainly that an organization should look at ISO as opposed to COR<sup>®</sup> and it's certainly not because it's cheaper, faster, or easier to implement, or I can get it done faster. Let's take those things out of the equation completely. Now for COR<sup>®</sup>, first it's built for what happens on Ontario jobsites. So I think it feels more intuitive to implement for employers.

It's built in Ontario for Ontario. It's a Canadian standard, but keeping in mind the COR<sup>®</sup> that's administered by the IHSA in Ontario was built for Ontario legislation. So the guidance, the auditing, the expectations are all closely aligned with Ontario legislation and enforcement realities in Ontario. So it's really not about one system being better than the other. It's about choosing the framework that best fits your work, your sector, your market, and even potentially your own subtrades. And then I'm going to steal a word, I think I heard Chris use earlier, purposefully using it to keep people safe. I love that you mentioned that, Chris, I'm going to steal that from you, purposefully using it to keep people safe. That's the intent. So pick the one that's right for you, not the one that's easiest, not the one that's cheapest. And I think again, with the intent that you're using it to keep everyone safe, then it'll work out.

**Maren Gamble:**

Thanks, Ken. I think that was a fabulous answer. There was one word you used that I want to highlight that I might have to borrow from you here. You actually mentioned how COR<sup>®</sup> can be intuitive to implement because it is based on Ontario legislation. I thought that was a really interesting way to put it and it ties into what Chris was saying earlier that we looked at with the word prescriptive. So because it is specific in the way that Chris and I were discussing, it makes it familiar to the legislation that you've probably been trying to meet anyway. So you're used to opening the green book and saying, seeing this requirement, this requirement, this requirement, or you've opened the first aid regulations and you see those requirements. So those are the things you're used to talking about, the language you're used to using between you and other trades that are on site.

And so it does make sense that it would be intuitive to see that language appear in your standard if you are doing that local business. While at the same time, it also makes sense to take a step back from that if you are working across several jurisdictions that don't have a common language, that don't have that intuitive, common implementation framework. And that's why something that does take a global perspective will make more sense to connect all those dots between the different pieces of your organization. So I really thought that that idea of being intuitive ties into that idea of being prescriptive and I thought that was an interesting connection.

**Ken Rayner:**

Yeah, that's a good connection, Maren. Thanks.

**Maren Gamble:**

Well, thank you. So for both of you then, since we've talked a little bit about both standards, how do we help employers out there move away from chasing certification and move towards building something that just actually keeps people healthy and safe?

**Ken Rayner:**

Go ahead, Chris.

**Chris McKean:**

I mean, these days, thanks, Ken. Ken and I are dealing with owners and CEOs of businesses, and this past construction safety week, I was on site a few days with some of them. It's that conversation with them, "What are your top assets?" And they always tell you it's their people, which is obvious, right?

**Maren Gamble:**

I'm glad that's the answer. Yeah

**Chris McKean:**

They always tell you it's their people, right? And when you're having that conversation with them and they're saying it's their people, they're talking about ensuring that safety isn't left to chance. After that, the certification just kind of comes organically, because it's not forced, it's not rushed. So just some initial thoughts there.

**Ken Rayner:**

Yeah. I like that, Chris. Yeah, I like that a lot. So I think maybe one of the things we could look at is shifting sort of the positioning from certification as a tool, not the goal. So we get to the end of the line and, "We're certified. Yay! We're done. All right everybody, you don't have to worry about this anymore. We've achieved certification, job's done." Not really. So COR<sup>®</sup> and ISO 45001 are frameworks, their standards, as you've said, Maren, really meant to provide management with clear information and data to assist with decision making, mitigating risk, and protecting lives. That's what it's intended for, not to cross a finish line and have a celebration that we get a banner, and we're done. We really want to help employers stay grounded in improving work processes, addressing risks, and making people feel safe at work because that's huge. And that we know is one of the foundations of also psychological health and safety is people first have to feel physically safe at work. So knowing that the employer has their back 100 per cent is massive. So when conversations focus on injury prevention, incorporating occupational safety into all aspects of planning, competent supervision, genuine worker involvement, seeking out that worker input purposefully, I'll use your word again, Chris, certification becomes a byproduct of doing the right things consistently.

It supports the intent. It's not the intent. It supports the intent of creating a safe and healthy workplace. It's not the overall intent that we got certified.

**Chris McKean:**

It's validation that all the things that you're doing are to a standard, right?

**Ken Rayner:**

Absolutely, Chris. And in a perfect world, if you mention that an owner, a buyer of construction is asking for a certified occupational and safety management system, boy, wouldn't it be amazing if the conversation just didn't stop at the logo or the certificate, but it was really about, help me understand how your system is credible, help me understand how your system is living and breathing, help me understand how it's effectively implemented, help me understand how everybody's contributing to it. That to me is like that's how we move past this. And so the message: certification doesn't keep workers safe. Curious and committed leadership that leverages a system keeps workers safe.

**Maren Gamble:**

I absolutely love that. I think that's an amazing way to frame this. So if we're looking at a workplace now that has a standard in place, is certified to something, what would you expect to see in that health and safety system that's actually working no matter what standard it was based on? What is that living and breathing, that real life scenario that we can put our eyes on?

**Chris McKean:**

Think if I could kick this off, Ken, three things: consistency, leadership, willingness to learn, right? When you're in that workplace seeing things like the culture. So, people doing the right thing when the boss isn't standing behind you. And again, being in a few workplaces this week in Construction Safety Week with some of our COR® certified firms, watching them get engaged in real conversations, what matters most to their people. And I think a couple things I noticed this week too, which is really interesting is, with time as systems develop and mature, quiet people coming out of the woodwork because they're passionate about this stuff.

**Ken Rayner:**

Chris, I'm going to jump back on something I said just the last response, which is curious and committed leadership first and foremost. I'm going to borrow from Ted Lasso and Walt Whitman: be curious, not judgmental. And I think if leadership is truly looking at issues from a curious lens, it's going to create a much more robust workplace. So I think back to the City of Toronto and a story they told me way back when as they were starting to mandate COR® for their contractors, which was, "You know what, Ken? We had an issue. We went out to the company, we asked the company what they did about the issue and they told us that they fired the person that did it."

Ouch. That sounds awfully judgmental. I'm going to guess it doesn't sound like there was a lot of "curiousness" from senior management. Now, then they implemented requirements for occupational health and safety, and they started to see changes. And the change they saw was when incidents didn't just disappear, they didn't stop. However, when there was an incident, that company came forth and said, "Hey, we've done an incident investigation and through that incident investigation we found and determined that root cause was due to this, this, and this. We've corrected it, and we've retrained all the workers, and we're confident that it's going to address the issue moving forward." To me, that's a leader who's curious, right? Someone that delved down. So I think that's probably the most important

second. I'd say meaningful worker involvement. Really, workers should understand the hazards, participate in the problem solving, feel confident speaking up without any fear or blame or reprisal, that has to happen.

Maybe finally, continual improvement. I mean, a functioning system is living, breathing, and constantly evolving. It evolves based on feedback, incidents, changes in the workplace, lessons learned. It's never perfect. No workplace is, but it can always be improved. And I think from management going back to a curious and committed leadership team, we'll always be looking for ways to improve the system, not through blame on people, but actual just how do we make the system better?

**Maren Gamble:**

Thank you both for those comments. And you actually got me thinking about a conversation I was having this week with a health and safety professional from our membership. And it got me thinking about the idea of what do you do with the feedback? And you both have mentioned that. And so it's what do you do with the feedback that's both solicited feedback and unsolicited feedback? So when I'm talking about feedback, that could be the content of your investigations, that could be the content of your inspections. That's generally solicited feedback, because your system is asking for that feedback. But what are you doing with it? Are you putting it on a shelf and checking a box or are you, like Ken said, identifying root causes, making changes to your system.

But also your unsolicited feedback. So, to some of the points that were being made, are workers coming forward and bringing up issues to their health and safety rep, their joint health and safety committee, their supervisors, other people in the organization? And when they're bringing up feedback at those sort of unsolicited points in time, are we also taking that seriously? Are we moving it into the system and making sure that change happens? So I think there's some really interesting points around the importance of using things there that we don't want to miss.

**Chris McKean:**

Yeah. That unsolicited is really important, right? Because if you're not managing it appropriately, it can erode the system, erode trust, right?

**Maren Gamble:**

Exactly. And Chris, that brings me to the next question I wanted to ask you. I know we've touched on this a little bit, but if you have some more comments, what would be the real signs that workers do trust the system and they don't just follow it because they have to when the boss is over their shoulder and looking at what they're doing?

**Chris McKean:**

I think it's from having positive experiences in the past. So I'll go back to this week. I was at Roto-Mill in Orangeville, and in the back with their fleet mechanic crew. And Josh was their supervisor, and we were in a meeting. The meeting was essentially music to my ears. They had me there because they're COR<sup>®</sup> certified, and they had me there just to do a bit of a talk at the end. But I just listened and soaked it up for about half an hour before that. So the fact that they trust the system. So, there's a lot of heavy

equipment back there associated with the milling machines and how do they lift and move when they're maintaining these machines, and it's typically with overhead cranes. So they started talking about some hazards associated with some of the frayed lifting straps and how to remove them from the system, but of course proactively how to make sure that they're not fraying, right?

And you're sitting in this group of people and they're just shooting from the hip all these ideas, which was fantastic. It was really, really encouraging. And then the next was they're doing a recap from a fire drill that they'd done the week before and in the vein of continuous improvement, how do we get better? So how do we evacuate people a little faster? One mechanic said, "I was struggling a little to hear it. " What do you mean? "Well, I'm welding, I'm in a different bay, I've got my ear protection on, I really struggled to hear it. And if there's a way outside of maybe just the audible, maybe there's something visual that can help me in my bay while I'm doing that."

**Maren Gamble:**

Amazing.

**Chris McKean:**

Yeah, very well received by the entire group. These conversations that are part of the business as opposed to stapled on maybe at the end of the day, that was a real sign. That was a real-life sign this week that there was a lot of trust in the system that works.

**Maren Gamble:**

That's a perfect example. I'm glad you got to soak in all those good vibes. That sounds like such a good experience when you're out there.

**Chris McKean:**

Normally when you bring somebody in from IHSA, we have to do training or consulting. These types of site visits, you're a bystander. And when you're hearing these types of conversations and they turn it over to you, you sit there and go, "I'm not sure I have much more to add. You guys are doing a great job here."

**Maren Gamble:**

You start by applauding the room. Yeah. I love that. That's awesome. Ken, what does good leadership and oversight look like in a system that is working, beyond just signing a policy once a year?

**Ken Rayner:**

That's a good one. So I've already talked about being curious and committed. So that to me is the first and foremost. But it's about leaders being present in the work environment, asking questions, listening to workers. Not just listening, but when concerns are brought forth, following up on those concerns. Committed leaders, in my mind, walk the walk. And the best analogy I can think of, probably the easiest one, is when they show up at a worksite, they adhere to policies and procedures applicable to the workers. And that doesn't mean somebody showing up in nice dress clothes with really shiny, nice shoes

and working around the site when every other worker there is decked out in all the required PPE. That is not walking the walk. That leaders understand the due diligence responsibilities and they understand their influence in the workplace because keeping in mind what gets measured gets improved.

So, if leaders put an emphasis on safety and incorporating safety on how success is defined and don't make it a competing priority, I think there's a greater likelihood that that system's going to be working. You can't say our number one priority is get the job done on time. Well, what about safety? "We'll do our best not to make sure anybody gets hurt. But getting everything done on time is part of it." No, we want to get everything done on time and everything, and we will not take any safety shortcuts. Everyone's going to go home safe at the end of the day. That's the most important piece of it. We will get this done, but we're not taking any chances with safety. And then the other one too is just like when you talk to strong leadership, it's evident that if senior leaders can explain how the system actually works in practice, not just how it meets an audit requirement, they actually understand the system, the likelihood of it being supported is, to me, just that much greater. Because they're living and breathing it and they actually understand the nuances of it. To me, that makes a big difference. That's the "walking the walk" part.

**Maren Gamble:**

My favourite part talking to the leader of an organization is when you ask them a question and they get so excited to tell you the story of an element of their program. How they discovered it was an issue, who came up with an idea, how they developed their plan, how it got implemented, and how it's impacting them. There's this truth, this sense that it is their story as much as their organization's story, and that passion comes out and you really can feel that in those scenarios. So that truly resonated with me there, Ken.

**Ken Rayner:**

Right on.

**Maren Gamble:**

I've enjoyed talking to both of you today as always. It's always lovely to have conversations with you. I think with this podcast, what I'll do is I'll attach some links to the standards that we've talked about. So if people want to explore either or both, they're able to follow those links. But before we sign off, I wanted to throw it back to both of you to see if there's any final comments, any parting thoughts that you'd like to leave our audience with. Chris, I'll go to you first.

**Chris McKean:**

Sure. Don't chase that certificate. Don't chase the certification. Start simple, focus on a few high risk areas, learn, do them really well and then build from there. The consistency behind that will organically get you to certification.

**Maren Gamble:**

Awesome. And I think that ties into our conversation when we did talk about the Health and Safety Excellence program, because our members who've maybe had experience with that program will have experienced that kind of approach as well where you're picking individual topics and approaching things and making sure they're fully in place before tackling new things and sort of taking that pace the way you can handle it with your organization. Awesome. Ken?

**Ken Rayner:**

Maybe just finishing up with, the conversation shouldn't be about which badge, logo, or standard is better. It's about which standard is helping your system, the company's system. Which one is helping you ensure that you've got a living, breathing system that's protecting workers and keeping them healthy, safe, and productive. At the end of the day, that's all that matters. IHSA's mandate isn't about, "we want to create safe and healthy workplaces through COR®." It's about, we want to create safe and healthy workplaces irrespective. That's the outcome. That's what we want. And so if you've got a manner in which to do that, and you can ultimately create that outcome—because when employers, workers, service providers, public buyers, we all stay focused on the shared outcome, 100 per cent everyone benefits. And who's going to benefit the most? The people doing the work, sending them home safe every single day.

**Maren Gamble:**

There you have it.

**Chris McKean:**

Well put.

**Maren Gamble:**

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