



**HSE International**<sup>™</sup>  
Building a safer workplace together

# HSEI Course Catalogue

Building safety risk intelligence  
and outcomes



Know the worth of risk.



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Tell me and I forget, teach me and I may remember, involve me and I learn.

– Benjamin Franklin

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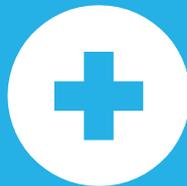
Safety is not an intellectual exercise to keep us in work. It is a matter of life and death. It is the sum of our contributions to safety management that determines whether the people we work with live or die.

– Sir Brian Appleton after Piper Alpha

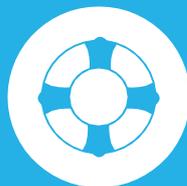
# Introduction



Occupation



Health



Safety

Failing to provide adequate occupational health and safety (OHS) training is one of the major underlying causes for organization's and their staff being prosecuted and systems not being successfully implemented.

Our OHS training programs are designed to:

- reduce worker's tolerance to OHS risk by introducing the concepts of legal and personal accountability
- provide credible, authoritative, and current information on major hazards and control strategies to protect both workers and your organization
- promote safety management system and behavioral change as to the two key drivers for sustainable injury prevention

In this Guide you will find a range of innovative and practical courses that are facilitated by HSE International's experienced and qualified professionals.

Many of our clients request us to tailor and customize our courses for their needs.

# Reference

OHS Mock Trial

**2.5** Hours

Executives' Due Diligence

**4** Hours

Supervisor & Worker  
OHS Duties

**4** Hours

Managing Contractor OHS  
Risk

**1** Day

Internal OHS Audit

**1** Day

Risk Profiling & Management

**1** Day

ICAM Lead Investigator

**2** Days

ICAM Master Class

**2** Days

ICAM Team Investigator

**1.5** Days

ICAM Governance

**4** Hours

ICAM Train the Trainer

**2** Days

5 Whys Workshop

**4** Hours

# OHS Mock Trial

## High impact training through simulated health and safety prosecutions

Facilitated by former OHS prosecutors, experts in the law and OHS, this cultural jolt presentation simulates a real-life prosecution. Our Mock Trials are a unique and innovative method of experiential training, where the whole audience will become involved, and which will push your people out of your risk management comfort zones. As well as challenging people's thinking, the Mock Trials demonstrates OHS management responsibility in a fun yet serious and high impact way.

Our Mock Trials are about:

- making health and safety training real and engaging
- elevating OHS as a core belief and priority for your organization
- motivating personal accountability and reinforcing business responsibility for managing OHS risk

We can design a new case for your Mock Trial, or you may wish to use one from our library. The Mock Trial cases we have in our library are based on real life prosecutions and highlight the typical practical and legal failings experienced by most organizations, including failing to:

- adequately identify, assess and control OHS risk
- report hazards or near-hits
- take personal responsibility for actions
- adequately consult, communicate, or cooperate
- document practical, simple, and credible OHS policies and procedures
- follow health and safety procedures, site safety rules or training orientations
- provide adequate supervision
- provide or maintain safe plant and equipment

At the conclusion of the proceedings, we conduct a 'de-brief' where the jury (audience members) provide the verdict on the guilt or innocence of the defendants. We then have the opportunity to discuss any issues raised and how they relate to your workplace and most importantly, what can be done moving forward for continual improvement.

Contact us to receive a tailored proposal for your Mock Court.

Duration | **2.5** | Hours

# Executives' Due Diligence

The absence of incidents at the work site is not an indicator that an employer has discharged its obligations under the relevant OHS Act. The fact that an incident occurs more often than not merely brings to the surface the underlying risks to safety inherent in the prevailing system of work.

Presented by experts in the law and OHS, these workshops provide a clear, practical insight into the important role of your organization's senior management team, the legal obligations, prosecution risks and measures necessary to give full and proper effect to the due diligence requirements of your occupational health and safety management system.

## Course Topics

- deeper insight into your OHS legislative duties and typical failings of organizations and its senior leadership
- the courts and regulators expectations of your organization and its executives
- demonstrating the importance of your OHS management system and the role you play in maintaining its relevance, credibility and contributing to its improvement - 'due diligence'
- implications of the OHS laws when operations cross provincial lines
- key offences in the relevant OHS Act - what are organizations being found guilty of?
- The OHS Act and relevant observations for executives, including:
  - duties imposed on executives rather than an employer
  - the broad definition of 'worker'
  - duties imposed on all workers and other persons at the workplace
- OHS penalties
- primary duties
- determining what does the legislature mean by 'reasonably practicable'
- process improvements, implementation, and positive change
- how executives can demonstrate due diligence
- other key implications of the relevant OHS Act

Duration  Hours

# Supervisor & Worker OHS Duties

Your organization is only as strong as its weakest link. If your weakest link is a line-manager, supervisor or the workers, your organization is at real risk of non-compliance and the consequences that may inevitably follow. The leverage a line-manager or supervisor offers, can work for or against you. Make it a strength for your organization, not a weakness.

Our presentation has been designed to not only make your people aware of their personal legal duties, but also to emphasize in a practical and impactful way what the major constraints are at both a system and behavioral level that may be limiting your capability to operate at peak performance.

Each course is delivered by one of our OHS experts who have over 20 years consulting at a strategic level to many of North America's largest organizations.

## Course Topics

- the duties and key offence creating provisions in the health and safety laws
- legal and practical accountabilities of:
  - an organization
  - executives
  - persons concerned in the management or control of a workplace
  - workers
- enforcement policy, punitive sanctions, and prosecutorial discretion
- meaning of what is 'reasonable practicability'
- key responsibilities under your occupational health and safety management system
- process, environment, and personal compliance factors
- how to improve the management of workers to confirm higher levels of health and safety compliance
- performance managing the disconnect between documented procedures and worker behaviors and attitudes

Duration  Hours

# Managing Contractor OHS Risk

**Our experience across many industries demonstrates that managing contractor risk is one of the least understood areas of OHS and most challenging to manage.**

Failing to adequately manage contractor OHS risk has resulted in a significant number of incidents giving rise to exposure of businesses to contract claims, adverse publicity, damage to corporate reputation and enforcement action including prosecution.

Establishing appropriate OHS specifications defining minimum safety standards, evaluating, and assessing contractors against those standards and management systems and processes for ongoing review are all critical in demonstrating due diligence in this key area. The course explores these considerations in detail and provides practical guidance on how to manage the process.

## Course Topics

- duty of care - contractor risk cannot be ignored
- real life consequences when contractor incidents occur
- understanding the legal framework - how far do we have to go?
- types of contracts
- general obligations - the organization and contractor
- how to select and manage a contractor:
  - contract specification - defining OHS specifications
  - evaluation & assessment - benchmarking contractors against OHS specifications
  - contract management and review - measuring and monitoring compliance with OHS specifications
- preferred contractors
- top 10 mistakes when managing a contractor



# Internal OHS Audit

In the absence of some periodic checking, reporting, or monitoring it is difficult to envisage how a corporate respondent could itself ensure safe work methods sufficient to provide the foundation for safe systems of work and meet the requirements of the relevant OHS Act. That the CEO only became aware of the unsafe work method after the incident, is consistent with there being a lack of this final fail-safe checking mechanism.

Driving continuous improvement in an organization of any size can be difficult – especially with internal/external cost pressures and the drive to ensure operations are delivering. Internal audit is one of those functions in an organization that can assist with driving the right performance and outcomes, without being seen as an overhead or 'tick the box' compliance exercise. A large majority of internal audit functions (and external verification auditors) today are seen as low value, given they do not aim to improve the business; rather they introduce more 'red-tape' to effectively streamline an organization's delivery effort.

From our experience, we fundamentally believe that organizations need to shift the internal audit focus approach away from assessing compliance, to encouraging active ownership and accountability with a focus on improvement and 'what must go right'. This is a fundamental paradigm shift not only for organizations, but internal auditors working today. Our aim is to work with you to help grow and mature your internal audit approach and understanding so that your goals and objectives can be achieved.

The internal audit training session will be led by an internal lead auditor, who is experienced in actively driving a new approach to safety auditing.

## Course Topics

- what is an internal audit and why is it important?
- internal vs. external audits
- developing an internal audit program
- OHS management systems and how an internal audit should look at them
- driving the right internal audit scope
- internal audit methodology, with a focus on outcomes and 'what must go right'
- verification evidence from documentation, workplace conditions, observations, and interviews
- reporting the results of the internal audit in an effective, high-impact way
- how do we use internal audit to assess and influence organizational culture?

Duration  Day

# Risk Profiling & Management

Employers must exercise abundant caution, maintain constant vigilance, and take all practicable precautions to ensure safety in the workplace. It is essential that the approach should be a proactive and not a reactive one. Employers should be on the offensive to search for, detect and eliminate, so far as is reasonably practicable, any possible areas of risk to safety.

Organizations today have a responsibility to proactively identify and manage OHS hazards within their operations. This concept is not new but is still consistently done poorly. Often, risk registers are developed which contain detail about specific hazards that may or may not have been identified with predominately administrative controls highlighted to manage exposure. We argue that this is not effective OHS risk management.

This course will aim to provide you with a good understanding of OHS risk management and why it is important. But why this is different to other courses, is that it focuses on the information being collected and how this information is used throughout the business. Not only to address your organization's due diligence needs, but also allow for the OHS management system to be informed and updated using up-to-date information about OHS risk.

## Course Topics

- the modern approach to incident prevention
- distinguishing between a hazard and risk
- legislative accountability
- hazard identification tools
- hazard recording
- risk assessment methods
- risk elimination and controls
- risk profiling and reporting
- task analysis (including work method statements)



# ICAM Lead Investigator

ICAM (Incident Cause Analysis Method) is an industrial OHS initiative that draws on the work of the eminent organizational psychologist and human error expert Professor James Reason. ICAM provides a highly practical and structured method in which to conduct systemic OHS investigations.

This comprehensive course in best practice ICAM methods will equip participants with the qualifications to supervise incident investigations within their workplace and access the tools they need to manage their investigation team and the investigation itself. The course also covers how to reduce the risk of expensive litigation and criminal proceedings and establish the importance of correct methods of conducting an inquiry.

At the conclusion of the training participants will have a good understanding of the basic process and will be able to take the initiative in finding out what went wrong, why, and how to make sure it does not happen again

Designed for OHS, operations and maintenance supervisory personnel who will lead or facilitate low level event investigations and will be called upon to participate in high level events and then lead when experienced.

## Course Topics

- leading/facilitating the investigation of significant incidents
- providing support and advise on investigation quality issues
- recognizing the need for an investigation
- 7 phases of an investigation process following the 4 key steps:
  - gather evidence
  - organize the evidence to understand what happened
  - analyze the evidence to identify the contributing factors
  - learn how to prevent the incident by making recommendations to prevent recurrence, reduce risk, and identifying key learnings
- interviewing victims and witnesses
- differentiating between human error types and violations
- ICAM incident causation model
- applying ICAM to determine root causes of incidents

Duration |  | Days

# ICAM Master Class

Workplace investigators often receive training on “best practices” for investigations. Unfortunately, over the past 15 years, industry experts have found that much of the conventional wisdom on how to effectively interview witnesses and determine truthfulness is wrong.

This 2-day course provides an extensive breakdown in ICAM management and further develops the participants investigative skillset. Designed for lead investigators, this course will teach advanced practical skills and strategies to further enhance and compliment ICAM workplace investigations (including the research-based PEACE investigative interviewing method).

Each participant will be provided with hands-on experience at a simulated incident scene. This practical workshop is designed to reinforce theoretical knowledge obtained from the ICAM Lead Training. By the end of the course successful participants will learn to implement these effective investigative techniques and apply them in their operational work environment.

## Course Topics

- understand and utilize the ICAM organizational factor types (OFT's) in their investigation framework
- assess the quality of investigative work through the ICAM process
- utilize the 'cognitive interview' to gather more information from each witness
- apply scientifically validated methods for detecting signs of deception and truthfulness
- understand the legal requirements for workplace investigations
- build upon the ICAM methodology to write clear and concise investigative reports

## Course Prerequisite

Participants must have completed the HSE International ICAM lead investigator training within the last 2 years prior to taking this course.

Duration |  | Days

# ICAM Team Investigator

ICAM (Incident Cause Analysis Method) is an industrial OHS initiative that draws on the work of the eminent organizational psychologist and human error expert Professor James Reason. ICAM provides a highly practical and structured method in which to conduct systemic OHS investigations.

This course teaches basic incident investigation skills. Successful participants will learn how to assist in investigations under the leadership of a trained ICAM facilitator. This course recreates an actual ICAM investigation, engaging participants in canvassing the scene, interviewing witnesses, and analyzing the evidence.

Participants will also acquire the skills to independently investigate low-consequence equipment damage, injuries, and production loss events.

## Course Topics

- describe the legal requirements applicable to accident and incident investigation
- use suitable reporting and investigation forms
- identify causative factors for accidents and incidents using accident causation models
- investigate low level accidents and incidents
- interview witnesses and take statements
- prepare a report on an accident or incident
- describe the requirements for accident and incident reporting

Duration | **1.5** | Days

# ICAM Governance

ICAM (Incident Cause Analysis Method) is an industrial OHS initiative that draws on the work of the eminent organizational psychologist and human error expert Professor James Reason. ICAM provides a highly practical and structured method in which to conduct systemic OHS investigations.

This course provides a high-level overview for supervising the ICAM process within an organization. Participants will learn how the ICAM process works, how to assign roles and responsibilities to investigators, and how to assess the quality of investigative work.

Choose this course to train managers and supervisors in administering an ICAM program for your organization. A well-managed program is key in ensuring effective review and response to workplace incidents.

## Course Topics

- overview of the ICAM methodology and process
- know what to review before approving investigation reports
- provide support and advise on investigation quality issues

Duration |  | Hours

# ICAM Train the Trainer

This 2-day course is specially designed to equip participants with the qualifications and knowledge to train others in-house in either the Lead or Team Investigator courses. The course is also designed to help trainers improve their skills for training others. In this course, you will understand the various functions and techniques that you can use to maintain the interest of your students and to motivate them.

Choose this course to train onsite trainers in administering either the ICAM Lead or Team Investigator course in-house for your organization. The train-the-trainer course is designed to ensure each participant is proficient with the course content and able to apply comprehensive and useful educational strategies to confidently demonstrate how to complete and coach other participants to correctly perform the ICAM methodology.

## Course Topics

- leading/facilitating the investigation of significant incidents
- providing support and advise on investigation quality issues
- recognizing the need for an investigation
- overview of the 7 phases of an investigation process
- overview of interviewing
- differentiating between human error types and violations
- ICAM incident causation model
- training techniques, adult education methodology, teaching techniques

The second part of this course is designed to ensure that the participant is well prepared to adapt and deliver the course material to suit your organizational or facility needs. To achieve this, we will focus on how to break down the course content to ensure it is relevant and useful and you will be provided with industry-specific examples, tips for setting up the course exercises and the key points to introduce

The course also includes practical exercises and an assessment on the ICAM methodology on an example incident which must be submitted to HSE International for marking. After successful completion of the course, the participant instructor will be eligible to teach ICAM training within the requirements of HSE International guidelines within their scope. The instructor certification will be valid for three years from date of issue.

## Course Prerequisite

Participants must have completed the HSE International ICAM lead investigator training within the last 2 years prior to taking this course.

Duration  Days

# 5 Whys Workshop

This half day workshop is designed for personnel who are required to utilise the 5 Why's problem solving technique as part of incident investigations to learn the key principles to ensure the process effectively identifies and addresses the root causes of an incident. In relation to incident investigations, the 5 Why's technique is a well-known process that aims to distinguish an incident's visible symptoms from the underlying latent root causes.

This course will focus on applying root cause analysis (RCA) mapping concepts to improve communication and to identify effective corrective and preventive actions.

Participants will acquire the skills to independently investigate low-level events and near misses.

## Course Topics

- Understand the importance of incident investigation and its role in preventing future incidents.
- Master the "5 Whys" technique to systematically uncover root causes.
- Develop the skills to effectively gather and analyse relevant information during an investigation.
- Make recommendations aimed at reducing risk and preventing recurrence.

Duration |  | Hours

# Contacts

With extensive experience working for government agencies and private sector clients across numerous industries, HSE International's team understand your safety challenges and goals.



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