



(l to r) Minerva Canada representatives Tony Pasteris and Len Hong with booth visitor Bernard Semanya at the IAPA Health & Safety Canada 2007 conference and trade show in Toronto this spring.

PRESIDENT'S MESSAGE

Over the past year, Minerva Canada was able to successfully continue promoting health and safety education in Canadian post-secondary institutions through its existing activities as well as some new initiatives targeted to undergraduate engineering students. I am very pleased with the results from our launch of the *Minerva Canada James Ham Safe Design Awards* presented this year to McMaster University and the University of Ontario Institute of Technology. It was extremely gratifying for all of us at Minerva to see the smile on the faces of the seven engineering students pictured on this page when they received their awards in front of 3,000 people attending the Annual Industrial Accident Prevention Association (IAPA) Conference in April, 2007.

Among our other accomplishments this past year:

- For the first time, we ran a **Summer Institute** for both engineering and business professors and established new attendance records.
- Minerva Canada also participated in the Ontario Ministry of Labour's initiatives to launch health and safety e-learning modules for university and college students.
- Our regional Minerva working groups in Manitoba and British Columbia undertook many new initiatives to promote health and safety education in their provinces.
- Our annual Summer Institute showcased an Alcan case study. It was great to see Alcan as the first Canadian company to win the **Robert W. Campbell Award** for international excellence in safety, health and environment. As a global partner of the award, Minerva Canada congratulates all the employees of Alcan in winning this prestigious honour.

Our work at Minerva Canada is far from being complete. In 2008, we will undertake new initiatives to promote health and safety education beyond business and engineering schools and, hopefully, into our healthcare teaching institutions. Our engineering safety awards will also continue next year and possibly be extended to business students as well.

Minerva Canada and its working groups and committees rely on many volunteers from industry, government, academia and various health and safety associations to accomplish its annual objectives. I am so ever grateful to all of them for their never-ending help and assistance. And I am grateful to all our sponsors mentioned in this issue since Minerva Canada would not exist without their continued support and financial assistance. A special word of thanks go to IAPA and Ontario's Workplace Safety and Insurance Board (WSIB) for their ongoing support and use of facilities and resources.

Tony Pasteris,
Chairman & President

Summer Institute Draws Record Attendance

More than 30 professors from business and engineering schools – along with 26 representatives from industry, government and associations – gathered in Toronto in May 2007 for Minerva Canada's 4th annual **Summer Institute**. The workshop is designed to enable educators to acquire safety, health, environmental management knowledge and resources that they can incorporate into their curricula so that graduates will be well prepared.

Some participants share their biggest take-aways:

- "Thank you so much for a wonderful Institute. I can't tell you how much I got out of this. I've already contacted my dean telling him about a shift in what business leaders want." **Deborah Zinni**, Assistant Professor, Faculty of Business, Brock University
- "I particularly liked the keynote presentations and the engaging Alcan case study, which is appropriate for both engineering and business schools. Now I have access to modules to integrate into teaching." **Jules Thibault**, Professor, Chemical Engineering, University of Ottawa
- "The quality of the case studies and attendees was top-notch." **Dave Meston**, Business Professor and Consultant, Ryerson University
- "I will incorporate health and safety into my research now." **Uthpala Senarathne-Tennakoon**, University of Calgary business student
- "The Summer Institute is an outstanding opportunity for any university professor who is able to access it. Discussion with working technical people provides better insight than reading a book or a case study in isolation." **Phil Claridge**, Industry Specialist, Partners Program, WorkSafeBC, and Chair, Minerva BC

See page 2 for more on the Institute and how to tap into its learnings.

Safe, Innovative Designs Rewarded

Minerva Canada launched the *James Ham Safe Design Awards* this year to recognize university engineering students who make an original and unique contribution to integrating safety into engineering design. See page 5 for more about these inaugural awards and what these outstanding recipients created.



Shown here are the winning student teams: (l-r) frontrunners Jonathan Kwok Kin Ho, Chin Hung Jonathan Lo, and Stephen Niedojadlo of McMaster University and second-place team Mike MacLeod, Ben Fagan, Mark Bernacki and Matt Van Wieringen of the University of Ontario Institute of Technology. The award and its winners received significant press coverage.

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Minerva Summer Institute Brings Together Business and Engineering Faculty

"I liked the high-powered people with their strong messages on health and safety," says **Graeme Norval** of the Faculty of Engineering at the University of Toronto, one of 33 professors and academics who participated in the **2007 Minerva Summer Institute** for business and engineering schools in Toronto in May. Presented by Minerva Canada and a host of sponsors (see page 3), this was the 4th annual event designed to introduce faculty to the key concepts of safety, health and environmental (SHE) management for integration in the curriculum.



Minerva Canada's 4th Annual Summer Institute attracted the biggest turnout to date.

"Health and safety are an integral part of business, not just a sidebar."

Frank Saunders, Bruce Power

"This was undoubtedly the biggest and most successful Summer Institute ever run," says **Tony Pasteris**, Minerva Chair and President. "It was great to have business and engineering professors together for the workshop for the first time and to get so much valuable input from professors and industry."

As a result of participating, Professor Norval plans to take back the messages he heard from industry leaders and government representatives to both his dean and students. "I will also incorporate the **Ontario Ministry of Labour's WorkSmart program** (see page 4) into the curricula in the coming year. The training module is tremendous – it can be used as an assignment for students and is an excellent way to incorporate health and safety into a course as a segment." He also appreciated the mix of college and university participants as well as the interaction between business and engineering faculty. "We need to compare and contrast how engineering and business professors look at health and safety – engineering has a more technical view and business a more socio-economic one."

Finding out about practical resources like WorkSmart was one of the real values of the three-day event, which was hosted by the Centre for Health and Safety Innovation in Mississauga for the first time. The Centre is home to the **Industrial Accident Prevention Association (IAPA)**, one of Minerva Canada's long-time sponsors. "I appreciated seeing all the resources at the IAPA facility," said **Ruthanne Krant** of Georgian College Business School. "It was also good to see the linkages made at the workshop between colleges and universities as well as with industry."

The workshop included a combination of keynotes from industry speakers from **Dofasco, GM, Bruce Power** and **Alcan**, breakout sessions, case study presentations and tours of **Petro-Canada** and the **IAPA** facilities. The various discussions identified this health and safety knowledge that industry would like to see in new graduates:

- Core management components of health and safety
- How to assess a company's health and safety performance
- Risk assessment and management
- Awareness of how health and safety benefits society as a whole
- Understanding the human impact of how accidents/fatalities affect families

- SHE strategic thinking, productivity and practical applications

"We want people to come to us with an understanding that health and safety are an integral part of business, not just a sidebar," **Frank Saunders**, VP of Bruce Power, told participants. "They need to understand how to manage safety just like finance."

Among the gaps identified in academia are an absence of basic health and safety knowledge and an understanding that SHE management is no different than any other control process, a lack of awareness of where to find appropriate resources and tools to help, and limited time in the curriculum.

The workshop participants recommended the following as the best methods for conveying health and safety information to students:

- High quality teaching materials that are current, relevant, and inspiring
- Case studies
- Websites
- 'Expert' speakers/guest lectures from business community
- Co-op programs
- Awards



Steve Mahoney, Chairman of Ontario's Workplace Safety & Insurance Board, addressing participants on the importance of health and safety education in post-secondary schools.

"Everything about the Institute was good – from the discussions through to the case studies."

Manon LeBlanc, Bishop's University

ALCAN CASE STUDY WELL RECEIVED

One of the many highlights of the Summer Institute was the presentation of a case study for business schools on Alcan's new joint venture in Ningxia, China. According to author **Chantal Westgate** of McGill University, the case – based on Alcan's EHS FIRST (*Environment, Health and Safety Management System*) model – has three objectives, demonstrating:

1. how to manage change since young students often don't understand the importance of change management
2. how to lead international joint ventures
3. the link between EHS and business performance in a complex internal and external business environment.

She recommended presenting it as an integrative case at the end of the term, beginning with an Alcan video that is available to provide context. "It deals with managing change and cross-cultural management as well as health and safety issues," she explained.

Reaction to the case study from **Summer Institute** participants was highly favourable. "Because it covers technology, the environment, health and safety, global change and leadership, it is fantastic, particularly because my co-op students travel around the world," says Professor **Suzanne Kresta**, in the Department of Chemical and Materials Engineering at University of Alberta. "It is excellent for my design course."

"This is a great case because it covers so many aspects," echoes **Sue Hart**, Organizational Behaviour and Industrial Relations Professor at Memorial University. "I can use it in many ways, because I teach about globalization."

"The case demonstrates that I must change how I teach," adds **Deborah Zinni** of Brock University.

Not only is it an excellent case study to promote health and safety, but McGill and Alcan "did an outstanding job in setting the standard in terms of the presentation of case studies for our future Summer Institutes," says **Tony Pasteris**, Minerva's Chair and President.

To access the case study, visit www.safetymanagementeducation.com

"We want to bring environment, health and safety into the core of management science through such case studies."

Mei-Li Lin, Director, R.W. Campbell Award

AFTER SUMMER INSTITUTE: WHAT PROFESSORS NEED TO DO NEXT

- Put results into action
- Network with one another
- Use existing Minerva resources on website and other resources
- Request Minerva funding to develop specific case study in 2008
- Maintain commitment to grow new methods of teaching SHE topics to students and show your own leadership
- Communicate your teaching practices and successes to each other
- Recruit other professors for the next Minerva Summer Institute

ACTION STEPS

One **Summer Institute** participant – Professor **Suzanne Kresta** of the Department of Chemical and Materials Engineering at the University of Alberta – shares her follow-up action list:

1. Implement the worksmartcampus.ca course, with a first year general engineering course assignment as the target.
2. Use the Minerva case studies to build new student problems and class discussion material.
3. Implement a safety/PSM/EHS/OHS item once a week in all courses, using the best core content material collected from the **Summer Institutes**.
4. Investigate a one-day short course for faculty members at the University of Alberta.
5. Forward chemical reactivity slides from **Summer Institute** to reactor design professors for consideration since the slides are ripe for the development of problems in material and energy balances, reactor design, etc.

Save the Date

The next Summer Institute for business and engineering school professors is tentatively scheduled for May 25-29, 2008 in Toronto.

If you are interested in attending, please e-mail Minerva@safetymanagementeducation.com



Some of the 2006 R.W. Campbell Award winners participated in the Summer Institute. Shown here with them [l to r] are David Johnston of IAPA Board of Directors, Tom Kosatsky of McGill University who helped write the Alcan case study, Bill Nance of Union University in Tennessee who wrote the DynMcDermott case study, Nathalie Fortin, Alcan's Environmental Manager, Chantal Westgate of McGill who wrote the Alcan case study, Mei Li Lin of the National Safety Council and Director of the R.W. Campbell Award, Simon Laddy, Alcan's VP of Safety, Health, Environment, and Tony Pasteris, Minerva Chairman & President.

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Regional Reports

MANITOBA

Minerva Manitoba has a renewed funding contract with the Workers Compensation Board with funding in place until the spring of 2009. This funding assists in the support of several initiatives, including:

- The appointment of additional members from the academic community to its Steering Committee, including representatives from Red River College, Assiniboine Community College and the University of Manitoba. A representative was also appointed from the Workers Compensation Board. An industry representative is currently being sought and, once this individual is in place, the Steering Committee will have an excellent cross-section of representation from stakeholders in post-secondary education.

BRITISH COLUMBIA

- The BC Working Group has a new chair this year. **Phil Claridge**, a professional engineer with WorkSafeBC and member of the BC group for the last two years, has taken over from **Lydia Ma**, who continues as a working group member. The BC Working Group greatly appreciated the leadership of Lydia as BC chair and commends her fine example in providing OSH education to business students at UBC Sauder School of Business (see *Academic Corner*).
- The focus of the BC group is on peer influence within industry and post-secondary education environments, as well as direct involvement in teaching activities on a volunteer basis. Additional members are being considered to expand group capabilities in order to make a difference in the presentation of health and safety education in BC

- Completion of a project undertaken in 2005 with Red River College and the Apprenticeship Branch of MB Advanced Education and Training to develop a compulsory seven-hour core safety and health orientation for all first-year apprentices. The intent of the project is to standardize the teaching of core concepts in safety and health (not trade specific information which is already taught). Recognizing that apprentices are exposed to many common hazards and that, upon becoming journeypersons, they will supervise other apprentices, the program encourages a broader approach and understanding about safety and health. Orientation sessions were held for apprenticeship and pre-apprenticeship instructors in June and were very well received. Implementation begins this fall. **Copies of the program are available from the Manitoba Apprenticeship Branch by contacting Nancy Eller at nancy.eller@gov.mb.ca**

and to enhance the visibility of Minerva through networking with provincial OSH communities.

- The activities of the BC group will parallel and reinforce the efforts of the **Summer Institute**, and facilitate Minerva meeting its goals and objectives. Having participated in this year's event, Phil is firmly convinced that the provincial working groups are an ideal mechanism for dedicated health and safety professionals to become involved in Minerva on a broader scale.

See Academic Corner to find out how two BC working group members from academia are continuing their efforts in integrating OSH principles.

Academic Corner

BC: In a core undergraduate course (*"Managing the Employment Relation"*) in UBC's Sauder School of Business, **Lydia Ma**, Director of Continuing Education & Outreach at the School of Occupational & Environmental Hygiene (SOEH), teaches the basic principles of OSH, the importance of OSH management in the business context, principles of young worker health and safety, and an introduction to Minerva and also provides links to further information on OSH. She reaches hundreds of students from finance and accounting to marketing and HR. In his 4th year undergrad course (*"Underground Mine Ventilation"*) in the Faculty of Applied Sciences, **Ed Chessor**, an industrial hygienist and adjunct faculty at SOEH, teaches about common hazards of confined spaces and toxic effects of contaminants and their control to minimize worker exposure.

Both these members of Minerva BC are continuing their efforts to integrate OSH principles in the postgraduate classroom as well.

ONTARIO: Launched in February, **WorkSmart Campus** is an e-learning tool designed to prepare graduates with the skills and insight to manage organizational health and safety programs as they would any other business function, such as quality and productivity. It consists of three online modules and a final test that teaches and reinforces basic health and safety knowledge for students at the post-secondary level. Results can be submitted to instructors for assignment of a mark, and the final results can be printed out as a record. The modules take an innovative approach, using interactive

elements such as videos, games, quizzes and case studies to explore health and safety concepts in an interesting way.

Developed by the Ontario Ministry of Labour, with partners from the Workplace Safety and Insurance Board (WSIB), Minerva Canada, Passport to Safety, and the Ministry of Training, Colleges and Universities, the program is the first of its kind in Canada. It is currently being piloted in engineering, business and cooperative education programs at eight participating colleges and universities across Ontario and has reached 570 students, with an 88% overall satisfaction rate and a final average mark of 82%. The program offers unique benefits to any post-secondary program.

Student participants benefit by starting off on the right road to creating safe workplaces and by being able to demonstrate safety knowledge and training they know will be valued by businesses when they seek a job. Businesses have long recognized the link between safety, productivity and commercial success. Educating the CEOs of the future creates safe workplaces, a key to economic advantage.

If your Ontario post-secondary program is interested in seeing the WorkSmart Campus or being part of the full roll-out in January 2008, contact lindsay.page@ontario.ca or sue.boychuk@ontario.ca. Inquiries from academics across Canada are also welcome.



NEWS UPDATE

3RD ROBERT W. CAMPBELL AWARD PRESENTED

Congratulations to Montreal-based **Alcan Inc.**, one of the world's leading aluminum and packaging companies, and **DynMcDermott**, a private New Orleans-based firm that manages the U.S. Strategic Petroleum Reserve, recipients of the **2006 Robert W. Campbell Award**. Both companies were presented with the award during the National Safety Council's 94th Annual Congress and Expo in San Diego, CA. Minerva Canada and the Industrial Accident Prevention Association (IAPA) are the Canadian Global Partners in the program.

"I'm proud to see a Canadian company win the Award and provide an excellent case study to promote health and safety," says **Tony Pasteris**, Minerva Chairman & President.

The award is given annually to companies that successfully integrate health, safety and environmental management into their overall business operations. This is the first year in which the award has been presented to two companies. An international panel of independent reviewers, including Minerva, examined each application in a rigorous assessment process. Minerva Canada's Chairman was one of two judges to pick the winners.

Alcan and DynMcDermott case studies were presented at this year's Summer Institute (*see story page 3*). Once finalized, both case studies will be available on the Minerva web site (www.safetymanagementeducation.com).

For more about the Award, visit www.campbellaward.org.

WHAT IT TAKES TO WIN

"SHE excellence starts and ends with a highly engaged and committed CEO and senior management group," said Minerva Chairman & President Tony Pasteris at a presentation to a March 2007 CEO Charter Workshop. The presentation focused on the characteristics and common attributes of the 2004-2006 winning companies of the R.W. Campbell Award, based on Tony's experience as an R.W. Campbell award judge.

Among the common themes and shared attributes that emerged from the four winners (Noble Drilling, Johnson & Johnson, Alcan and DynMcDermott):

- Performance excellence relies on seamless integration of safety, health and environment (SHE) and other business operating systems (eg. production, reliability, quality and financial)
- As SHE results improve, so do other operating results (eg. energy consumption, yields and quality incidents)
- Focusing on people, culture, attitude/behaviours, operating discipline and knowledge is essential to creating a "zero injury" mindset
- Documented risk-based and well-understood SHE management systems are critical to SHE excellence – we can't rely on "luck" and informal systems
- Leading indicators, benchmarking, and internal/external audits are relied on to drive continuous improvement
- Variable pay for SHE results coupled with well-defined SHE accountability/appraisal systems are in place.

STUDENTS SHINE AT JAMES HAM SAFE DESIGN AWARD PRESENTATION



Mary Ham (centre), widow of James Ham, with the James Ham Safe Design Award winners (l-r) Stephen Niedojadlo, Chin Hung Jonathan Lo and Jonathan Kwok Kin Ho of McMaster University at the IAPA presentation ceremony in April.

Congratulations to two student teams for clinching the first-ever **James Ham Safe Design Awards**. Minerva Canada, with funding from the Ontario Workplace Safety and Insurance Board (WSIB), created these annual awards to recognize university engineering students in Ontario who make an original and unique contribution to integrating safety into engineering design.

The winner and runner-up awards were presented this spring at the annual Health and Safety Conference and Trade Show of the Industrial Accident Prevention Association (IAPA). McMaster students **Stephen Niedojadlo**, **Jonathan Kwok Kin Ho** and **Chin Hung Jonathan Lo** took the top award, worth \$3,500, for their unique stair-climbing device that should aid in preventing back injuries. They spent over 600 hours on the project. "Engineering students learn that a device must function as intended but not explicitly be designed for any particular safety

function, so this award is important because it motivates students to think about the safety aspects of a design," says Stephen, applauding Minerva for its leadership in launching the award. "It's good to demonstrate that safety mindedness should start from the academic level and not just at the workplace level."

An entry from the University of Ontario Institute of Technology received the second place prize of \$1,500. Students **Mark Bernacki**, **Matt Van Wieringen**, **Mike MacLeod** and **Ben Fagan** developed a regenerative automatic door opener that would allow doors to remain functional during power failures. "My team and I felt extremely honoured to win an award that recognizes a true pioneer of safety in the workplace," says Mark. "As young engineers heading into the workplace ourselves, there is nothing we would want more than to ensure everyone's safety as the number one priority."

The Awards honour Order of Canada recipient **James Ham**, whose Royal Commission Report on Health and Safety in 1975 led to the creation of Ontario's *Occupational Health and Safety Act* and to the adoption of the Internal Responsibility System in Ontario workplaces. They challenge students and faculty members in Ontario engineering schools 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.

Official entry forms and complete details for the 2008 James Ham Safe Design Award are available at www.safetymanagementeducation.com.

Case Studies

NEW IN 2007

Canadian Pacific Railway (by Bishops University) – Using examples from the award winning program at CP, this case introduces the process and best practices of early and safe return to work (ESRTW) through the occupational rehabilitation and reintroduction of an employee into the workplace after a workplace accident. From an ethical, legal and a hard and soft-cost perspective, effective ESRTW practice is an essential component of managing occupational health in the post-accident phase.

UPCOMING CASE STUDIES:

Alcan Inc. (by McGill University) – This case study examines 2006 R.W. Campbell Award winner's EHS FIRST (Alcan's Environment, Health and Safety Management System). EHS FIRST rallies Alcan employees everywhere around common EHS objectives and goals by integrating best practices from the company and third parties, as well as ISO 14001 and OHSAS 18001 specifications. For a total direct implementation investment of US\$36 million, the EHS FIRST system has, to date, delivered a minimum of US\$43 million in benefits, predominantly from safety. The estimated value at stake for environmental and health issues is more than US\$1 billion. (See page 3 for more.)

DynMcDermott Petroleum Operations (by Union University in Tennessee) – As a result of its adoption of a Baldrige-based business management model, married with the "best practice" Safety, Health & Environmental (SHE) management systems of ISO 14001, the EPA Performance Track Program, and the OSHA Voluntary Protection Program, DynMcDermott has delivered excellent SHE performance during its contract tenure with the U.S. Department of Energy Strategic Petroleum Reserve. This 2006 R.W. Campbell award winner's profits are generated by meeting specific, performance-based goals, many of which are directly related to SHE outcomes – meaning that the better the SHE performance, the more profit the company generates.

General Motors of Canada (by University of Ontario Institute of Technology) – This case builds upon GM's discussions at the 2006 Summer Institute related to the important elements leading to the company's step change improvement in personnel safety results.

Johnson & Johnson (by Georgetown University) – It examines 2005 R.W. Campbell Award winner 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.

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 and risks of its business – and the SHE results arising from the changes.

Seven Oaks General Hospital (by University of Manitoba) – It focuses on the organization's approach to employee safety, health and wellness that made it a SHE leader in the healthcare industry.

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.

WELCOME TO NEW MINERVA BOARD MEMBERS...

Marc Rosen, Dean of Engineering at University of Ontario Institute of Technology, and **Paul Bates**, Dean of the DeGroote School of Business, McMaster University.

...AND HEARTFELT THANKS TO:

Bette Leloudas of IAPA for her many years of help and support to Minerva Canada as our Meeting Coordinator.

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