Introduction to Organizational Behavior – A Safety and Health Perspective: Course Outline and Supplemental Materials

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Introduction

One of the challenges to incorporating safety and health topics into the core curriculum of management and engineering faculties is the question of strategy. Should specialized courses be developed or should the topics be integrated into appropriate areas within the existing curriculum? The approach taken here is the latter approach – we have taken the position that more health and safety information needs to be integrated into existing core courses. One of the key courses where management concepts are taught and where there is considerable research that can be integrated into the course is in the introductory organizational behavior course. This course is required by the large majority if not all Faculties and Schools of Management across Canada.   Instructors who are interested in providing more integration still face the challenge of available resource material. The sample course outline provided here, indicates a number of research and practitioner articles that provide material to integrate into the coverage and discussion of the basic organizational topical areas.

A particular text has been chosen to provide the framework for the topics but the articles could be arranged to fit alternative texts and topical formats. A brief description of the topic area is provided and a short explanation of the topics that are covered by the supplemental articles. It is not expected that students would be, in most cases, required to read all the articles but that instructors would use the articles to enhance their coverage of the material from a health and safety perspective. A focus has been placed on research articles to provide the fundamental material for the topics. Application can be encouraged by utilizing suggestions and applying the managerial principles in the chapter to health and safety issues. The example outline follows.

Introduction to Organizational Behavior – A Workplace Safety and Health Perspective

Course Outline and supplemental readings and materials

Course Objective:

The basic course in organizational behavior covers a broad range of individual, group and organizational processes. Topics included in the course are: understanding and managing individual behavior (individual differences, perception, emotions, motivation, job and work design, managing misbehavior and work stress); group behavior and interpersonal influence (groups, teams, conflict and negotiations; and power, politics and empowerment); organizational processes (communication, decision-making and leadership); and organizational systems (organizational structure and design, and organizational change). The basic material in this course will be supplemented with case materials, research and exercises on workplace safety and health.

As a result of completing this course students should:

1. Understand the basic concepts of organizational behavior
2. Know the linkages between organizational, group and individual processes and health and safety outcomes
3. Increase their skills to manage organizations in a "healthy" manner, including the applications of policies and procedures that enhance both organizational and individual health, safety and well-being.

Text:

Ivancevich, J.M., Konopashe, R. & Matteson, M.T. (2005). Organizational Behavior and Management. McGraw-Hill.

Topic Outline and Supplemental Reading Material

Part 1: Field of Organizational Behavior

Chapter 1- Introduction to organizational behavior
This topic provides the foundation material for organizational behavior, why it is important, levels of theory and practice (individual, group and organizational), fields of study that are relevant to organizational behavior, and a basic description of the topical areas. The supplemental articles illustrate case examples of the costs of accidents and injuries in Canadian workplaces, benefits of health and safety orientations to organizations, provide evidence of the connection between healthy workplaces and organizational outcomes such as productivity and provide an overview of relationships between various organizational factors and the health and safety of the workplace.

Ansari, A., Modarress, B. (1997). World-class strategies for safety: A Boeing approach. International Journal of Operations and Production Management, 17, 389-398.

Danna, K and Griffin, R.W. (1999). Health and well-being in the workplace: A review and synthesis of the literature. Journal of Management, 25, 357-384.

Griffiths, D.K. (1985). Safety attitudes of management. Ergonomics, 28(1), 61-67.

Lowe, G. (2003a). Healthy Workplaces and Productivity: A discussion paper. (http://www.cprn.org/en/doc.cfm?doc=300)

Statistics Canada (2001). Stress and well-being. Health Reports, Vol. 12, No. 3: 21-32. Retrieved March 21, 2006 from Statistics Canada website: http://dsp-psd.pwgsc.gc.ca/Collection-R/Statcan/82-003-XIE/0030082-003-XIE.pdf.

Statistics Canada (2003). The Canadian Labour Market at a Glance. Retrieved March 21, 2006 from Statistics Canada website: http://www.statcan.ca/english/freepub/71-222-XIE/71-222-XIE2004000.htm

Statistics Canada (2005). Fact-Sheet on Work Absences. Perspectives on Labour and Income, Vol. 6, No. 4: 21-30. Retrieved March 21, 2006 from Statistics Canada website: http://dsp-psd.pwgsc.gc.ca/Collection-R/Statcan/75-001-XIE/75-001-XIE.html.

Chapter 2 - Organizational culture

Culture is the shared norms and values of the organization. They are driven by the leadership and history of the organization. Material on safety and health demonstrates how a health and safety culture can promote good health and safety practices throughout the organization. The supplemental articles in this section provide evidence of the importance of a safety culture and climate, indicate strategies for how organizations can improve the safety culture, and indicate the importance of this culture at all levels of the organization.

Brehm, J., Ruddick, P. & Lundquist, T. (2003). The culture of safety. Health Management Technology, 24(7), 41.

Clarke, S. (1999). Perceptions of organizational safety: Implications for the development of safety culture. Journal of Organizational Behavior, 20, 185-198.

Neal, A. & Griffin, M.A. (2002). Safety climate and safety behaviour. Australian Journal of Management: Special Issue, 27, 67-75.

Smith-Crowe, K. & Burke, M.J. & Landis, R.S. (2003). Organizational climate as a moderator of safety-knowledge-safety performance relationships. Journal of Organizational Behavior, 24, 861.876.

Probst, T.M. (2004). Safety and insecurity: Exploring the moderating effect of organizational safety climate. Journal of Occupational Health Psychology, 9, 3-10.

Toomey, S. (2003). Making safety part of the corporate culture. Occupational Health & Safety, 72(1), 34-35.

Smith-Crowe, K., Burke, M.J. & Landis, R.S. (2003). Organizational climate as a moderator of safety knowledge-safety performance relationships. Journal of Organizational Behavior, 24, 861-876.

Varnonen, U., Mattila, M. (2000). The safety climate and its relationship to safety practices, safety of the work environment and occupational accidents in eight wood-processing companies. Accident Analysis and Prevention, 32, 761-769.

Zohar, D. (1980). Safety climate in industrial organizations: Theoretical and applied implications. Journal of Applied Psychology, 65(1), 96-102.

Zohar, D & Luria, G. (2005). A multilevel model of safety climate: Cross-level relationships between organization and group-level climates. Journal of Applied Psychology, 90(4), 616-28.

Part II: Understanding and Managing Individual Behavior

Chapter 3 - Individual difference and work behavior
This chapter demonstrates how individual differences influence individual, group and organizational outcomes. Topics include individual attitudes, values and personality factors. The supplemental articles extend the understanding of individual factors to those that have been shown to have an impact on the health and safety of the work environment and that predict good practice of health and safety behaviors.

Clarke, S. & Robertson, I.T. (2005). A meta-analytic review of the Big Five personality factors and accident involvement. Journal of Occupational and Organizational Psychology, 78, 355.376.

Iverson, R.D. & Erwin, P.J. (1997). Predicting occupational injury: The role of affectivity. Journal of Occupational and Organizational Psychology, 70, 113-128.

Oliver, A., Cheyne, A., Tomas, J.M. & Cox, S. (2002). The effects of organizational and individual factors on occupational accidents. Journal of Occupational and Organizational Psychology, 4, 473-488.

Chapter 4 - Perception and emotions
Employee perceptions and emotions predict a number of employee attitudes and behaviors. In this set of supplemental materials, the articles demonstrate how accidents can impact employee attitudes, how employees develop safety culture perceptions, employees' perceptions of empowerment and the relationships with safety outcomes, and how safety attitudes are related to employee responses.

Barling, J., Kelloway, E.K. & Iverson, R.D. (2003). Accidental outcomes: Attitudinal consequences of workplace injuries. Journal of Occupational Health Psychology, 8, 74-85.

Clarke, S. (1999). Perceptions of organizational safety: Implications for the development of safety culture. Journal of Organizational Behavior, 20, 185-198.

Cree, T. & Kelloway, E K. (1997). Responses to occupational hazards: Exit and participation. Journal of Occupational Health Psychology, 2, 304-311.

Greasley, K., Bryman, A., Dainty, A. & Price, A. (2005). Employee perceptions of
empowerment. Employee Relations, 27, 354-368.

Probst, T.M. & Brubaker, T.L. (2001) The effects of job insecurity on employee safety outcomes: Cross-sectional and longitudinal explorations. Journal of Occupational Health Psychology, 6, 139-159.

Chapter 5 - Motivation

Motivation is the sustained effort directed towards achieving certain outcomes. Within the safety and health context employee motivation is critical to the practice of good safety and health behaviors. This series of supplemental articles demonstrate how goal setting and feedback has been used to improve safety behaviors at work.

Marsh, T.W., Robertson, I.T., Duff, A.R., Phillips, R.A., Cooper, M.D. & Weyman, A. (1995). Improving safety behavior using goal setting and feedback. Leadership and Organization Development Journal, 16, 5-12.

Cooper, M.D., Phillips, R.A., Sutherland, V.J. & Makin, P. J. (1994). Reducing accidents using goal setting and feedback: A field study. Journal of Occupational and Organizational Psychology, 67, 219-240.

Reber, R.A., Wallin, J.A. & Chhokar. (1990). Improving safety performance with goal setting and feedback. Human Performance, 3, 51-61.

Chapter 6 - Job design, work and motivation

The focus of this topic is how job and work design influence employee motivation. The research has indicated both positive and negative effects to current popular job and work design methods. This series of supplemental readings provide both perspectives. In a number of cases job and work redesign has led to increased pressures for production, increased work hours, less autonomy and more routinization. In these cases negative impacts on accidents and injuries have resulted. These results are consistent with respected theories on job design. In other cases changes in job design have lead to increased motivation to follow good safety behaviors and practices and have led to reductions in accidents and injuries. In the positive instances the job/work redesign has involved more worker autonomy and empowerment. The last article in this series of readings summarizes a number of characteristics and how they can be utilized to develop healthy organization practices.

Askenazy, P. (2001). Innovative workplace practices and occupational injuries and illnesses in the United States. Economic and Industrial Democracy, 22, 485-516.

Brenner, M.D., Fairris, D. & Rusher, J. (2004). "Flexible" Work Practices and Occupational Safety and Health: Exploring the Relationship Between Cumulative Trauma Disorders and Workplace Transformation. Industrial Relations, 43, 242-266.

Landisbergis, P.A., Cahill, J. & Schnall, P. (1999). The impact of lean production and related new systems of work organization on worker health. Journal of Occupational Health Psychology, 4, 108-130.

May, D. R., Reed, K., Schwoerer, D. & Potter, P. (2004). Ergonomic office design and aging: A quasi-experimental field study of employee reactions to an ergonomics intervention program. Journal of Occupational Health Psychology, 9, 123-135.

Rau, R. (2004). Job strain or healthy work: A question of task design. Journal of Occupational Health Psychology, 9, 322-338.

Shaw, W.S., Robertson, M.M., McLellan, R.K., Verma, S. & Pransky, G. (2006). A controlled case study of supervisor training to optimize response to injury in the food processing industry. Work, 26(2), 107-114.

Sparks, K., Cooper, C., Fried, Y., and Shirom, A. (1997). The effects of work hours on health: A meta-analytic review. Journal of Occupational and Organizational Psychology, 70, 391-408.

Wilson, M.G., Dejoy D.M., Vanderberg, R.J., Richardson, .A., and McGrath, A.L. (2004). Work characteristics and employee health and well-being: Test of a model of healthy work organization. Journal of Occupational and Organizational Psychology, 77, 565-588.

Chapter 7 - Evaluation, feedback and rewards
The responses from managers to employee behaviors have a strong impact on their future attitudes and behaviors. Some of the above articles on goal-setting have demonstrated positive impacts on employee safety behavior, and is the most common area of research on the relationships between evaluation, feedback and rewards and health and safety behaviors. Two of the other articles looked at the results of safety incentive programs and various organizational practices and their relationships to safety behaviors, accidents and injuries.

(see motivation articles above)

Cooper, M.D., Phillips, R.A., Sutherland, V.J. & Makin, P.J. (1994). Reducing accidents using goal setting and feedback: A field study. Journal of Occupational and Organizational Psychology, 67, 219-240.

Gangwar, M. & Goodrum, P.M. (2005). The effect of time on safety incentive programs in the US construction industry. Construction Management and Economics, 23, 851-859.

Kaminski, M. (2001). Unintended consequences: Organizational practices and their impact on workplace safety and productivity. Journal of Occupational Health Psychology, 6(2), 127-138.

Chapter 8 - Managing misbehavior
Employee misbehavior encompasses a wide range of employee behaviors that negatively influence organizational and individual outcomes. Included in this topic is workplace sabotage and workplace aggression. The most common area of research related to health and safety is the impact of workplace aggression on employee attitudes, behaviors and resulting accidents and injuries. The focus on this chapter is to understand the nature of employee misbehavior and develop strategies to reduce it and its negative consequences. The readings in this chapter illustrate the negative impact of incivility and provide suggestions about how to deal with workplace aggression. .

Cortina, L.M., Magley, V.J., Hunter-Williams, J. & Langhout Day, R. (2001), Incivility in the workplace: Incidence and impact. Journal of Occupational Health Psychology, 6, 64-80.

Magyar, Jr , S. V. (2003, June). Preventing workplace violence. Occupational Health & Safety, 72(6), 64.

Reber, R.A., Wallin, J.A. & Duhon, D.L. (1993). Preventing occupational injuries through performance management. Public Personnel Management, 22(2), 301-311.

Chapter 9 - Managing individual stress
Workplace stress is created from the inability of employees to respond effectively to experienced workplace demands. These demands can come from a variety of sources and can have a major impact on employee attitudes and behavior. This series of articles looks at the causes of stress, the relationship between stress and health and safety outcomes, the importance of control in workers jobs in alleviating stress, and how stress can deplete the employees emotional resources and thus make them more subject to accidents, illnesses and injuries.

Shamian, J, O'Brien-Pallas, L., Thomson, D., Alksnis, D. & Kerr, M.S. (2003). Nurse absenteeism, stress and workplace injury: What are the contributing factors and what can/should be done about it? The International Journal of Sociology and Social Policy, 23(8/9), 81-103.

Strazdins, L., D'Souza, R.M., Lin, L., Broom, D.H., & Rodgers, B. (2004). Job strain, job insecurity and health: Rethinking the relationship. Journal of Occupational Health Psychology, 9, 296-305.

Turner, N., Chmiel, N. & Walls, M. (2005). Railing for safety: Job demands, job control and safety citizenship role definition. Journal of Occupational Health Psychology, 10, 504-512.

Pretrus, T. & Kleiner, B.H. (2003). New developments concerning workplace safety training: Managing stress arising from work. Management Research News, 26(6), 68-76.

Zohar, D. Tzischinski, O. & Epstein, R. (2003). Effects of energy availability on immediate and delayed emotional reactions to work events. Journal of Applied Psychology, 88(6), 1082-1093.

Part III: Group Behavior and Interpersonal Influence

Chapter 10 - Groups and teams
Groups and teams have become important components of organizations today. There is a lot of controversy about teams and the relationships with health and safety. Autonomous work groups (where members decide on the sequencing and assigned responsibilities for tasks) have in a number of cases resulted in increased accidents and injuries, which have been attributed to high production pressures. Other research has demonstrated effective uses of autonomous work groups. This series of readings provide information on the different applications of groups and teams to production and health and safety issues, and clarifies some of the reasons for positive and negative outcomes.

Bryce, G. K., Manga, P. (1985). The effectiveness of health and safety Committees. Relations Industrielles, 40, 257.

Eaton, A.E. & Nocerino, T. (2000). The effectiveness of health and safety committees: Results of a survey of public-sector workplaces. Industrial Relations, 39, 265-290.

Grant, K.A., Garland, J. G., Joachim, T.C., Wallen, A. & Vital, T. (2003). Achieving health, safety, and performance improvements through enhanced cost visibility and workplace partnerships. AIHA Journal, 64, 660-667.

Jackson, P.R. & Mullarkey, S. (2000). Lean production teams and health in garment manufacturing. Journal of Occupational Health Psychology, 5, 231-245.

May, D. R. & Schwoerer, C.E. (1994). Employee health by design: Using employee involvement teams in ergonomic job redesign. Personnel Psychology, 47, 861-876.

Simard, M. & Marchand, A. (1997). A multilevel analysis of organizational factors related to the taking of safety initiatives by work groups. Safety Science, 21, 113-129.

Zohar, D. (2000). A group-level model of safety climate: Testing the effect of group climate on microaccidents in manufacturing jobs. Journal of Applied Psychology, 85, 587-596.

Chapter 11 - Managing conflict and negotiations

Conflict is actions taken by one person or group of people that interfere with another person or groups attempts to their goals or objectives. A certain level of conflict is viewed as necessary for creativity in organizations. However, the negative impacts of conflict need to be controlled to avoid personal and organizational damage. The negative impacts of conflict are what has attracted the most research attention, but has been rarely applied to the health and safety context. The nature of conflict and its application to health and safety needs to receive more research attention.

Hebdon, R. & Hyatt, D. (1998). The effects of industrial relations factors on health and safety conflict. Industrial and Labor Relations Review, 51(4), 579-594.

Chapter 12 - Power, politics and empowerment

Power is generally defined as the ability of one person to influence another to do something he or she would have otherwise not done. Politics is the use of power in organizations to achieve outcomes that might not have been achieved through normal organizational processes. Empowerment is the ability of employees to make decisions and feel that they have control over their work environment. These are important topics in health and safety because research has generally shown that overt exercise of power is less effective in gaining employee compliance with health and safety behaviors than more subtle/participative/shared power. If the

employees adopted the organization's health and safety objectives and feel empowered to make health and safety decisions at work they are more likely to have better health and safety behaviors and fewer accidents and injuries. This series of articles reinforce this generalized position and provide case study information to illustrate the importance of employee empowerment in achieving health and safety objectives.

Adler, P.S., Goldoftas, B. & Levine, D.L. (1997). Ergonomics, employee involvement and the Toyota Production system: A case study of Nummi's 1993 Model Introduction. Industrial and Labour Relations Review, 50, 416-437.

Greasley, K., Bryman, A., Dainty, A., Price, Al, Soetanto, R & King, N. (2004). Employee perceptions of empowerment. Employee Relations, 27(4), 354-368.

Walters, D. (1998). Employee representation and health and safety: A strategy for improving health and safety performance in small enterprises. Employee Relations, 20, 180-195.

Part IV: Organizational Processes

Chapter 13 – Communication
Communication or the transfer of information is crucial to the implementation of health and safety initiatives, to understand the nature of hazards in the workplace and to enhance employees' safety oriented skills and behaviors. A couple of critical communication related topics are included in these two articles. They examine the role of communication in facilitating learning from accidents and factors related to employees' willingness to raise safety issues with their supervisors and others.

Hofmann, D.A. & Stetzer, A. (1998). The role of safety climate and communication in accident interpretation: Implications for learning from negative events. Academy of Management Journal, 41, 644-657.

Mullen, J. (2005). Testing a model of employee willingness to raise safety issues. Canadian Journal of Behavioural Science, 37(4), 273-282.

Chapter 14 - Decision-making
The role of decision-making is critical to effective actions within organizations. The current article examines a number of factors related to ethical decision-making using compliance with safety standards as the decisional context.

Armstrong, R.W., Williams, R.J., Barrett, J.D. (2004). The impact of banality, risky shift and escalating commitment on ethical decision making. Journal of Business Ethics, 53, 365-370.

Chapter 15 – Leadership

The actions and behaviors of top management and supervisors are amongst the most important factors related to safety behaviors and accidents and injuries in organizations. Leadership has been the focus of a large number of studies and these supplemental readings provide broad coverage of the information that has been gained from the research studies. The range from practical articles (Geller) to articles that provide evidence for the type of leadership and behaviors that are more effective in reducing accidents and injuries. Top management that establishes a safety oriented vision and set of values and who support the development and administration of a comprehensive health and safety plan and the effective operation of joint safety and health committees has been most effective in influencing supervisor safety oriented behaviors. Supervisor behaviors including the close relationships established with subordinates, participative and open styles are most effective in influencing work unit safety and health behaviors. One of the articles (Zohar, 2002), reviews a training program that lead to improvement in supervisory behavior. The number of articles on the leadership topic reinforces the importance of leadership in establishing a safe and healthy organization.

Geller, E.S. (2000). 10 leadership qualities for a total safety culture. Professional Safety, 45(5), 38-41.

Hofmann, D.A. & Morgeson, F.P. (1999). Safety-related behavior as a social exchange: The role of perceived organizational support and leader-member exchange. Journal of Applied Psychology, 84(2), 286-296.

Kelloway, E.K., Mullen, J. & Francis, L. (2006). Divergent effects of transformational leadership and passive leadership on employee safety. Journal of Occupational Health Psychology, 11, 76-86.

Pater, R. (2002, March). Leadership skills for the 21st century. Occupational Health & Safety: Product Literature & Web Guide, 5(1), 6-15.

Ruchlin, H.S., Dubbs, N.L., Callahan, M.A., and Fosina, M.J. (2004). The Role of Leadership in Instilling a Culture of Safety: Lessons from the Literature. Journal of Healthcare Management, 49(1), 47-59.

Townsend, J. Phillips, J.S. & Elkins, T.J. (2000). Employee retaliation: The neglected consequence of poor leader-member exchange relations. Journal of Occupational Health Psychology, 5, 457-463.

Weisser, L. (2001, October). Beyond Compliance: The Power of Leadership to Create A Healthy Workplace. The Canadian Learning Journal,26-30.

Zohar, D. (2002). Modifying supervisory practices to improve subunit safety: A leadership-based intervention model. Journal of Applied Psychology, 87, 156-163.

Zohar, D. (2002). The effects of leadership dimensions, safety climate, and assigned priorities on minor injuries in work groups. Journal of Organizational Behavior, 23, 75-92.

Part V: Organization Structure

Chapter 16 - Organizational structure and design
Organizational structure and design take a more macro or organizational level view of health and safety. The supplemental reading related to this chapter focus on the partnerships between various organizations and how they reconcile their different health and safety standards and practices within these partnership arrangements. The article by Gaba illustrates some organizational level perspectives in high hazard industries. The work on high hazard industries draws on effective organizational level approaches that have been developed in a number of high hazard industries. The supplemental readings also include a study on employee ownership as a structural arrangement and the relationship to health and safety policies and practices.

Fuller, C.W. & Vassie, L.H. (2001). Benchmarking the safety climates of employees and contractors working within a partnership arrangement: A case study in the offshore oil industry. Benchmarking, 8, 413-430.

Gaba, D.M. (2000). Structural and organizational issues in patient safety: A comparison of health care to other high-hazard industries. California Management Review, 43, 83-102.

Grunbert, L., Moore, S., & Greenberg, E. (1996). The relationship of employee ownership and partnership to workplace safety. Economic and Industrial Democracy, 17, 221-242.

Vassie, L.H. & Fuller, C.W. (2003). Assessing the inputs and outputs of partnership arrangements for health and safety management. Employee Relations, 25, 490-501.

Chapter 17 - Managing change, innovation and creativity – The final chapter in most organizational behavior texts is on managing change. In the case of research

that has been conducted on this topic in the health and safety area, most studies have focused on the impact of organizational change on the safety behaviors, accidents and injuries. The supplemental readings included here illustrate the stress and outcomes related to a number of organizational changes. The articles provide good materials for students to discuss and provide strategies for alleviating the negative effects that many times accompany organizational change.

Armstrong-Stassen, M. & Cameron, S.J. (2003). Dimensions of control and nurses' reaction to hospital amalgamation. The International Journal of Sociology and Social Policy, 23(8/9), 104-128.

Bremmer, M.D., Fairris, D., Ruser, J. (2004). "Flexible" work practices and occupational safety and health: Exploring the relationships between cumulative trauma disorders and workplace transformation. Industrial Relations, 43, 242-266.

Laschinger, H.K.S., Sabiston, J.A. & Shamian, J. (2001). Voices from the trenches: Nurses' experience of hospital restructuring in Ontario. Canadian Journal of Nursing Leadership, 14, 1-15

Shannon, H.S., Woodward, C.A., Cunningham, C.E., McIntosh, J., Lendrum, B., Brown, J. & Rosenbloom, D. (2001). Changes in general health and musculoskeletal outcomes in the workforce of a hospital undergoing rapid change: A longitudinal study. Journal of Occupational Health Psychology, 6, 3-14.

RESOURCE GUIDE
Publications

IAPA Information Centre Resource Catalogue,
http://s.topchoice.com/iapa/catalogue/catalogue_intro.htm

OHS Program – standards, products, guidelines, training materials, Canadian Standards Association, **http://ohs.csa.ca/**

A Study in Occupational Safety and Health Program and Management System Effectiveness, Palassis, J., Redinger, C., Dyjack, D., American Industrial Hygiene Association, 2003, **http://www.aiha.org/aihce03/handouts.htm**

Developing your Safety and Health Program: Suggestions for Business Owners and Managers, Oregon Occupational Safety and Health Division, **http://www.orosh.org**

Occupational Injuries and Their Cost in Canada 1995-1999, **http://info.load-otea.hrdc.drhc.gc.ca/oshweb/public_html/occcurrent/occupational_injuries_95_99_toc.html**

Safety and Health Management in the Nineties, Terrell, Milton J., Van Nostrand Reinhold, New York, NY, 1995

Health and Safety in Organizations, Hofmann, David A., Tetrick, Lois E., John Wiley & Sons, Inc., San Francisco, CA, 2003

Occupational and Environmental Safety Engineering and Management, Kavianian, Hamid R., Wentz Jr., Charles A., Van Nostrand Reinhold, New York, NY, 1990

OHS Resource Guide, Workers Compensation Board of Manitoba

Occupational Safety and Health for Technologists, Engineers, and Managers, Canadian Edition.*,* Goetsch, David L. & Ozon, Gene. Pearson Education, Inc., Upper Saddle River, NJ, 2006.

Video Catalogues

University of Manitoba Libraries

Managing the Risk of Workplace Stress: Health and Safety Standards, Clarke, Sharon, Routledge, London, New York, 2004, ISBN: 0415297109

See No Evil, National Film Board of Canada, Montreal, NFB, 1988

University of Manitoba: Classroom and Media Services AV Catalogue

Managing Pressure at Work, BBC, 1991, #VH1240

Ergonomic Economics, Q1VIDEO, 1995, #VH0683

Westray, National Film Board of Canada, Dir.: Paul Cowan, 2001 **#VH196027**

Workplace Safety and Health Division Video Catalogue

Catalogue, **http://www.gov.mb.ca/labour/safety/publication/index.html**

Example:

Making It Work, 1992 re: Joint Health and Safety Committees

On-Line and Organizations

Canadian Centre for Occupational Health and Safety (CCOHS)
Academic Support Program
http://www.ccohs.ca/education/asp

Various Provincial OHS Acts
http://www.ccohs.ca/legislation

Workplace Safety and Health Division
200-401 York Avenue
Winnipeg Manitoba
Canada
www.gov.mb.ca/labour/safety
www.safemanitoba.com
Phone: 204-945-3446
Fax: 204-945-4556

IAPA Information Centre
http://www.iapa.ca/resources/information_centre.asp

Canadian Standards Association (CSA)
http://ohs.csa.ca/

National Institute for Occupational Safety and Health - (NIOSHTIC-2)
Department of Health and Human Services
Parklawn Building
5600 Fishers Lane, Road 1401
Rockville, MD 20857
http://www.cdc.gov/niosh/database.html

Association of Worker's Compensation Boards (Canada)
http://www.awcbc.org

OSHA Training Institute
1555 Times Drive
Des Plaines IL 60018
United States of America
Fax: 708-297-4810
http://www.osha.gov/dcsp/ote/oti.html

American Society of Safety Engineers
1900 E. Oakton Street
Des Plaines, IL 60016
http://www.asse.org/

Worker's Compensation Research Institute (WCRI) (USA)
955 Massachusetts Avenue
Cambridge, Massachusetts 02139
www.wcrinet.org

Case Studies

See www.safetymanagementeducation.com and articles listed under topics above

Integrative Case: Seven Oaks General Hospital – available at:
www.safetymanagementeducation.com.