



ADMINISTRATIVE REPORT

October 2010 – September 2011

OCCUPATIONAL SAFETY AND HEALTH AUTHORITY AND AGENCY ADMINISTRATIVE REPORT

March 01, 2012.

Honourable Errol McLeod

Minister of Labour and Small and Micro Enterprise Development,

Ministry of Labour and Small and Micro Enterprise Development,

Waterfront Towers, Wrightson Road,

Port-of-Spain.

Dear Honourable Minister,

Re: Administrative Report – Occupational Safety and Health Authority and Agency
October 2010 – September 2011

In accordance with the requirements of Section 66D of the Constitution I hereby submit the Report of the Occupational Safety and Health Authority and Agency for the period October 2010 – September 2011.

Yours faithfully,



Dr. Carol Bhagan Khan

Chairman

Occupational Safety and Health Authority

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OCCUPATIONAL SAFETY AND HEALTH AUTHORITY AND AGENCY

The **Occupational Safety and Health Authority** is a multi stakeholder advisory body for the Minister of Labour and Small and Micro Enterprise Development (MLSMED), established October 2006 on the basis of the Occupational Safety and Health Act 2004 as amended, (OSH Act).

The core task of the Authority is to encourage the enforcement of the OSH Act, to promote training, research, information and to approve Codes of Practice.

The **OSH Agency** is the executive arm of the OSH Authority, and also a Statutory Body of the MLSMED. The Agency is responsible for carrying out enforcement, promotional activity and other functions, under the Authority.

The **Mission** of the OSH Authority and OSH Agency (OSHA) is:

*To ensure an environment that leads to safe and healthy workplaces throughout
Trinidad and Tobago.*

OSHA'S Vision:

*The Occupational Safety and Health Authority & Agency (OSHA) will be a highly
respected and reliable organisation, achieving world-class safety and health
standards, with committed professional staff, comprehensive enforcement,
education and advisory programmes, all supported by cutting edge tools and
technologies, and by strategic partnerships.*

OSHA'S Core Values:

Integrity, Accountability, Professionalism, Commitment

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1.0 CHAIRMAN'S SUMMARY

In the budget year 2010 – 2011 the Occupational Safety and Health Authority and Agency addressed a number of issues including matters related to staffing, operational policies, public awareness, legislative review and stakeholder relationships.

To address the issue of effectiveness, the Agency employed thirty-one (31) members of staff inclusive of eighteen (18) new members of staff and thirteen (13) reengaged staff, seven (7) of whom were inspectors. Though all the vacant positions were not yet filled this would have given the Agency the much needed manpower boost.

In the area of public awareness the Agency embarked on a number of significant projects, primary among these being the 1st National Construction Symposium and Trade Show: **Beyond Compliance to Excellence** which occurred from January 27 – 29, 2011. This event corralled some of the leading experts, both nationally and internationally, in the construction industry and in safety and health. The symposium has been memorialized in the **2011 Construction Symposium Report** which is now in circulation. The Agency also commemorated **World Day for Safety and Health at Work** and participated in the **AmCham T&T's 15th Annual Health, Safety, Security, Environment (HSSE) Conference & Exhibition**.

In 2010 – 2011 there were nine hundred and seventy (970) accident reports as compared to nine hundred and four (904) in the previous year. Of the reported accidents there were five (5) fatalities. OSHA was able to investigate 61% of these accidents numbering 641. The severity rate of fatalities stayed at 1.0 per 100, 000 as it was in the previous year. The Agency was also able to conduct 2,581 inspections for the year. Seventeen (17) Improvement Notices and five (5) Prohibition Notices were served.

With respect to the enforcement of the OSH Act, legal action was initiated on two (2) cases. Legal opinions were also drafted on several matters as well as five (5) Memoranda of Understanding.

OSHA continues to contribute to the national development thrust by building on compliance, enforcement, awareness and preventative approaches to make the workplace safe and healthy and to contribute to competitiveness and skill of the workforce as we sustain our place among the developed countries of the world.

2.0 BRIEF HISTORY AND PROFILE OF THE OCCUPATIONAL SAFETY AND HEALTH AUTHORITY (OSH AUTHORITY)

The Authority consists of a Chairman and seventeen (17) other Members. The Minister of Labour and Small and Micro Enterprise Development (“MLSMED”) appoints the Chairman and Deputy Chairman of the Authority. Other members are appointed by relevant bodies and organisations.

Composition of the Authority

- Chairman
- Deputy Chairman
- Executive Director
- A representative of the Ministry responsible for occupational safety and health
- A representative of the Ministry responsible for health
- A representative of the Ministry responsible for energy industries
- A representative of the body responsible for standards in Trinidad and Tobago
- A representative of the Tobago House of Assembly
- Nine other members appointed by the Minister:
 - two representing employees
 - two representing employers
 - five on the advice of the Medical Board of Trinidad and Tobago, the Board of Engineering and organizations representing women’s affairs.

By Cabinet Minute No. 1739 of July 13, 2006, Cabinet agreed to the appointment of persons to the OSH Authority as in accordance with the provisions of Section 65 of the OSH Act. Seventeen persons were appointed for a period of three years. In July 2009, the term of appointment came to an end and the OSH Agency was left without an OSH Authority until October 2010.

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Table 1 Authority Membership

No.	Name	Representative	Position	Date of Appointment	Date of Expiration	Remarks
	Chairman					
1.	Dr. Carol Bhagan-Khan		Chairman	October 29, 2010	October 28, 2013	Cabinet Minute No. 1180 of October 2010
	Deputy Chairman					
2.	Ryan Ramjit		Vice Chairman	August 12, 2008	August 12, 2011	Cabinet Minute No. 1665 of June 20, 2008
	MLSMED					
				2008		
3.	Avril Rahim	MLSMED	Member	October 29, 2010	October 28, 2013	
	Ministry of Health					
4.	Dr. Mutchinson Melville	Chief Medical Officer	Member	October 29, 2010	October 28, 2013	
	Ministry of Energy and Energy Affairs					
5.	Indira Ramkisson	MOEEA	Member	October 29, 2010	October 28, 2013	
	TTBS					
6.	Deryck Omar	TTBS	Member	August 12, 2008	August 12, 2011	Cabinet Minute No. 1665 of June 20, 2008
	EMA					

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7.	Dr. Joth Singh	EMA	Member	Oct-29 ,2010	October 28, 2013	
Employers' Representatives						
8	Sydney Sears	Energy Chambers	Member	Oct-29, 2010	October 28, 2013	
Employees' Representatives						
9	Martin Cabrera	FITUN	Member	October 29, 2010	October 28, 2013	
10	Dennison Poon	NATUC	Member	October 29, 2010	October 28, 2013	
General purpose						
11	David St. Clair	Safety Council of T&T	Member	Oct-29, 2010	October 28, 2013	
12	Alfred Phillips	Board of Engineering	Member	Oct-29, 2010	October 28, 2013	
13.	Folade Mutota	The Network of NGO of T&T for the Advancement of Women	Member	October 29, 2010	October 28, 2013	
14	Gladstone Solomon	THA	Member	October 29, 2010	October 28, 2013	

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3.0 STRATEGIC PLAN

Table 2 OSHA Core Objectives

OSHA CORE OBJECTIVES	
2. Balancing of compliance techniques	Conducted 2581 inspections.
	Reduction in severity rate of fatalities to 1.0 per 100,000.
	Inspection Work Plan 2010/11 was developed, targeting high-risk/high impact sectors and known offenders as priority.
7. Establish Comprehensive Practices	Regulations and Codes of Practice were drafted according to an agreed priority schedule
	Review and amendment of LOLER Regulations
8. Build Public Awareness	Construction Symposium and Trade Show
	Publication of the Construction Symposium Report 2011
	Exhibit at AmCham Annual HSSE Conference & Exhibition
	Commemoration of World Day for Safety and Health at Work
	Publication of ads and articles in the press, Linkage and the HSE Quarterly
9. Collect Quality Information	Continued communication with NIB and with UTT/OSHE, CSO, UWI and data providers.

4.0 FINANCIAL OPERATIONS

With the appointment of the Authority in October 2010, there was some regularisation with the financial operations at the Agency, however given that the Agency continued to be without an Accounting Officer the Permanent Secretary of the MOLSMED remained responsible for the expenditure of the Agency.

For the fiscal year 2010/2011 the Financial Unit received releases to incur both Recurrent and PSIP expenditure in the sums of \$20 228 200 and \$6 000 000 respectively. The Agency's total expenditure fell well with these allocations. See Appendix 2 – Financial Statements

5.0 HUMAN RESOURCES

Performance measurement tools

The Performance Management System at OSHA was designed to focus on the employee's performance rather than on traits and characteristics. Towards this end, its emphasis was on reinforcing strengths, identifying deficiencies and feeding such information back to the employee so that he/she could have improved his/her performance.

The following performance measurement tools are used in the Performance Management System at the Agency:

Position Descriptions

These were developed in consultation with the Head of Units/Supervisors. The objective of all position descriptions was to provide an accurate picture of the responsibilities required within specific job roles, the authority levels attached to that role and a clear explanation as to how the output of the role was to be measured.

Performance Appraisal

Quarterly performance appraisals were completed with each employee by their immediate manager. The Authority's performance appraisal system was designed to:

- Provide an opportunity for the supervisor and employee to mutually set and agree on performance standards;
- Identify and facilitate improvements to areas of poor performance and conduct;
- Provide an opportunity for employees to discuss work-related issues with their line managers;
- Provide a forum for line managers to assess their staff's potential for further advancement and development;
- Advise employees of their strengths and weaknesses and what is expected of them;
- Strengthen the relationship and communication between staff and their managers.

See Appendix (5) – Performance Measurement Tools

Recruitment & Selection Procedure

The Agency sought to attract, recruit and retain an adequate complement of suitably qualified personnel by maintaining a good corporate image and a work environment that encourages opportunities for growth and development. All personnel selected have been in accordance with established criteria.

Cabinet by Minute No. 2608 of September 17, 2009 agreed, inter alia:

(iii) that the recruitment process in respect of employees engaged in the Agency be conducted by the Government Human Resource Services Company Limited (GHRS)

The Human Resource Unit was responsible for the processing of applications for employment and the initial screening of the applications against the approved job description and specification.

The Agency's Recruitment Draft Policy provided a framework and fundamental guidelines governing OSHA's recruitment process, the aim of which was to:

- Select the most appropriate person for the job on the basis of their relevant merits, skills and competencies;
- Ensure equality of opportunity for all applicants;
- Ensure compliance with current employment legislation and Government directives;
- Promote the Agency's values;
- Protect the privacy of candidates and preserve the integrity of the recruiting process;
- Meet the Agency's strategic and operational requirements.

6.0 ORGANISATIONAL STRUCTURE

Conditions of employment

All positions in the Agency are three (3) year contract positions. The terms and conditions of all contracts have been approved by the Ministerial Committee with responsibility for remuneration packages for employees in public sector organisations.

During the Period October 2010 to September 2011, the OSH Agency employed thirty (31) staff members – eighteen (18) new and thirteen re-hired. Of the re-engaged staff, seven (7) were inspectors.

Training Programs

The OSH Agency has recognised the importance of training for employees to improve their efficiency and to achieve the Agency's corporate vision and mission. Training is one of the effective and tested tools being used at the Agency for performance enhancement. Sensitivity to emerging political and social concerns, modernity in thinking and re-orientation of administrative systems required that training was given to staff members. During this reporting period, the Agency has undertaken specialised training programmes as well as generic training programmes to ensure that employees were given the tools to accomplish the Agency's vision and mission.

During the period October 2010 to September 2011, sixteen (16) different training programs were facilitated by the Agency. A list of training programmes is given hereunder:

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Training Programmes October 2010 to September 2011

Table 3 Training Programmes October 2010 to September 2011

Training	Venue	Number of Person/s Attended
The Caribbean Public Procurement (Law & Practice) Conference 2010	Hyatt Regency, Port of Spain	4
Alternative Dispute Resolution Workshop	Crowne Plaza Hotel, Port of Spain	1
IHRIS	The Police Complaints Authority Building	6
Project Management for Business Professionals	School of Business and Computer Science	3
Basic Offshore Safety Induction and Emergency Training	Falck Nutec Trinidad and Tobago	5
Dealing with Difficult People Workshop	Crowne Plaza Hotel, Port of Spain	1
Performance Management and Appraisal Training	OSHA (In House Training)	1
Financial Management for Non-Accounting Officers	Ministry of Public Administration	2
PSIP Implementation Programme	Ministry of Public Administration	1
Designing Orientation Programmes	Ministry of Public Administration	1

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Pesticide Safety	PCS Model Farm & Agricultural Resource Centre	3
HR Labour Law Workshop	Arthur Lok Jack	2
Road Traffic Crashes in Trinidad and Tobago Seminar	Trinidad Hilton	1
The use of ICTs in combating the effects of climate change	Office of the Authority	2
Proposal Writing Training	Ministry of Public Administration	1
Protocol for Public Officers Training	Ministry of Public Administration	1

7.0 Internal Audit Procedures

During this period despite having a new Authority appointed, the Audit Committee was not established and the unit continued to operate without support staff. This, coupled with limited organisational independence, affected the ability of the Audit Unit to execute its tasks. The key responsibilities of the Unit include:

- Examining and evaluating the adequacy of OSHA's system of internal control, including those pertaining to deterrence, detection and investigation of illegal acts.
- Reviewing the reliability and integrity of financial and operational information and the means used to identify measure; classify and report such information.
- Review the systems established to ensure compliance with those policies procedures, laws and regulations which significantly impact the organisation's operations.
- Reviewing the systems and processes used to safeguard the assets of the Agency and to verify the existence of said assets.
- Appraising the economy and efficiency with which resources are employed and quality of performance in carrying out assigned duties and responsibilities.
- Reviewing operations or programmes to ascertain whether results are consistent with established objectives and goals and whether the operations are being carried out as planned.
- Coordinating Internal Audit activities with the work carried out by the Managers responsible for quality assurance and risk management to identify high risk areas.

The key achievements of the Audit Unit for the 2010 – 2011 period were:

- Completion of Pay and Benefits re: gratuity and other final benefits upon expiration of contracts during the period
- Development of a diagnostic tool for the OSH Agency
- Completion of training in conducting fraud assessments and examinations, procurement law and practice and conflict of interest assessments
- Recruitment of Audit Assistant

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Highlights of Audit Assignments 2010 – 2011

Table 4 Highlights of Audit Assignments 2010 - 2011

QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Inventory Control Management – Personal Protective Clothing Equipment & other supplies	Contract Administration Recurrent & PSIP	Operational review re:- Inspectorate Units	Financial year- end Procedures and Operations. Operational review re:- Inspectorate Units
Gratuities Payable	Gratuities Payable	Development of Audit Charter	Review of Financial Forms
Fixed Asset Verification- Mobile assets & monitoring Equipment.		Financial – PSIP & Minor Equipment Purchases	Annual Audit Report

8.0 ACTIVITIES OF THE AGENCY

For the period 2010 – 2011 the Agency continued with its core function of Enforcement and Compliance as well as conducting significant sensitisation activities according to the goals outlined in the Strategic Plan.

Inspectorate

During this period the Inspectorate recorded nine hundred and seventy (970) accident reports, including five (5) fatalities as at February 17, 2012. This marked a 7.3% increase over the previous year which recorded 904 accident reports. Thus far the Agency was able to investigate 66% of all the accidents reported in the current period. The lack of manpower and other resources continues to affect the Agency's ability to achieve optimum performance.

The Inspectorate was able to continue with its related activities in the form of inspections, lectures and complaint investigations.

Sensitisation

The Agency hosted its second Construction Symposium entitled “*Beyond Compliance to Excellence*” from January 27 – 29, 2011. This event brought together experts from various sectors of the construction industry as well as experts on safety to share updates and best practices. It also featured a Career Fair targeted at schools, a calypso competition and various displays. The timing of the symposium was very strategic as it supported the development of the Agency's development of the *Lifting Operations and Lifting Equipment Regulations* (LOLER).

World Day for Safety and Health at Work was commemorated on April 27 and 28, 2011 with two conferences, one at Mt Irvine, Tobago and the other at Hyatt Regency Hotel, Trinidad respectively. This event allowed for meaningful discussion on current issues related to health and safety.

In September the Agency mounted a display at AmCham's 15th Annual Health, Safety, Security, Environment (HSSE) Conference and Exhibition.

9.0 LEGAL ACTIVITY

The current organisational structure of the Occupational Safety and Health Agency (“OSH Agency” or “Agency”) provides for six (6) personnel in the Legal Unit, including:

- A Deputy Director – Legal
- Two (2) Legal Counsels
- Two (2) Legal Research Officers
- An Executive Assistant to the Deputy Director - Legal

During this period, the position of Deputy Director - Legal and Executive Assistant to the Deputy Director – Legal remained vacant. The Agency was also unable to hire and retain more than one Legal Counsel during this time. The Legal Unit has remained unable to attract and retain a full complement of staff.

Court Matters

The Occupational Safety and Health Authority and Agency (“OSHA”) initiated the following Court Matters in the Industrial Court under the Occupational Safety and Health Act, Chapter 88:08 (the “OSH Act”):

- Occupational Safety and Health Authority and Agency v Mohan Bissessar – May, 2011
- Occupational Safety and Health Authority and Agency v Water and Sewerage Authority – September, 2011

Members of the Legal Unit attended Court in these matters on behalf of the OSH Agency.

During that time, the Legal Unit received four (4) new matters from the Inspectorate for a recommendation on prosecution. The Legal Research Officers reviewed approximately twelve (12) matters and prepared legal opinions, involving fatalities or critical injuries, in which either follow up action was requested from the Inspectorate or a recommendation for prosecution was made to Legal Counsel.

On November 26, 2010, proceedings were instituted at the Industrial Court against the OSH Agency by the Banking Insurance and General Workers’ Union on behalf of Mr. David Alexis and Mr. Christendyal Ramnarine, the former Finance Coordinator and Human Resource Coordinator of the OSH Agency respectively. During the aforementioned timeframe, the Legal Unit appeared in Court on behalf of the Agency and submitted Evidence and Arguments in defence of this matter.

Memoranda of Understanding or Agreement

Several memoranda were drafted and modified in consultation with the identified organisations. The Legal Unit conducted meetings and met with the representatives of these organisations in an effort to complete drafts of these memoranda. However, the

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absence of an Executive Director and issues, which remained to be settled between the parties, led to these memoranda not being finalised during the aforementioned timeframe. The Legal Unit worked on the following five (5) memoranda during that time:

- Ministry of Labour/Labour Inspectorate
- Environmental Management Authority
- Ministry of Works and Transport
- University of the West Indies
- Trinidad and Tobago Bureau of Standards

The Legislative Agenda

Public Sector Investment Program - Regulations and Approved Codes of Practice

The former Occupational Safety and Health Authority (“OSH Authority”) had identified the following ten (10) Regulations, each to have its own Approved Code of Practice:

- Lifting Operations and Lifting Equipment Regulations (“LOLER”)
- Ionizing Radiation Regulations
- Safety of Pressure Systems Regulations
- Electricity at Work Regulations
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
- Safety Committees and Safety Representatives Regulations
- Workplace Safety, Health and Welfare Regulations
- Construction Design and Management Regulations
- Provision and Use of Work Equipment Regulations
- Control of Industrial Major Accident and Hazard Regulations

LOLER was the first Regulation to be identified as particularly urgent for enactment. During their routine inspections and accident investigations, the Inspectorate identified the need to have subsidiary legislation to govern workplace activities as it pertained to lifting operations, as the lack of secondary legislation was hampering the effectiveness of the enforcement policy. During the aforementioned timeframe, LOLER had already been drafted and had been through the public consultation process and was awaiting final review by the OSH Authority before presenting to the Minister as per section 99 of the OSH Act. The former OSH Authority was dissolved before the final review and as such the process came to an end. The process was re-started when a work team was formed by the Legal Unit, which included a member of the Legal Unit and four members of the Inspectorate. The team met (on a weekly basis or more) to review the draft Regulations, Approved Code of Practice and policy document, towards finalisation of the documents for submission to the Chief Parliamentary Counsel.

At the time, the following additional Regulations were identified, as particularly urgent for enactment:

- Safety of Pressure Systems Regulations

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- Electricity at Work Regulations
- Provision and Use of Work Equipment Regulations

A work team was formed to work on a draft policy document for the Safety of Pressure Systems Regulations, which was started and completed in accordance with the Chief Parliamentary Counsel guidelines.

Review and Amendment of the OSH Act

The purpose of the Working Group for Review and Amendment of the OSH Act was to comprehensively review and propose amendments to the OSH Act in order to successfully address and rectify issues identified in the Act since its inception. The first meeting of the group occurred on June 1, 2011. The group consisted of a member of the Legal Unit and two Senior Inspectors. The Legal Unit was responsible for coordinating and conducting the meetings, taking minutes and for performing all legal research and follow up action, which resulted from the meetings. The minutes from the group meetings were circulated within the Agency for feedback from the Inspectorate.

The group was formed by the Legal Unit, following numerous complaints and indications from the OSH Agency Inspectors, duty holders and even members of the general public that several provisions of the OSH Act are in need of clarification and revision, and that revision of the Act is necessary to promote the effective implementation, enforcement and awareness of the Government's occupational safety and health objectives within Trinidad and Tobago. In September, 2011, the Legal Unit prepared a report for the Technical and Operations sub-Committee of the OSH Authority, detailing the review and amendment process and proposing the course of action to be taken by the Agency. The Executive Director has since made a decision to hire a consultant to oversee the review and amend of the Act, and as such, the review and the amendment of the Act has been put on hold until such time as this arrangement is finalized.

Trademark of OSHA Logo

The Legal Unit drafted a trademark proposal, and a trademark application was prepared by the Legal Unit for filing in the Intellectual Property Office. The application was filed in April, 2011.

Freedom of Information Act

The Freedom of Information Act ("FoIA"), Chapter 22:02, provides a mechanism by which members of the public can gain access to information held by public authorities. Access to such official information is obtained through the use of a prescribed form which members of the public submit to the relevant public authority in order to gain access to the information requested. As it relates to the OSH Agency, requests under the FoIA are usually for access to accident investigation reports, which may relate to a non-critical injury, a critical injury or a fatality. Section 15 of the FoIA gives the Agency thirty (30)

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days by which to respond to the request for information. All FoIA requests are handled by the Legal Unit of the OSH Agency. The Legal Unit handled approximately sixty (60) FoIA requests during the aforementioned timeframe.

Working Group on Labour in Trade Negotiation

In November, 2010, the OSH Agency was invited to identify a suitable representative and alternate to sit on a committee, which was set up to discuss and negotiate the treatment of labour issues in a Caricom-Canada Trade Agreement. The Administration Consultant and a member of the Legal Unit were placed in the group to represent the Agency at all meetings. Upon the Administration Consultant's departure from the Agency, the Legal Unit was charged on January 19, 2011, with the sole responsibility of representing the Agency. A Strategic Stakeholder Interest Document was prepared by the Legal Unit and submitted to the Trade Directorate at Ministry of Trade and Industry on February 17, 2011, outlining the OSH Agency's position on the matter at hand.

Sensitisation Training

The Legal Unit conducted sensitisation trainings, which included an overview of the OSH Act and the OSH Agency Enforcement Policy. These sensitisation trainings were conducted for organisations, such as the Ministry of Foreign Affairs and the Attorney General's Office.

Appendix 1

ORGANISATIONAL STRUCTURE

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Appendix 2

FINANCIAL STATEMENT

**Statement of Releases received and
Expenditure incurred**

For the Year ended September 2009

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Table 5 PSIP Expenditure for the Period Oct. 2010- Sept. 2011

PSIP EXPENDITURE FOR THE PERIOD OCT 2010 – SEPTEMBER 2011					
Head - Ministry of Labour and Small and Micro Enterprise Development					
Project Name - Establishment of the Occupational Safety and Health Agency					
ITEM	Main Activities	2010/2011 Budget	2010/2011 Actual Expenditure	2010/2011 Commitments	2010/2011 Balance
A	National market survey on OSH awareness and image				
1.4.2		\$200,000			\$0
B	Sensitization Program				
2.3		\$850,000	\$616,385	\$21,261	\$212,374
C	Development of a national OSH training and advisory qualification framework				
4.2.3		\$100,000			\$0
D	Consultation and development of National OSH Regulations				
NEW		\$1072,000	\$500		\$471,500
E	Development and execution of an OSH education program for primary and secondary schools				
8.4		\$450,000			\$130,000
F	Development and managing of OSHA's brand (corporate image)				
10.2		\$250,000	\$584,282	\$94,853	\$170,885
G	Conduct national workplace noise survey	\$200,000		\$50,381	\$0
N					
H	Health & Safety week and awards				
8		\$700,000	\$17,480		\$87,970
J	Management Information System				
10		\$1000,000	\$445,764		\$503,875
K	OSH Policy stakeholders consultations				
11		\$100,000			\$0
L	Research Projects in OSH				
		\$50,000			\$0
		\$78,000			\$0
N	Development of a Small Business Consultation Program	\$200,000			\$0
O	Development of an OSHA Library	\$50,000	\$34,578		\$355,422
P	Re-engineering and Strengthening of the OSH Agency	\$200,000	\$288,976		\$111,024
Q	Relocation of the OSHA Head Office	\$500,000			\$126,650
	Commitments from prior year	\$0			\$0
	Base Cost	\$6000,000	\$1987,925	\$166,475	\$2149,700
	Contingency Cost (10%)	\$0	\$0	\$0	\$0
	Total Cost (\$)	\$6000,000	\$1987,925	\$168,475	\$2149,700

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Table 6 Recurrent Expenditure for the Period Oct. 2010 - Sept. 2011

<u>RECURRENT EXPENDITURE FOR THE PERIOD OCT 2010 – SEPTEMBER 2011</u>					
	2010/2011 Budget Allocation	2010/2011 Actual Expenditure	2010/2011 Commitments	2010/2011 Balance	
SUB HEAD:01-PERSONNEL EXPENDITURE					
ITEM: 004 OSHA					
TOTAL PERSONNEL EXPENDITURE					
SUB HEAD:02-GOODS & SERVICES					
ITEM: 004 OSHA					
1	Travelling	\$607,200	\$32,361	\$600	\$449,495
3	Furniture & Furnishings	\$0	\$117,944	\$0	\$800
4	Electricity	\$8000,000	\$531,567	\$0	\$278,433
5	Telephones	\$747,000	\$4000,138	\$21,186	\$325,675
6	Water and Sewerage Authority	\$26,000	\$0	\$0	\$26,000
8	Rent: Accommodation	\$4000,000	\$14,000	\$0	\$386,000
9	Rent: Equipment & Vehicles	\$117,000	\$18,068	\$4,723	\$94,209
10	Office Stat & Supplies	\$180,000	\$147,737	\$8,202	\$24,061
11	Books & Periodicals	\$37,000	\$7,298	\$0	\$29,702
12	M\aterials & Supplies	\$242,000	\$118,168	\$47,894	\$75,938
13	M\aintenance of Vehicles	\$84,000	\$21,121	\$0	\$62,879
15	Rep & M\aint of Equipment	\$50,000	\$10,556	\$575	\$38,869
16	Contract Employment	\$13900,000	\$12731,153	\$0	\$371,347
17	Training	\$309,000	\$239,470	\$0	\$69,530
21	Repairs and Maintenance of Buildings	\$86,000	\$88,546	\$0	\$2,454
22	Short Term Employment	\$80,000	\$16,071	\$0	\$63,929
23	Fees	\$670,000	\$49,058	\$0	\$620,942
27	Official Overseas Travel	\$50,000	\$24,212	\$0	\$25,788
28	Other Contracted Services	\$323,000	\$321,030	\$0	\$1,970
37	Janitorial Services	\$289,000	\$186,790	\$0	\$102,210
48	Security Services	\$5000,000	\$693,364	\$0	\$19,136
57	Postages	\$5,000	\$4,491	\$0	\$509
58	Medical Expenses	\$0	\$0	\$0	\$0
61	Insurance	\$40,000	\$0	\$0	\$40,000
62	Promotions,Publicity & Printing	\$206,000	\$190,304	\$690	\$15,006
66	Hosting of Seminars, Conf. & Funct.	\$380,000	\$217,306	\$11,156	\$151,538
MINOR EQUIPMENT PURCHASE					
2	Office Equipment	\$0	\$92,821	\$0	\$1,179
3	Furniture & Furnishings	\$0	\$117,944	\$0	\$800
4	Other Minor Equipment	\$100,000	\$0	\$0	\$12,000

Appendix 3

ACTIVITIES OF OSH AGENCY

OCCUPATIONAL SAFETY AND HEALTH AUTHORITY AND AGENCY ADMINISTRATIVE REPORT

Table 7 Activities of the Compliance Unit for the period October 2010 -September 2011

PERIOD	Activities of the OSH Agency						
	8	iii	c	0	32	100	1
Oct-10							
Nov-10							
Dec-10							1
Jan-11	61	210	16		32	100	0
Feb-11	54	200	3		37	87	0
Mar-11	23	197	11		30	105	
Apr-11	57	237	10	0	29	154	1
May-11	58	195	57	0	38	149	5
Jun-11	87	231	12	2	44	137	3
Jul-11	68	261	10	1	32	113	1
Aug-11	59	217	6	0	24	114	3
Sep-11	68	220	12	0	25	123	0
yearly total for activity	641	2581	174	6	364	1520	18

Activities conducted by the OSH Agency = 5304

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Table 8 Accident investigations conducted for the period October 2010 -September 2011

ACTIVITY: Accident Investigations							
PERIOD	Units of the OSH Agency						
	Construction	Manufacturing	Oil and Gas	Health & Hygiene	Petrochemicals	Agriculture/ Services	Total for month
Oct-10	5	9	13	12	8	14	61
Nov-10	5	3	6	17	8	15	54
Dec-10		2	2	9		8	23
Jan-11	4	14	6	12	8	13	57
Feb-11	5	11	3	3		20	43
Mar-11	4	5	3	4	3	23	42
Apr-11	7	5	2		4	9	28
May-11	7	9	7	4	5	19	51
Jun-11	14	18	5	9	4	37	87
Jul-11	7	24	6	7	7	17	68
Aug-11	6	17	2	2	3	29	59
Sep-11	14	9	3	15	12	15	68
yearly total for unit	79	126	58	95	64	219	641
Accident Investigations Conducted : GRAND TOTAL = 641							

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Table 9 Comparison of accident data for the period Oct 2009- Sept 2010 and Oct 2010-Sept 2011

ACCIDENT DATA	OCT 2009 SEPT 2010	OCT 2010 SEPT 2011
NO. OF ACCIDENTS REPORTED	904	970
NO. OF ACCIDENTS INVESTIGATED	551	641
NO. OF FATAL ACCIDENTS	6	5

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Table 10 Inspections conducted for the period October 2010- September 2011

ACTIVITY: Inspections							
PERIOD	Units of the OSH Agency						
	Construction	Manufacturing	Oil and Gas	Health & Hygiene	Petrochemicals	Agriculture/ Services	Total for month
Oct-10	41	27	17	37	35		210
Nov-10	32	34	35	39	16	44	200
Dec-10	49	30	28	44	8	38	197
Jan-11	56	38	17	43	37	46	237
Feb-11	55	44	17	57	39	53	265
Mar-11	24	24	14	31	41	42	176
Apr-11	48	20	26	14	23	41	172
May-11	43	30	27	44	30	21	195
Jun-11	48	49	31	24	28	51	231
Jul-11	57	53	27	43	40	41	261
Aug-11	63	35	14	35	38	32	217
Sep-11	60	36	17	39	31	37	220
yearly total for unit	576	420	270	450	366	499	2581
Inspections Conducted : GRAND TOTAL = 2581							

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Table 11 Lectures conducted for the period October 2010- September 2011

ACTIVITY: Lectures							
PERIOD	Units of the OSH Agency						
	Construction	Manufacturing	Oil and Gas	Health & Hygiene	Petrochemicals	Agriculture/ Services	Total for month
Oct-10	0						
Nov-10							
Dec-10							
Jan-11							
Feb-11							
Mar-11							
Apr-11							
May-11							
Jun-11							
Jul-11							
Aug-11							
Sep-11							
yearly total for unit	24	24	12	19	52	43	174
Lectures Conducted : GRAND TOTAL = 174							

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Table 12 Complaints investigated during the period October 2010- September 2011

ACTIVITY: Complaint Investigations							
PERIOD	Units of the OSH Agency						OSHA
	Construction	Manufacturing	Oil and Gas	Health & Hygiene	Petrochemicals	Agriculture/Service	
Oct-10	6	3	1	9	1	12	32
Nov-10	2	4	2	7	2	20	37
Dec-10	12	4	0		0	13	30
Jan-11	3	2	4	5	3	12	29
Feb-11	2	5	0	9	4	13	33
Mar-11	7		0	5		11	25
Apr-11	5	5	2	4		5	22
May-11	6	8	2	4	2	9	31
Jun-11	10	9	2	8	2	13	44
Jul-11	11	3	1	7	4	6	32
Aug-11	8	3	2	4	0	7	24
Sep-11	6	2		8	3	5	25
Yearly total for unit	78	49	17	71	23	126	364
Complaint Investigations: GRAND TOTAL= 364							

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Table 13 Categorization of Complaints Received for the period October 2010-September 2011

Subject of Complaints	No. reported	No. Assigned for Investigation	Percentage of Total Complaints
Unreported Accident			20.7%
Personal Protective Equipment	36	36	6.1%
Unsafe Conditions	151	151	25.7%
System of Work	17	17	2.9%
Nuisance to Party	3	3	0.5%
Welfare	42	42	7.1%
Housekeeping	14	14	2.4%
Dismissal for S&H Complaint	2	2	0.3%
Emergency Plans	9	9	1.5%
Ionizing radiation	1	1	0.2%
Temperature	7	7	1.2%
Noise	10	10	1.7%
Chemicals	8	8	1.4%
Indoor Air Quality	56	56	9.5%
Outdoor Air Quality	7	7	1.2%
Poor lighting	4	4	0.7%
Occupational Illness	9	9	1.5%
Ventilation	37	37	6.3%
Ergonomics	1	1	0.2%
Manual Handling	7	7	1.2%
Health Surveillance	1	1	0.2%
Biological Exposure	3	3	0.5%
Others	41	41	7.0%
Total	588	588	100%

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Table 14 Meetings held during the period of Oct. 2010-Sept. 2011

ACTIVITY: Meetings							
PERIOD	Units of the OSH Agency						
	Construction	Manufacturing	Oil and Gas	Health & Hygiene	Petrochemicals	Agriculture/ Services	Total for month
Oct-10	13	9	5	33	17	23	100
Nov-10	10	3	3	32	19	20	87
Dec-10	1	13	3	23	27	15	102
Jan-11	2	12	6	45	36	33	155
Feb-11	4	10	6	30	16	43	159
Mar-11	9	11	6	22	25	35	108
Apr-11	5	7	9	46	22	36	175
May-11	3	13	4	33	29	36	148
Jun-11	6	15	6	25	38	27	137
Jul-11	5	7	5	13	30	33	123
Aug-11	1	11	4	9	19	40	114
25							125
Aug-11	Meetings: GRAND TOTAL= 1520						

Sep-11

Year total for unit

Appendix 4

STRATEGIC PLAN

Appendix 5

HUMAN RESOURCES PERFORMANCE MEASUREMENTS TOOLS

**OCCUPATIONAL SAFETY AND HEALTH AUTHORITY AND AGENCY ADMINISTRATIVE
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END OF YEAR PERFORMANCE APPRAISAL REPORT

1)

Performance Report Number:		Date:	
Division/Unit: Human Resource Unit			
Head of Unit/Supervisor :		Contract Employee :	
Job Title:		Job Title:	
Type of Report			
Yearly report <input type="checkbox"/>		Final report <input type="checkbox"/>	
Reporting Period			
Start date:		Finish date:	

2) Specify the work completed and standards achieved and comment on reasons for the particular levels of achievement.

(Please attach separate sheet, if required.)

Duties/Responsibilities	Standards of Performance	Standards Achieved Yes/No	Comments Mandatory (with recommenda tions)

**OCCUPATIONAL SAFETY AND HEALTH AUTHORITY AND AGENCY ADMINISTRATIVE
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3)

Head of Unit/Manager/Supervisor:

<p><u>Evaluation</u></p> <p>Mark x in the appropriate column. Comments are required if marked other than A or B. (Complete only those numbers which you consider applicable to the contract employee being appraised.) The attached table provides guidelines in assisting with some of the behavioural measures indicated below.</p>	A – Satisfactory	B – Satisfactory with reservations	C–Unsatisfactory	C o m m e n t s
<p>i. <u>Personal</u> <u>Attributes</u></p> <ul style="list-style-type: none"> ❖ Professional conduct ❖ Initiative and energy ❖ Person to person communication ❖ Social Behaviour <p>ii. <u>Technical</u> <u>Qualities</u></p> <ul style="list-style-type: none"> ❖ Diagnostic skills ❖ Preparing suggestions ❖ Techniques for introducing change ❖ Verbal reporting ❖ Written reports 				

**OCCUPATIONAL SAFETY AND HEALTH AUTHORITY AND AGENCY ADMINISTRATIVE
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6)

Comments/Recommendations of the Counterigning Supervisor (if applicable)

7)

Comments/Recommendations of the Head of Department/Unit

..... Supervisor's Signature Position Date
..... Employee's Signature Position Date
..... Countersigning Supervisor's Signature Position Date

Head of Department/Unit:

Date:.....

OCCUPATIONAL SAFETY AND HEALTH AUTHORITY AND AGENCY ADMINISTRATIVE REPORT



FINAL PERFORMANCE APPRAISAL REPORT

1)

Performance Report Number:	Date:
Division/Unit:	
Head of Unit/Supervisor :	Contract Employee :
Job Title:	Job Title:
Type of Report	
Yearly report <input type="checkbox"/>	Final report <input type="checkbox"/>
Reporting Period	
Start date:	Finish date:

2) Specify the work completed and standards achieved and comment on reasons for the particular levels of achievement.

(Please attach separate sheet, if required.)

Duties/Responsibilities	Standards of Performance	Standards Achieved Yes/No	Comments Mandatory (with recommendations)

**OCCUPATIONAL SAFETY AND HEALTH AUTHORITY AND AGENCY ADMINISTRATIVE
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3)

Head of Unit/Manager/Supervisor:

<p><u>Evaluation</u></p> <p>Mark x in the appropriate column. Comments are required if marked other than A or B. (Complete only those numbers which you consider applicable to the contract employee being appraised.) The attached table provides guidelines in assisting with some of the behavioural measures indicated below.</p>	<p>A – Satisfactory</p>	<p>B – Satisfactory with reservations</p>	<p>C – Unsatisfactory</p>	<p>Comments</p>
<p>i. <u>Personal Attributes</u></p> <ul style="list-style-type: none"> ❖ Professional conduct ❖ Initiative and energy ❖ Person to person communication ❖ Social Behaviour <p>ii. <u>Technical Qualities</u></p> <ul style="list-style-type: none"> ❖ Diagnostic skills ❖ Preparing suggestions ❖ Techniques for introducing change ❖ Verbal reporting ❖ Written reports <p>iii. <u>Special functional or sectorial skills</u></p> <p>iv. <u>Leadership Skills</u> (Applicable to S&H (II) <u>Senior Inspector;</u> <u>Chief Inspector</u></p> <ul style="list-style-type: none"> ❖ Integrity/ethics ❖ Visionary/strategy ❖ Results focused ❖ Builds the team ❖ Accountability 				

**OCCUPATIONAL SAFETY AND HEALTH AUTHORITY AND AGENCY ADMINISTRATIVE
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<p>v. <u>General Observations</u></p> <ul style="list-style-type: none">❖ Attendance and punctuality❖ Project contribution (as individual)❖ Project contribution (to group work)❖ contribution to field work❖ Meeting set deadlines				
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4)

Comments/Recommendations of Immediate Supervisor

NB: A statement on whether the employee should be considered for another term of engagement on contract should be included.

5)

Comments of the Contract Employee

(The employee may wish to comment on any aspect of the report/any comments made by the Immediate Supervisor)

**OCCUPATIONAL SAFETY AND HEALTH AUTHORITY AND AGENCY ADMINISTRATIVE
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6)

Comments/Recommendations of the Countersigning Supervisor (if applicable)

NB: A statement on whether the employee should be considered for another term of engagement on contract should be included.

7)

Comments/Recommendations of the Head of Department/Unit

..... Supervisor's Signature Position Date
..... Employee's Signature Position Date
..... Countersigning Supervisor's Signature Position Date

Head of Department/Unit:

Date:.....

Definitions of Competencies:

COMPETENCY	DEFINITION
Professional Conduct	Does not engage in any unprofessional conduct such as dishonesty, fraud or deceit or engages in any activity that reflects adversely on their professional reputation, integrity or competence.
Initiative and Energy	Performs work with energy and drive. Takes quick decisive action when an opportunity presents itself. Willing to assume additional duties when necessary. Takes an intelligent course of action without supervision;
Person to Person	Tolerates others' idiosyncrasies Generally generates an air of goodwill an acceptance towards another individual.
Communication	Proficient and professional in oral and written communication. Listens, understands and follows oral/written instructions; Asks for clarification when necessary and provides information to others in a clear, complete and concise manner.
Social Behaviour	Is willing to cooperate, work and communicate with internal or external customers such as clients; co-workers, supervisors, subordinates, contractors, and/or other contacts. Willingness to work effectively with colleagues, forms effective working relationships, support others when appropriate, and accepts support to accomplish the task or objective. Uses diplomacy and tact to diffuse tense situations. Treats others with respect, patience and consideration.

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LEADERSHIP COMPETENCY	
Leadership Indicators	DEFINITION
Integrity/Ethics	Is viewed as a direct and truthful individual. Presents information in a truthful and helpful manner. Acts in line with the core values of the Agency.
Visionary/Strategic	Works with teams to set operational goals and plans in keeping with the Agency's strategic direction. Makes decisions in alignment with the strategic focus of the Agency. Delivers measurable results.
Results focused	Adheres to organizational policies and values. Pursues everything with energy, drive, and a need to finish; Does not give up before finishing, even in the face of resistance or setbacks; Steadfastly pushes self and others for results. Adapts working methods in order to achieve results.
Builds the Team	Keeps the team informed. Offers supports to others (subordinates, peers and superiors in their work). Provides performance feedback. Reinforces strength and identifies areas for improvement. Delegates and direct effectively, shows respect and confidence, and trust in others. Accepts responsibility for the team's actions and results.
Accountability	Determines objectives, set priorities and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules

Evaluation Scale: Rating is based on 1 to 5 with applicable decimals numbers if desires e.g. 3.40, 3.50, etc. The below Rating

**OCCUPATIONAL SAFETY AND HEALTH AUTHORITY AND AGENCY ADMINISTRATIVE
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Scale is to be used for "All" Three Performance Review areas: 1, 2, 3A and 3B)

Rating	Expectation Degree	Rating Description
1.0 -1.9	Does Not Meet Expectations	Does not demonstrate clear competency, has not achieved objective(s); stretch goal/target(s) not achieved.
2.0 -2.9	Partially Meets Expectations	Partially demonstrates competency, partially achieved objective(s); partially achieved stretch goal/target(s).
3.0 -3.9	Meets Expectations	Met expectations of competency, achieved objective(s); achieving stretch goal/target(s).
4.0 -4.9	Exceeds Expectations	Outperforms all expectations for competency, achieved objective(s); stretch goal/target(s) clearly met.
5.0	Goes Above and Beyond Normal Tasks	Demonstrates superior competency, achieved objective (s), stretch goal/targets(s) met and/or exceeded; self-starter/self-motivated, requires little to no supervision, inspires & creates opportunities everywhere; leads & embraces change, very dependable, gets tasks done correctly and on-time.

OCCUPATIONAL SAFETY AND HEALTH AUTHORITY AND AGENCY ADMINISTRATIVE
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EMPLOYEE'S PERIODIC REPORT FORM

Employee's Name:

Position:

Department/Unit

Period Under Review:

Areas for Development

.....
.....
.....

.....
Corrective Measures Agreed:

.....
.....
.....

Strength/s to build on:

.....
.....
.....

Special Assignments (if any):

**OCCUPATIONAL SAFETY AND HEALTH AUTHORITY AND AGENCY ADMINISTRATIVE
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.....
.....
.....

Remarks:

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.....
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.....
.....

Comments of Employee

.....
.....
.....
.....
.....

..... Supervisor's Signature Position Date
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..... Employee's Signature Position Date
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..... Countersigning Supervisor's Signature Position Date
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