



8888 University Drive, Burnaby, BC  
Canada V5A 1S6

TEL: 778.782.3925  
FAX: 778.782.5876

vpacad@sfu.ca  
www.sfu.ca/vpacademic

**MEMORANDUM**

---

**ATTENTION** Senate **DATE** May 6, 2010  
**FROM** Jon Driver, Vice-President, Academic and Provost, and Chair, SCUP **PAGES** 1/1  
**RE:** Faculty of Business Administration: Centre for Workplace Health and Safety (SCUP 10-38)

---

At its May 5, 2010 meeting SCUP reviewed and approved the proposal for the creation of the Centre for Workplace Health and Safety as a Research Centre based in the Faculty of Business Administration.

**Motion**

That Senate approve and recommend to the Board of Governors the creation of the Centre for Workplace Health and Safety as a Research Centre within the Faculty of Business Administration for a five year term.

encl.

c: D. Shapiro



OFFICE OF THE VICE-PRESIDENT, RESEARCH

Norbert H. Haunerland, Ph.D.

Associate Vice-President, Research  
Professor of Biological Sciences

MAILING ADDRESS  
3888 University Drive  
Burnaby BC Canada  
V5A 1S6

TEL: 778.782.4152  
FAX: 778.782.4860

sfuavpr@sfu.ca  
www.sfu.ca/vpresearch

**ATTENTION Sarah Dench, Secretary  
Senate Committee on University Planning (SCUP)**

FROM Norbert Haunerland, Associate Vice President, Research

RE Centre for Workplace Health and Safety

DATE April 26, 2010

Attached is a proposal from Dr. D. Shapiro, for the establishment of the Centre for Workplace Health and Safety.

I recommend approval as a research Centre according to Policy 40.01. Once approved by SCUP the proposal should be sent to Senate and the Board of Governors for information.

Motion:

That SCUP approves the "Centre for Workplace Health and Safety" as a Research Centre for a 5 year term.

Dr. Norbert Haunerland  
Associate Vice-President, Research

Attachment

C: Dr. D. Shapiro, Dean, Faculty of Business Administration



**Proposal**

**Centre for Workplace Health and Safety**

Submitted by:  
D. Shapiro, Dean  
Faculty of Business Administration  
Simon Fraser University

May, 2010



## Centre for Workplace Health and Safety

### Statement of Purpose

The proposed Centre for Workplace Health and Safety seeks to contribute to the sustainability of organizations and communities. Its aim is to increase the safety, health and welfare of employees and, by extension, the safety, health and welfare of those who are impacted by safety issues in the workplace: family members, employers, customers, suppliers, and nearby communities.

Focusing on West Coast industries (fisheries, forestry, mining, wood product manufacturing, construction, and transportation), the Centre will address the human resource management aspects of health and safety in order to provide a missing complement to other approaches to occupational health and safety such as epidemiology, kinesiology, and ergonomics.

Using a collaborative, interdisciplinary and solution-oriented approach, the Centre will

- generate knowledge that has an applied impact on workplace safety;
- conduct collaborative and multidisciplinary research to capture diversity in approaches and intervention methods;
- provide training and education to the academic and practitioner communities; and
- disseminate evidence-based knowledge to the academic community, practitioners, policy makers and other stakeholders.

The Centre has initial sponsorship funding from CN Rail and WorkSafeBC and will be housed at the Segal Graduate School of Business, in downtown Vancouver.

### Need for the Centre

Work-related injuries and deaths continue to occur at an alarming rate in Canadian workplaces. Over a thousand (1,038) work-related fatalities were recorded last year, and 307,814 Canadian workers suffered injuries serious enough to be compensated either for wages lost due to time off work or for a permanent disability.<sup>1</sup> British Columbia is not exempt from this trend, with 160 work-related fatalities and 63,159 time-loss injuries during this same time period.<sup>2</sup> When broken down by industry, these figures show elevated levels of deaths and injuries in specific industries such as forestry, mining, construction, transportation and health care. According to recent estimates, five employees die every working day from occupational injuries in Canada (this represents one employee in approximately 15,000 each year); one employee in 38 is injured seriously enough to miss at least one day of work; and one time-loss injury occurs every 19 seconds worked.

The figures are similarly troubling when considering occupational disease. In British Columbia, 3,490 compensation claims were accepted in 2008. Work days lost between 2004 and 2008 amounted to 1,018,200 at a cost of \$326,190,000.<sup>3</sup> Clearly, the financial and psychological cost of occupational disease, injuries and fatalities is enormous for individuals and families, as well as organizations.

The importance of organizational practices, policies and intervention strategies to workplace health and safety cannot be overstated: when a job is re-designed, for instance, this can improve working

---

<sup>1</sup> Association of Workers' Compensation Boards of Canada, 2009 ([http://www.awcbc.org/common/assets/nwisptables/li\\_summary\\_jurisdiction.pdf](http://www.awcbc.org/common/assets/nwisptables/li_summary_jurisdiction.pdf); [http://www.awcbc.org/common/assets/nwisptables/fat\\_summary\\_jurisdiction.pdf](http://www.awcbc.org/common/assets/nwisptables/fat_summary_jurisdiction.pdf))

<sup>2</sup> Association of Workers' Compensation Boards of Canada, 2009 ([http://www.awcbc.org/common/assets/nwisptables/li\\_summary\\_jurisdiction.pdf](http://www.awcbc.org/common/assets/nwisptables/li_summary_jurisdiction.pdf); [http://www.awcbc.org/common/assets/nwisptables/fat\\_summary\\_jurisdiction.pdf](http://www.awcbc.org/common/assets/nwisptables/fat_summary_jurisdiction.pdf))

<sup>3</sup> WorkSafeBC, 2009 ([http://www.worksafebc.com/publications/reports/statistics\\_reports/assets/pdf/stats2008.pdf](http://www.worksafebc.com/publications/reports/statistics_reports/assets/pdf/stats2008.pdf); p.73)



conditions, workload, work pace, schedule, role stressors, career security factors, interpersonal relations, and job content.

The creation of a healthy and safe work environment has major implications in terms of costs but, as current research indicates (Barlow & Iverson, 2005),<sup>4</sup> equally important is its positive impact on employees in terms of increased trust, commitment, job satisfaction, productivity and quality of work, lower absenteeism and turnover.

Most organizations manage occupational health and safety with a control-oriented approach, using rules to enforce behaviours, and punitive actions to increase rule compliance, even as the recognition is growing that alternative strategies are needed to better manage the occupational health and safety of employees.

An area of critical interest in this connection is the study of what researchers call “safety climate” that is, the perceptions employees have of their work environments with respect to safety policies, procedures, and rewards. For example, the commitment-oriented approach of high-performance work systems have been observed to result in employees’ positive perceptions of safety climate, while safety climate not only leads to improved safety behavior such as employees’ safety compliance and participation in safety-related activities, but also to fewer injuries. Hence, the ability to develop and maintain a safety climate in the workplace is one of the keys to successful health and safety programs.

### **Core Activities**

The Centre’s activities will focus on (1) Research; (2) Outreach; and (3) Undergraduate, Graduate and Practitioner Education. In its initial phase of operation, the Centre’s emphasis will be on research, research training and the expansion of existing networks, both within the academic and stakeholder communities. Educational and other activities that will be informed by ongoing research at the Centre will be developed and phased in on an ongoing basis.

#### ***Research***

Research at the Centre for Workplace Health and Safety will examine the causes and predictors of workplace health and safety, and discuss the outcomes and implications with regard to practice, policy, and intervention with stakeholders. Its orientation will be toward proactive and preventative rather than reactive measures.

The Centre for Workplace Health and Safety will draw on the research strengths of faculty within FBA and across SFU whose work has focused on health and safety issues.

#### ***Dissemination and Outreach***

The Centre will create and publish a working paper series on a dedicated website. It will support an outreach program offering both community-oriented lectures featuring outstanding international scholars, as well as academic conferences on topical subjects. Together with WorkSafeBC, the Centre will also support public forums on topics of relevance.

#### ***Education***

In collaboration with the Faculty of Business Administration’s Learning Strategies Group, the Centre for Workplace Health and Safety will develop a training program to ensure that managers acquire the knowledge and skills that allows them to realize the long-term benefits of creating and maintaining a safety climate within their organizations. In its efforts to reach employers in the fisheries, forestry, mining, or wood product manufacturing industries, the Centre will benefit from the considerable experience the Learning Strategies Group has developed in offering management training in remote

---

<sup>4</sup> Barlow, L & Iverson, R.D. (2005). Workplace Safety. In Barling, J., Kelloway, E.K., & Frone, M. (Eds). Handbook of Stress 247-266). Sage Publications.



communities in British Columbia. Research training opportunities and funding for students at all levels will be available.

### **Institutional Context**

The establishment of the Centre for Workplace Health and Safety represents one of the Faculty of Business Administration's key objectives as indicated in its Research Strategy (see Appendix 1), which foresees the establishment of a number of research centres that focus on local challenges and capitalize on its faculty's research strengths. The Centre will reflect the Faculty of Business Administration's recently adopted Mission and Core Value Statements (see Appendix 2) and seeks to align itself with the Major Objectives as outlined in the current SFU Strategic Research Plan (see Appendix 3).

### **Funding**

The Centre currently has an endowment of \$500,000 from CN Rail and WorkSafeBC. It is in the process of seeking additional long-term funding for its activities through additional private sector sponsorships and research grant funding. The Centre is self-sustaining and there will be no budget implications on Simon Fraser University.

### **Governance**

The Centre for Workplace Health and Safety will conduct its activities in accordance with Simon Fraser University policies (R40.01, Centres and Institutes). If the Constitution of the Centre and University policies differ on an issue, University policy will prevail. This Centre will be established for a 5 year period, which may be renewable according to paragraph 3.6.3 of A40.01.

According to R40.01 (revised January 2010) the Centre for Workplace Health and Safety falls under the direct authority of the Dean of Business Administration. The Dean will be the administrative officer responsible for the governance and budgetary accounts of the Centre.

### **Internal Governing Procedures**

The proposed governance structure is as follows:

#### **Centre Director**

The Director of the Centre for Workplace Health and Safety will be appointed by the Dean of the Faculty of Business Administration under advisement from the Centre's Advisory Committee. The term of office for the Director will normally be three years.

#### **Associate Director**

An Associate Director may be appointed by the Centre Director under advisement from the Centre's Advisory Committee. The term of office for the Associate Director will normally be three years.

#### **Advisory Board**

The Centre will be governed by an Advisory Board whose composition is described below. Members will be appointed by the Dean on recommendation by the Centre Director. Appointments shall be on a three-year term, with the possibility of renewal. Members will include: **3 industry representatives** including, in the first instance, representatives from WorkSafeBC and CN Rail; **2 SFU faculty members** including, in the first instance, representatives from the Faculty of Business Administration and Health Sciences; and **representatives** from other research Centres, universities and government agencies.



**Centre Director Dr. Rick Iverson**

An internationally acknowledged expert and leading scholar in the field of Human Resource Management, Dr. Rick Iverson has published over 50 refereed research articles and book chapters in the areas of human resource management and organizational performance, with a major focus on workplace health and safety. He currently serves on the editorial board of the *Journal of Occupational Health Psychology* and is a member of the adjudication committee of the *Psychologically Healthy Workplace Collaborative* in British Columbia and the *BC Workplace Mental Health & Addictions Scientific Committee*.

**Advisory Board Members**

The Centre will be governed by a board comprised of Centre Associates and senior business leaders. Individuals on the board will reflect the Centre's multi-disciplinary mandate. Representatives of donors to this initiative will be invited to sit on the Centre for Workplace Health and Safety Board; additional board members will be recruited from researchers at other Centres with complementary mandates and from the business community.

Prospective Board members include:

- Dr. Julian Barling, School of Business, Queen's University
- Dr. Kevin Kelloway, Canada Research Chair in Occupational Health Psychology, Saint Mary's University and Director of *CN Centre for Occupational Health and Safety*
- Tim Takaro, Faculty of Health Sciences, Simon Fraser University
- Dr. Helen De Cieri, Department of Management, Monash University
- Dr. Hasanat Alamgir, Occupational Health and Safety Agency for Healthcare (OHSAH)

**Associate Members of Centre for Workplace Health and Safety**

The Centre for Workplace Health and Safety will seek to involve and work with Canadian and international scholars and organizations active in the area of health and safety studies.

Associate member status will be proposed by the Centre Director and approved by the Advisory Committee. Associate members will be invited to attend the Centre's annual meetings and may work on projects and initiatives undertaken by the Centre.

Potential Associates of the Center include:

**FBA:**

Drs. Carolyn Egri, David Hannah, Brenda Lautsch, Tom Lawrence, Gervase Bushe, Chris Zatzick, Natalie Zhao

**SFU:**

Dr. John Calvert, Faculty of Health Sciences

**Canada:**

Dr. Daniel Skarlicki, Sauder School of Business, University of British Columbia and BC Construction Safety Network

Mr. David Stuewe, Dalhousie University

**International:**

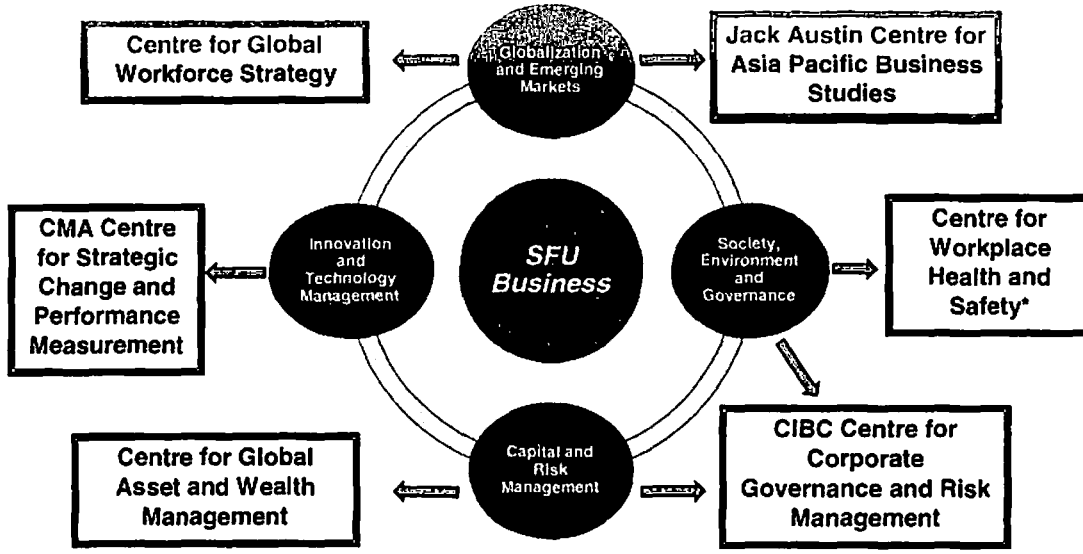
Dr. Dov Zohar, Faculty of Industrial Engineering and Management, Israel Institute of Technology





Appendix 1: FBA Research Strategy

# Research Strategy



\* Pending Senate approval







## Appendix 2: FBA Mission and Core Values



### ***Our Mission***

---

***By creating and communicating powerful ideas, we educate and inspire the founders, leaders and managers of organizations that are internationally competitive, locally responsive, and sustainable.***



### ***Core Values***

---

- **Responsible Leadership.** We value a learning environment that engages, inspires and challenges our students to become thoughtful, principled and responsible leaders.
- **The Power of Ideas.** We value the development of creative and innovative ideas. We support a collaborative research culture that sustains excellence and promotes external relevance.
- **Global Perspective.** We value the multi-cultural nature of our location. It inspires our participation in the global exchange of ideas that connects our community to the world.
- **Responsive Engagement.** We value relationships with our stakeholders that help them achieve their goals. We endeavor to contribute to the emergence of metropolitan Vancouver as a centre for knowledge creation and innovation.
- **Diversity.** We value an environment that respects and embraces diversity in all its forms and believe that diversity is a source of innovation.
- **Collegiality.** We value an academic and work environment in which people treat each other honestly, courteously and with each other's best interests in mind. We value pluralistic, inclusive decision-making.





## Appendix 3: SFU Strategic Research Plan (Excerpt)

### ***Major Objectives of the Strategic Research Plan (2010-2015)***

The SRP is intended to serve as a road map for establishing the focus, infrastructure, and capability that is necessary to improve the research performance of the University. The SRP articulates the University's strengths by identifying integrative research themes that cross disciplinary and administrative boundaries. New discoveries in Canada and around the world are being made by interdisciplinary teams of investigators organized to address research questions that are multidimensional and inspired by global societal, environmental, and economic change. The themes of research are consistent with the sub-priorities of the S&T Strategy of Canada.

The major objectives of the SRP are to:

- Maximize opportunities for discovery and innovation;
- Promote internationally competitive research and scholarship;
- Cultivate excellence through selective investment in emerging areas of research;
- Facilitate collaborations across disciplinary and institutional boundaries;
- Recruit and retain outstanding students, research fellows, and faculty;
- Encourage effective communication and dissemination of research results;
- Optimize use of our research and scholarship resources;
- Recognize the full value of intellectual property;
- Achieve thematic coherence in the expression of SFU's research interests;
- Engage all our communities for the benefit of society.

### ***Research Environment***

We seek to enhance a research environment at SFU that is responsive to new challenges and opportunities. We regularly offer social networking events to encourage the University community to share expertise from across the different sectors of the University. We expect that promising collaborative efforts will be seeded and will continue to develop. Selected areas will be fostered through further education, for example by inviting internationally renowned academics to SFU for limited periods ranging from one month to one year. These individuals will act as catalysts for further development of strategic initiatives, and serve as mentors for faculty, postdoctoral fellows, and graduate and undergraduate students. We will invest in key faculty positions and in the recruitment of exceptional students. We will be opportunistic, taking full advantage of special situations and resources as they develop. We will host colloquia and conferences to broaden our knowledge of leading-edge research around the world. We will continue to participate actively in global initiatives and build bridges to international partners of exceptional calibre, facilitating faculty, postdoctoral and student exchanges, and supporting student internship programs in partner countries.

In this context, SFU's Centres and Institutes will play a critical role. SFU has close to 50 research centres that fall under the direct authority of individual Deans. There are also 18 research institutes that report to the Vice-President Research, have a University-wide mandate, and represent SFU's activity as part of multi-university consortia. These Centres facilitate collaborative research, especially multi-disciplinary research; undertake specific types of teaching or training programs; facilitate multi-university initiatives, such as Centres of Excellence; and provide specific types of services to the community. Many of our Centres and Institutes also play an important role in disseminating the results of university-based research to the public sphere, and contributing significantly to public policy decis



# Library Course Assessments

The Library participates in the course approval process for new courses at both the undergraduate and graduate levels. By Senate motion (S.93-11) "no new course should be approved by Senate until funding has been committed for necessary library materials." A Library review should be conducted after new course proposals have been approved by the department or school curriculum committee, before being considered by the Faculty curriculum committee. New courses will not be approved at the Senate Committee on Undergraduate Studies (SCUS) or Senate Graduate Studies Committee (SGSC) until a Library review has been completed. Even if the department states that no new library resources are required, a report from the Library is required to confirm this view.

To submit course proposals for review by the Library, forward the following materials to Gwen Bird, Associate University Librarian, Collections Services:

- course proposal forms
- complete course outline
- reading list created for the course, if any
- date of Faculty curriculum committee meeting (or other deadline for library report)

An assessment will be done to evaluate whether the Library's holdings and present collection development activities are adequate to support the new course. If no new library resources are required, the course will be added to the appropriate list below indicating the library is adequately resourced to support the course.

If additional library resources are required, a full report will be created and linked below, and the associated costs will be identified. The costs may be one-time, to fill gaps in holdings, or ongoing, for example, to start new journal subscriptions, or sustain book collecting in areas not now included in the Library's collection scope. If costs are attached, the department or school is asked to transfer the required funds to the Library's materials budget. Questions about the process can be directed to [Gwen Bird](#).

## No Additional Library Resources Required

Unless otherwise indicated, these courses require no additional library resources based on a course location of SFU Burnaby. In many cases, if the courses were to be offered at SFU Surrey or Vancouver or as off-campus courses, additional Library costs might be involved. Please contact Gwen Bird for details.

Centre for Education on Research and Policy

Centre for Research on International Education

Centre for Research on Sexual Violence

Centre for the Study of Gender, Social Inequities and Mental Health

Centre for the Study of Public Opinion and Political Representations

Centre for Workplace Health and Safety

B.Sc. in Biomedical Physiology (School of Kinesiology)

BISC 413, 830, 831, 832, 833

BUS 427

CMNS 357

CMPT 375, 626, 628, 627, 781, 828, 895, 896

DEVS 801

EASC 405, 601, 602

ECON 372

EDUC 375, 403, 438, 454, 484, 810

ENGL 432, 433

ENV 100, 200, 300, 400, 450, 650

FPA 285, 313 (Woodwards), 462, 485

FREN 217, 226, 245, 275, 331, 332, 333, 334, 340, 341, 342, 343, 352, 407, 417, 420, 440, 441, 442, 444, 852

GEOG 318, 657

GERO 415

Graduate Diploma in Public Health Practice

GSPP 817, 818, 819, 820, 821, 822, 823, 824, 827, 828, 829

HIST 115, 311, 323, 330, 463, 476, 893

HSCI 349, 407, 412, 479, 493, 494, 726, 727, 845, 843, 851, 888, 887, 902, 903, 904, 905

IAT 847

IS 309, 319, 329, 802

Jack Austin Centre for Asia Pacific Business Studies

MACM 203, 204, 294

MBB 242, 566, 821, 822, 823, 861, 862, 863

PHIL 318

POL 311, 338, 452

PSYC 391

PUB 330, 350, 355, 375, 401, 450, 477, 478

WS 3xx (Public Policy for Women)

**Completed Library Course Assessments**

BUS 467, 489

CRIM 436, 380, 458, 459, 480, 481

ENSC 280

HSCI 8XX

HSCI PhD and ILIAD

MA in Humanities

SystemsOne at Surrey

Archived Library Course Assessments