# Safety association guidelines



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# Safety association guidelines

#### Introduction

The Saskatchewan Worker's Compensation Board (WCB) administers funding and collaborates with safety associations to promote injury prevention in a variety of industries.

Employers in any of the rate codes established under <u>The Workers' Compensation Act</u>, <u>2013</u> (the "Act") may request funding from the WCB if they have formed a safety association focused on preventing injuries and promoting workplace safety.

According to the WCB's safety associations policy (POL 06/2020), employers in any industry code in Saskatchewan can establish and support a safety association to improve workplace safety through education and other initiatives (POL 06/2020, Section 1). These associations may apply for grants to fund programs that aim to reduce injuries and enhance safety for workers and employers within the industry codes they represent (POL 06/2020, Section 2).

All employers within the relevant industry rate codes contribute equitably to the grant funding through their workers' compensation premium assessments. The WCB includes a premium rate component for employers in participating industry codes to support the safety association (POL 06/2020, Section 4).

The vice president of prevention and employer services, or a designated representative, is the fund administrator responsible for safety association programs in Saskatchewan. These guidelines provide a framework for establishing and operating safety associations in accordance with WCB policy (POL 06/2020).



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# Section 1: Roles and responsibilities

# 1.1 Responsibilities of safety associations

Safety associations promote injury prevention and workplace safety for workers and employers within their represented rate code(s) through education, training and other initiatives. Their responsibilities include:

- Compliance with WCB policies: The safety association will operate in accordance with the WCB's policies and guidelines, and meet the obligations outlined in the agreement with the WCB.
- **Injury prevention:** The safety association will develop and implement initiatives to prevent workplace injuries through education, training programs and awareness campaigns.
- **Safety advisor:** The safety association will establish a non-voting board position for the WCB's designated advisor.
- **Employer engagement:** The safety association will help employers in the associated rate codes understand their obligations to provide a safe work environment. It should also regularly collaborate with key interested parties and provide information to support the development of effective safety programs.
- **Financial accountability:** The safety association will manage funds transparently and responsibly, whether received from the WCB or other sources. It will adhere to financial reporting and audit requirements as outlined in the funding agreement and use funds only for approved purposes.
- **Human resources:** The safety association will utilize an approved industry-standard job evaluation process.
- Collaboration: The safety association will build strong relationships and maintain open communication with members, other safety associations and the WCB to raise awareness of safety programs, education, training and how to address safety concerns effectively.
- Monitoring and evaluation: The safety association will regularly assess the
  effectiveness of injury prevention initiatives and safety programs, adjusting if
  necessary to improve outcomes.
- Reporting: The safety association will submit timely and accurate reports to the WCB detailing activities, expenditures and outcomes achieved with funding received, as required by the funding agreement.
- **Continuous improvement:** The safety association will strive for ongoing improvement in board governance, safety practices and injury prevention strategies, staying informed about emerging trends and best practices.



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- Member satisfaction: The safety association will collect feedback from members at least once every five years to evaluate satisfaction with injury prevention and workplace safety programs.
- **Legal compliance:** The safety association will ensure compliance with all relevant legislation and regulations related to not-for-profit corporations, workplace safety and occupational health.

#### 1.2 Responsibilities of the WCB

The WCB is legally responsible for ensuring that funds provided to safety associations are used appropriately and in the best interests of all employers within the applicable rate code(s). The WCB supports safety associations in meeting this objective through the following actions:

- Oversight: The WCB will provide oversight and monitoring to ensure safety associations comply with WCB policies and the terms and conditions of their funding agreements.
- **Funding allocation:** The WCB will allocate funding to safety associations based on the process outlined in the funding agreements.
- Financial management: The WCB will ensure transparency and accountability in the use of funds by safety associations, including proper financial reporting and auditing. This includes financial and operational audits as required by the funding agreement.
- **Policy guidance:** The WCB will offer guidance and support to safety associations and their boards of directors to help them comply with WCB policies and regulations.
- Professional development: The WCB will facilitate access to training and support for board governance, program evaluation and other areas essential to effective association management. This applies to leadership, staff and board members.
- **Data sharing:** The WCB will provide confidential injury data related to hazards and risks within the safety association's classification, to support planning and levy estimates.
- **Data governance:** The WCB will protect member information and injury data from unauthorized access or disclosure.
- Collaboration: The WCB will work with safety associations to identify priorities, shape strategies and implement initiatives that improve workplace safety and prevent injuries.
- **Performance evaluation:** The WCB will assess the effectiveness of safety associations in meeting their objectives and achieving desired outcomes.



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- Engagement: The WCB will promote communication and collaboration among safety associations, employers, workers and other parties to foster a culture of safety.
- **Compliance monitoring:** The WCB will monitor safety associations' adherence to funding agreements, including reporting obligations and budget compliance.
- **Continuous improvement:** The WCB will regularly evaluate and enhance funding mechanisms and support structures to improve the impact and effectiveness of safety association initiatives.



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# Section 2: How to establish a safety association

# 2.1 Application funding

Groups interested in creating a safety association should refer to the process outlined in WCB policy POL 06/2020, Safety Associations.

# 2.2 Steps to establish a safety association

To establish a safety association in Saskatchewan, you must:

- 1. **Review the legislation and policy:** You should familiarize yourself with <u>The Workers' Compensation Act, 2013</u>, Section 146 and POL 06/2020, Safety Associations. These documents outline how safety associations receive funding, the WCB's requirements and the obligations of safety associations.
- 2. **Conduct research:** You should understand the need for a safety association in your industry, as well as employer rate code(s) and be able to identify potential interested parties and supporters.
  - a. You must review the current <u>WCB assessment rate classification of industries</u> to determine which rate code(s) your safety association will represent. A safety association must represent an entire rate code or multiple rate codes within an industry class that shares similar safety concerns. Associations cannot serve only specific subcodes.
  - b. You will request the approximate number of employers and workers in each rate code from the WCB to determine the scope of your proposed safety association.
- 3. **Understand legal requirements:** You should learn about the legal requirements for establishing a nonprofit organization in Saskatchewan. This includes registration under <u>The Non-profit Corporations Act</u>, <u>2022</u> or <u>The Canada Not-for-profit Corporations Act</u> (if applicable).

#### 4. Gather evidence of support:

- a. You will engage with employers, workers, industry associations and other interested parties to gauge interest and gather support. You must submit evidence of support with your application.
- b. Evidence of support may include survey results, membership votes, letters of support and so on. Support is considered sufficient if the proposed association is endorsed by either:
  - i. Fifty per cent plus one of the employers in the rate code, or
  - ii. Employers representing 50 per cent of the rate code's weighted payroll (see POL 06/2020, Section 7).
- c. Existing safety associations are not responsible for gathering industry support when requesting to add new rate code(s). These requests must



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be submitted to the director of prevention, who will make recommendations to the fund administrator and the WCB.

- 5. Submit your application: You will submit the completed application and evidence of support to the WCB, as outlined in POL 06/2020.
  - a. The WCB will review the application and may request additional information or recommend it to the WCB for approval. If the evidence of support is insufficient, the WCB may offer guidance on how to meet the requirements.
  - b. If approved, the WCB will issue written approval to establish the safety association.
- 6. **Establish a nonprofit organization:** If your application is approved, you must register a nonprofit organization under The Non-profit Corporations Act, 2022, The Non-profit Corporations Regulations, 2022 and/or The Canada Not-for-profit Corporations Act and the Income Tax Act. You must submit a certified copy of the certificate of non-profit incorporation to the WCB. Federal nonprofits must have a registered office in Saskatchewan.

#### 2.3 Considerations when establishing a safety association

When creating a safety association, consider the following key factors:

- 1. **At-risk industries:** The WCB may consider industries for safety association funding if supported by at least 20 per cent of the rate code's weighted payroll.
  - a. The WCB considers an industry rate code to be "at risk" if it has trended in the 80<sup>th</sup> percentile or higher than the provincial average for:
    - i. Time Loss injury rates over a period of at least three consecutive years, and
    - ii. Total injury rates over the same period.
  - b. The WCB may work with employers or employer groups in at-risk rate codes to help establish sufficient industry support.
- 2. **Board of directors:** Directors named in the initial application for nonprofit status are responsible for creating the association's first set of bylaws and assembling members to elect a board of directors.
  - a. Board members should bring expertise in areas such as workplace safety, industry knowledge, governance and finance and so on. The board should include equal representation from:
    - i. Worker representatives, who may include:
      - 1. a worker employed by an organization that registers in a rate code funding the safety association,
      - 2. a member of a union that represents only workers from employers in the relevant rate code(s) (for example,



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Saskatchewan Union of Nurses, Retail, Wholesale and Department Store Union) or

- 3. a worker who was seriously injured while working in the rate code funding the association.
- ii. Employer representatives registered in a rate code funding the safety association.
- b. The WCB will appoint a non-voting advisor to attend board meetings with access to relevant strategic, operational and financial information. If unavailable, the advisor may designate another WCB representative.
- c. The WCB recommends that all board members, including the WCB advisor, complete safety association-specific board orientation within their first year.
- d. Board agendas may include an in camera session for board members only. The board should limit these sessions to confidential matters such as legal or personnel issues, member concerns, or board performance.
- e. Audit committees must meet in camera with external auditors to discuss any matters requiring private discussion. The terms of reference must include this requirement.
- f. Safety associations must operate transparently on behalf of their members. Board members should not discuss governance matters in camera to exclude individuals, as open discussion is essential. The board should document and file all board meeting minutes.
- g. While most board members should represent workers and employers from the funded rate code(s), associations may appoint directors with specialized expertise (for example, accounting) who are neither a worker nor an employer in the represented industry.
- h. Final board composition may vary depending on governance needs and industry representation of the industry. The association's executive director or board chair can direct questions about board composition to the WCB's director of prevention.
- i. All directors and non-voting board members must sign an annual confidentiality agreement, which should be kept on file.
- j. The WCB recommends that safety associations adopt term limits for board members based on nonprofit best practices—such as two consecutive three-year terms followed by resignation—to allow new members to contribute to the organization's mandate.

# 2.4 Applying for initial funding

1. Submit a letter of intent: The safety association's board of directors must submit a letter of intent and a completed funding application to the fund



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administrator by June 30 to be eligible for funding at the start of the next calendar year. The letter should outline the association's budgetary needs for the upcoming year and account for all funds currently held, including reserve and surplus balances. It must include:

- a. The name of the safety association requesting funding, as registered with the Corporations Branch of the Ministry of Justice.
- b. A proposed operating budget, including capital and reserve fund balances, planned allocations to those funds and any surplus fund balances, if applicable.
- 2. **Funding agreement and release of funds:** After reviewing the letter of intent and funding application, the fund administrator may recommend approval to the WCB. If approved, the safety association will enter into a multi-year funding agreement with the WCB. The release of funds—both initially and in subsequent years—is contingent on signing this agreement.
- 3. **Other requirements:** Safety associations must avoid any direct or perceived conflicts of interest as defined in the safety association funding agreement with the WCB.



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# Section 3: How to apply for safety association annual funding

# 3.1 Reporting requirements – funding application

Before applying for annual funding, safety associations must submit their annual reporting for the previous calendar year to the WCB by April 30. Reporting requirements are outlined in the safety association funding agreements (Schedule B) and include:

- Audited financial statements for the previous year (Jan.1 to Dec. 31), as well as notes and the auditor's report.
- Statement of assets and liabilities, submitted to Information Services Corporation along with the annual financial statement.
- Proof of current liability and property insurance coverage.
- **Signed confidentiality undertakings** for each employee, contractor and director who may access confidential WCB information (for example, data shared under the funding agreement).
- The annual report for the previous calendar year, including:
  - o Detailed outcomes related to operational plan initiatives.
  - A variance report showing budgeted and actual expenses, with explanations for any variances greater than 10 per cent and over \$7,500 for each budget category.
  - A surplus funds and management plan, which may include:
    - Plans for using the operating reserve.
    - A designated capital reserve fund with a project timeline.
    - Allocation of surplus funds in the current operational budget.

While the WCB does not require specific templates, it recommends that the annual report follow the same format as the previous year's funding application to allow for easier comparison. For example, the board should present the prior year's budget alongside actual year-end figures.

The WCB also recommends that financial statements align with the audited financials. Safety associations should use the same general ledger system for both budget submissions and reporting as it does for the third-party audit. This provides clarity and ease of comparison during the WCB's oversight review.

# 3.2 Reporting requirements – funding application

The WCB will consider safety associations for funding once they complete and submit the funding application and all required attachments by email to fundadmin@wcbsask.com.

Steps to apply for annual funding:



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- 1. **Submit a letter of intent:** On or before June 30, each safety association must submit a preliminary request for funding for the following calendar year to the fund administrator. The letter should outline anticipated budget needs.
- 2. **Submit strategic and operational plans, and budget:** On or before July 31, each safety association must submit the following documents:
  - a. A strategic plan outlining strategic objectives and key performance indicators (KPIs).
  - b. An operational plan for the upcoming year, detailing proposed programs and activities to achieve the KPIs and associated targets.
  - c. A detailed funding request, including:
    - i. the current year's budget,
    - ii. actual expenses to date,
    - iii. proposed budget for the following year and
    - iv. commentary on any differences from the current year's budget.
- 3. **Meet with fund administrator:** Between Aug. 1 and Aug. 31, the funding advisory committee—composed of the fund administrator and two or three WCB representatives (including the director of prevention and a member of the finance services team)—will meet with the safety association to review the funding request. The meeting will focus on:
  - a. alignment of expenditures with the association's mandate,
  - b. budget variances (current and projected) and
  - c. proposed changes to programs and activities.

Note: Include any anticipated surplus from the current year in the budget proposal for the following year.

- 4. **Receive projected payroll and levy:** The fund administrator will provide projected payroll and levy information for the following year prior to the June 30 deadline to support the letter of intent.
- 5. **Receive preliminary funding approval:** By Aug. 31, the fund administrator will issue a letter of preliminary funding approval based on the submitted budget, operational plan and discussions with the advisory committee. The WCB will review and provide final approval of the recommended funding amount. Note: The WCB must approve the overall budget to finalize funding.

#### Other considerations:

 Mediation: Safety associations may request mediation if the proposed funding for the upcoming year is five per cent or more below the previous year's approved amount. Applicants must submit mediation requests between Sept. 1 and Sept. 15, following the process outlined in Section 3.4. Mediation may



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continue beyond Sept. 15, with the goal of reaching a resolution before December to ensure quarterly payments align with the rate setting process.

- **Final budget approval:** Final budgets for the WCB and safety associations are issued 30 days after the rate setting announcement, typically in early December. The WCB will send a final letter to safety associations before year-end, confirming the approved quarterly payment amounts.
- **Payment schedule:** Funding is issued in four equal payments on the first day of each quarter—January, April, July and October. If the payment date falls on a bank holiday, the WCB will make the payment on the nearest business day.

## 3.3 Funding agreement and release of funds

Funding for all or part of a safety association's annual request is approved based on the following:

- 1. **WCB written approval:** The WCB will issue written approval for the full funding request or for portions deemed satisfactory. The WCB may request revisions if the safety association's workplan does not adequately support injury prevention and safety programming.
- 2. **Signed agreement:** Funds will only be released once the safety association enters into a signed funding agreement with the WCB.
- 3. **Disbursement schedule:** Approved funding is disbursed in four equal payments via electronic transfer on the first business day of each quarter—January, April, July and October—in accordance with Schedule B of the funding agreement.

#### 3.4 Mediation (if required)

If any portion of the funding request is not approved, the safety association and fund administrator may enter mediation using the following process:

- Safety association submission: The safety association must provide the mediator and fund administrator with all materials from the original funding request, along with a written explanation and rationale for the disputed portion. Supporting documents may include plans, data and any other relevant information.
- 2. **WCB submission:** The fund administrator will submit additional materials to the mediator, including a written explanation for the funding denial. This may include WCB data, analysis of the impact on premiums or levies and other relevant information.
- 3. **Mediation meetings:** The mediator will meet with both parties to help resolve the dispute. If the parties do not meet a resolution collaboratively, the mediator will act as an arbitrator, review all submitted materials and final arguments, and make a binding decision.



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- 4. **Arbitrator's decision:** The arbitrator's decision is binding on the fund administrator, unless:
  - a. the decision results in a rate increase or
  - b. the decision increases funding by more than five per cent over the highest approved amount in the last five years.

In both cases, the WCB board must provide its approval.

5. **Board notification:** The fund administrator will forward the arbitrator's decision to the WCB as a recommendation.



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# Section 4: Reporting and other requirements for safety associations

# 4.1 Safety association leadership

Each safety association receiving grant funding must designate an individual responsible for managing and directing its operations. This person will represent the association in annual meetings with a designated WCB representative and ensure clear, efficient communication between the fund administrator, the safety association and its board of directors.

#### 4.2 Annual report

To demonstrate progress toward its mission, each safety association must submit an annual report based on its approved operational workplan. The report for the previous calendar year should include:

- detailed outcomes related to the operational plan initiatives,
- a variance report comparing budgeted and actual expenses, with explanations for any variances greater than 10 per cent and over \$7,500 per budget category,
- plans for the use of surplus funds and
- status and plans for the use of operating and capital reserve funds.

#### 4.3 Quarterly reports

Safety associations must submit quarterly reports to the WCB detailing:

- variances in activities outlined in the operational plan and
- variances in spending greater than 10 per cent and over \$7,500 per budget category.

Submit these reports to <a href="mailto:fundadmin@wcbsask.com">fundadmin@wcbsask.com</a>. The WCB's director of prevention will review them. If concerns arise, the director will follow up with the safety association's executive director.

Quarterly meetings will be held with representatives from the WCB, safety associations and the Ministry of Labour Relations and Workplace Safety to share updates on initiatives, challenges, successes and lessons learned.

#### 4.4 Member reporting

To promote transparency and accountability, safety associations must provide to their members:

a strategic plan approved by the board and signed by the safety manager,



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- an annual budget approved by the board and signed by the safety manager,
- the annual report, submitted no later than 120 days after the end of the fiscal year,
- audited financial statements, submitted no later than 120 days after the end of the fiscal year,
- names of board and committee members,
- the association's bylaws and constitution and
- terms of reference for the board and committees.

#### 4.5 Compliance review

The WCB will monitor and evaluate submitted information and reserves the right to audit safety associations. Audits may include formal inspections and verification of financial and operational records, programs and supporting documentation to ensure appropriate use of funds and representation of all employers within the rate code(s).

#### 4.6 Member feedback

Safety associations must collect member feedback at least once every five years to assess satisfaction with program delivery. The WCB encourages continuous feedback through training evaluations, employer surveys and other methods. Associations should have an internal review process to assess and respond to member needs.

Associations may collect feedback using quantitative or qualitative methods, such as surveys, interviews or focus groups. The WCB encourages associations to share results with the WCB and other safety associations to support sector-wide improvement.

The WCB also gathers customer feedback on its services and programs. It may share relevant findings with safety associations during WorkSafe Saskatchewan quarterly meetings or by the WCB's director of prevention.

If an individual or an organization brings a complaint or concern about a safety association to the WCB, the director of prevention will contact the association's executive director to discuss the issue and seek resolution. Similarly, if a safety association learns of employer concerns directed at the WCB, these should be communicated to the WCB advisor.

#### 4.7 Use of funds

Unless otherwise approved in writing by the fund administrator, safety associations must use WCB funding to carry out their strategic and operational plans and support member activities, such as staff professional development and travel.



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The WCB will formally review financial information in the categories below to assess how a safety association plans to use its funding.

Eligible expenses, including costs directly related to injury prevention and safety activities, include:

Category	Details
Safety training and education	Includes training programs, workshops, seminars,
	webinars, town halls and related materials.
Marketing and communications	Covers marketing, advertising and outreach efforts to
	raise awareness about safety initiatives, promote
	membership and foster collaboration. May include online
	content, public signage, manuals, posters, videos and
	other print or digital educational materials.
Research and development	Supports research projects that identify emerging safety
	trends, evaluate safety interventions and develop
	innovative approaches to workplace injury prevention.
Consulting services	Includes consulting with safety experts and professionals
	to support the safety association's mandate.
Advocacy	Funds advocacy efforts aimed at influencing government
	policies, regulations and industry standards to improve
	worker protections and injury prevention.
Administrative expenses	Covers overhead costs such as office rent, utilities,
	insurance, legal fees, board expenses, accounting
	services and other day-to-day operational costs.
Salaries and benefits	Includes wages and employee benefits.
Technology and infrastructure	Supports investment in technology, software and digital
	platforms for online training, data management,
	communication and member collaboration.
Travel (including mileage and	Covers travel for activities that directly support members,
meals)	such as consulting, auditing and safety training.
	Reasonable travel allowances, including mileage rates,
	may follow the Government of Saskatchewan Human
	Resource Manual (Section 600: Travel and Other
	Payment Policies and Section PS 601-A: Travel
	Allowance – Appendix A), or Canada Revenue Agency
	guidelines (see Appendices A-C).
Professional development and	Includes attendance at safety conferences, workshops
industry meetings	and industry events to stay informed about trends and
	share best practices. Eligible participants include staff
	and board directors.



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Category	Details
Gifts	May accept items if there is no conflict of interest or appearance of one and if they represent customary exchanges between friends or business partners or are tokens of nominal value given as part of protocol.  Associations must report any gift valued over \$200 or cumulative gifts from one source exceeding \$200 in a fiscal year to the appropriate person in charge. More guidance is available in the Government of Saskatchewan Human Resource Manual, Section 801:  Conflict of Interest.

### 4.8 Required policies

In accordance with *The Non-profit Corporations Act, 2022* and as outlined within the funding agreement, safety associations must establish board policies regarding operating and capital reserve funds.

The funding agreement defines these reserves as:

- Operating reserve funds: Money set aside to cover up to six months of operating costs in the event of unexpected expenses or financial obligations.
- Capital reserve funds: A reserve created to fund a specific capital project.

If the association does not allocate surplus funds from a previous year to either reserve, they may be applied to the following year's budget.

The WCB recommends that safety associations consult with the WCB before allocating surplus funds to ensure alignment with the funding agreement and a shared understanding of the fund's purpose.

Both the WCB and the safety association may contribute to operating and capital reserve funds. Safety associations may also allocate revenue from cost-recovery services to these reserves.



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# Appendix A: WCB safety association annual funding cycle calendar

Activity	Comments	Target date
Q1 payment to safety association	First quarterly payment deposited via e-transfer from WCB.	January*
Third-party financial audit	Safety association completes audit as required under The <i>Non-profit Corporations Act, 2022.</i> Included in the annual report.	Jan. 31
Reviews	Review of Q4 results and previous year's business and financial performance.	January
AGM planning	Planning and preparation activities for the annual general meeting.	January
Develop annual report	Begin drafting the annual report to meet the April 30 submission deadline.	February
AGM preparation	Association must hold the AGM must be held within the first 120 days of the year.	March 31
Q2 payment to safety association	Second quarterly payment deposited via e-transfer from WCB.	April 1*
Q1 results submission	Submit first quarter results to WCB.	April
Annual report submission	Submit annual report to the fund administrator for review by the director of prevention.	April 30
AGM completed	AGM held within the first 120 days of the year.	April
Prepare applications	Begin preparing funding applications for June deadlines.	May
Payroll projections and budgeting info	The WCB provides payroll projections and budgeting data to support the letter of intent.	May
Payroll assessment completed	Final payroll for previous year and provisional payroll for current year determined. Full-time equivalent staff and payroll estimates provided.	May 31
Letter of intent	Submit letter of intent with estimated budget, surplus, reserve and capital fund details.	June 30
Annual funding	Submit annual funding request.	June 30
Preliminary financial estimates	Submit preliminary list of estimated financial costs.	June 30

<sup>\*</sup> **Please note:** Payment dates may vary depending on the holiday schedule. Payments are issued by the director of prevention at least one week before the end of the previous month to allow the finance team time to process transfers on the first business day of the new quarter.



Phone: 306.787.4370 Toll free: 1.800.667.7590 Fax: 306.787.4311

Toll free fax: 1.888.844.7773 Email: <a href="mailto:askwcb@wcbsask.com">askwcb@wcbsask.com</a>

Q3 payment to safety association	Third quarterly payment deposited via etransfer from WCB.	July 1*
Funding application submission	Submit funding application, updated strategic and operational plans, and preliminary budget.	July 31
Q2 results submission	Submit second quarter results to WCB.	July 31
Multi-document submission	Submit strategic plan, operational plan, detailed funding request, signed confidentiality agreements, organizational chart and board list.	July 31
Q2 reporting	Submit variance report and operational plan updates for Q1 and Q2.	July
Additional budget info	WCB provides additional budget information to support application.	July
Budget meeting	Safety association meets with funding advisory committee to review application.	August
Preliminary budget approval	Fund administrator issues letter with approved budget amount.	Aug. 31
Mediation period	The WCB may request mediation regarding funding disagreements.	Sept. 1–15
Final board-approved budget and plan	Submit final board-approved operational and budget plan for the following year.	Sept. 30
Q4 payment to safety association	Final quarterly payment deposited via e-transfer from WCB.	Oct. 1*
WCB rate setting	WCB announces rate setting.	October
Fiscal and administrative prep	Safety associations prepare for next year's financial and administrative requirements.	November
Employer review and consultation	Employers receive rate information.	Nov.–Dec. (30 days after rate setting)
Final letter of approval	Final funding approval letter issued 30 days after rate setting, confirming quarterly payments and total budget.	December



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# **Appendix B: Letter of intent**

# Letter of intent - funding estimate template

To be submitted electronically to the fund administrator by June 30 each year: <a href="mailto:fundadmin@wcbsask.com">fundadmin@wcbsask.com</a>

Date:		<del></del>	
Safety ass	ociation name:		
Funding ye	ear:		
Estimated	funding request:	\$	
	ding request is higher thar lain the reason for the inc	n the funding provided for t rease:	he current year,
-	eserve funds amount: current assets from the mos	\$st recent audited financial st	atement.
Please out	tline your plan for using su	irplus or reserve funds:	
Executive	director signature		
Executive	director name (please prin	t)	

Phone: 306.787.4370 Toll free: 1.800.667.7590 Fax: 306.787.4311

Toll free fax: 1.888.844.7773 Email: <a href="mailto:askwcb@wcbsask.com">askwcb@wcbsask.com</a>

# Appendix C: Safety association budget template example

# Enter Safety Association (SA) Name Here Funding Period: From Jan 1 to Dec 31

#### SA ANNUAL BUDGET REPORT

Template Revised 220228

Templa	te Revised 220228				
BUDGET - SA OPERATIONS	BUDGETED	ACTUAL	\$ Variance	% Variance	
BODGET - SA OPERATIONS	2023	2023	y variance	// variance	
Revenue:					
WCB SA Grant Funding	\$0.00				
Interest Revenue	\$0.00		0.00	#DIV/0!	
Membership Revenue	\$0.00		0.00	#DIV/0!	
Other Revenue	\$0.00		0.00	#DIV/0!	
Initiatives-Programs Revenue	\$0.00		0.00	#DIV/0!	
Total Revenue	\$0.00	\$0.00	0.00	#DIV/0!	
Operations Expenses:					
Salaries	\$0.00		0.00	#DIV/0!	
Benefits	\$0.00		0.00	#DIV/0!	
Rent - Office	\$0.00		0.00	#DIV/0!	
Building Maintenance & Repairs	\$0.00		0.00	#DIV/0!	
Furniture & Equipment	\$0.00		0.00	#DIV/0!	
Telecommunications & Freight	\$0.00		0.00	#DIV/0!	
Office Supplies	\$0.00		0.00	#DIV/0!	
Property Taxes & Insurance	\$0.00		0.00	#DIV/0!	
Website & IT Services	\$0.00		0.00	#DIV/0!	
Accounting & Legal Fees	\$0.00		0.00	#DIV/0!	
Advertising, Sponsorships & Promotional Items	\$0.00		0.00	#DIV/0!	
AGM, Board & Board Committee Meetings	\$0.00		0.00	#DIV/0!	
Staff & SA Administration Meetings	\$0.00		0.00	#DIV/0!	
Staff Professional Development	\$0.00		0.00	#DIV/0!	
Staff Professional Development Travel	\$0.00		0.00	#DIV/0!	
Miscellaneous	\$0.00		0.00	#DIV/0!	
Initiatives-Program Expenses:					
Consultants & Contractors	\$0.00		0.00	#DIV/0!	
Conference Registration & Meeting Expenses	\$0.00		0.00	#DIV/0!	
Publications & Materials	\$0.00		0.00	#DIV/0!	
Promotions	\$0.00		0.00	#DIV/0!	
Technology	\$0.00		0.00	#DIV/0!	
Travel	\$0.00		0.00	#DIV/0!	
Total Expenses	\$0.00	\$0.00	\$0.00	#DIV/0!	
Revenue less Expenses	\$0.00	\$0.00	\$0.00	#DIV/0!	
Surplus/Reserve Funds Retained	\$0.00	\$0.00	\$0.00	#DIV/0!	
				,	

Provide explanation below for financial variances greater than 10% and over \$7500.00 for each budget line item (including revenue and salaries).

# Appendix D: Safety association annual funding application template

# Safety association general information

Safety association operating or trade name					
Funding year requested	Application prepared by	Date submitted to WCB			
Legal name of safety association		Saskatchewan ISC entity number			
Legal address					
Mailing address (if different from legal addres	ss)				
Website address					
Executive director name	Phone number(s) (include area code)	Email address			
Board chair name	Phone number(s) (include area code)	Email address			
Director name	Position/committee role	Term of office			

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# Safety association annual initiatives/programs plan

1.5

	Strategic objective(s)						
1. In	itiative/program						
	Key performance indicators (KPIs)  Timeline  Data collection methodology			collection methodology			
	Activity description	Category	Inputs	;	Budget	Time frame	Anticipated output
1.1							
1.2							
1.3							
4.4							

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2. In	itiative/program							
	Key performance inc	licators (KPIs)			Timeline		Data c	ollection methodology
				,			•	
	Activity description	Category	Inputs	•	Budget	T	ime frame	Anticipated output
2.1								
2.2								
2.3								
2.4								
2.5								
3. In	itiative/program							
l								

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	Key performance indicators (KPIs)			Timeline	Data (	collection methodology
Activi	ty description	Category	Inputs	Budget	Time frame	Anticipated output
3.1						
3.2						
3.3						
3.4						
3.5						
		<u>'</u>		<u> </u>		
. Initiative/p	program					
	Key performance i	ndicators (KPIs)		Timeline	Data	collection methodology

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Key performance i	Key performance indicators (KPIs)		Timeline	Data co	ollection methodology
Activity description	Category	Inputs	Budget	Time frame	Anticipated output
4.1					
4.2					
4.3					
4.4					
4.5					
5. Initiative/program					
Key performance i	Key performance indicators (KPIs)		Timeline	Data co	ollection methodology

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Activity description	Category	Inputs	Budget	Time frame	Anticipated output
5.1					
5.2					
5.3					
5.4					
5.5					

Key performance indicators (KPIs)	Timeline	Data collection methodology

	Activity description	Category	Inputs	Budget	Time frame	Anticipated output
6.1						
6.2						
6.3						

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	Activity description	Category	Inputs	Budget	Time frame	Anticipated output
6.4						
6.5						

7. Initiative/program			

Key performance indicators (KPIs)	Timeline	Data collection methodology

	Activity description	Category	Inputs	Budget	Time frame	Anticipated output
7.1						
7.2						
7.3						
7.4						
7.5						

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8. In	itiative/program							
	Key performance inc	licators (KPIs)			Timeline		Data c	ollection methodology
				<u>'</u>			•	
	Activity description	Category	Inputs	3	Budget	T	ime frame	Anticipated output
8.1								
8.2								
8.3								
8.4								
8.5								
9. In	itiative/program							
1								

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Key performance indicators (KPIs)				Timeline		Data collection methodology	
	Activity description	Category	Inputs	Budget	Т	ime frame	Anticipated output
9.1							
9.2							
9.3							
9.4							
9.5							
	oved by board chair:						(signa

(name)

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# Annual funding application package – supplemental attachments

Pleas	e include the following documents with your application:
	a completed budget for the year funding is requested, using the template provided by the WCB,
	board meeting minutes confirming approval to retain surplus/reserve funds and approval of the plan for using those
	funds,
	an organizational chart outlining the structure of the safety association and
	proof of insurance coverage, including property insurance, comprehensive general liability insurance of at least \$5
	million per occurrence and directors' liability insurance.

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# Safety association annual initiatives/programs plan report

Safety association name		For year					
Strategic objective(s)							
1. Initiative/program							
Activity description	Anticipated output	Actual output (include explanation for variances)					
1.1							
1.2							
1.3							
1.4							
1.5							
2. Initiative/program							

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	Activity description	Anticipated output	Actual output (include explanation for variances)			
2.1						
2.2						
2.3						
2.4						
2.5						
3. Initia	3. Initiative/program					

Activity description	Anticipated output	Actual output (include explanation for variances)
3.1		
3.2		
3.3		
3.4		
3.5		

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Activity description	Anticipated output	Actual output (include explanation for variances)
Activity description	Anticipated output	(include explanation for variances)
1		
2		
3		
4		
5		
Initiativa/program		
Initiative/program		
Activity description	Anticipated output	Actual output (include explanation for variances)
1		
Í		
2		

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	Activity description	Anticipated output	Actual output (include explanation for variances)
5.4			
5.5			
6. Init	iative/program		
	Activity description	Anticipated output	Actual output (include explanation for variances)
6.1			
6.2			
6.3			
6.4			
6.5			
7. Init	iative/program		

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Activity description	Anticipated output	Actual output (include explanation for variances)			
7.1					
7.2					
7.3					
7.4					
7.5					
8. Initiative/program					

	Activity description	Anticipated output	Actual output (include explanation for variances)
8.1			
8.2			
8.3			
8.4			
8.5			

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9. Initiative/program		

	Activity description	Anticipated output	Actual output (include explanation for variances)
9.1			
9.2			
9.3			
9.4			
9.5			

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# Appendix 1: Safety association initiatives/programs plan – definitions and instructions

#### Strategic objectives

• Strategic objectives are long-term goals that guide your organization. They should address key trends in your industry and be measurable.

#### Initiatives/programs

• Initiatives/programs are resource investments aimed at achieving strategic objectives. Each initiative/program should have defined outcomes that support your strategic goals.

## **Key performance indicators (KPIs)**

• List the KPIs used to measure the outcomes of each initiative/program.

#### **KPI** data collection

• Describe the data or information sources used to measure each KPI (for example, WCB statistics, surveys, evaluations).

#### **Activity description**

• For each initiative/program, list the key activities (outputs) planned for the funding year. Focus on activities with the greatest impact or highest cost.

## **Activity categories**

- **Training course delivery:** Delivery of training courses, seminars or workshops (for example, classroom, virtual, self-directed online). Include instruction for programs such as new worker orientation, industry designations, COR, SECOR and so on.
- **Training course development:** Development or revision of training materials, including courses, seminars, manuals, workbooks and online modules.
- **Injury prevention promotion:** Activities that promote injury prevention within your industry.
- Research: Projects focused on emerging risks, hazards or best practices.

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- Safety management system (SMS) audits: Administration of SMS audits, including COR and SECOR audits.
- **Consulting:** Services provided to employers to support injury prevention, such as SMS development, incident investigations, site inspections, ergonomic assessments, FIT testing, noise testing and so on.
- Other: If an activity does not fit into the categories above, select "Other" and specify the category.

# **Activity inputs**

• List the full-time equivalent (FTE) staff required to carry out each activity, broken down by position (for example, 1 Safety advisor FTE, 0.25 Training coordinator FTE).

# **Activity budget**

• Provide the estimated net cost (excluding staff FTEs) for each activity. Use figures from the safety association annual initiatives/programs plan budget worksheet in the annual funding application budget template.

# Activity time frame

• Specify the period during which each activity will take place (for example, Q1, Q3–Q4, full year).

# **Activity anticipated output**

• Outputs are direct, measurable results of an activity. Express anticipated outputs as quantities of goods or services the association will produce or deliver.

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# Appendix 2: Example of completed safety association annual initiatives/programs plan

# Strategic objective(s)

Reduce the Z1 rate code **Time Loss injury rate** from 1.5 per cent in 2020 to 1.2 per cent by Dec. 31, 2024 and the **Total injury rate** from 4.21 per cent in 2020 to 4.1 per cent by Dec. 31, 2024.

## 1. Initiative/program

Develop and deliver one instructor-led and one online fall prevention training course. The association will design courses to maximize knowledge retention and accommodate diverse employer demographics and locations. The goal is to help employers and workers identify and control fall hazards in the workplace.

Key performance indicators (KPIs)	Timeline	Data collection methodology
Reduce fall-related injuries in the Z1 rate code by 50 per cent from 2,000 in 2020.	Jan. 1, 2022 – Dec. 31, 2024	WCB statistics.
85 per cent of participants demonstrate improved and retained fall protection knowledge.	June 1 – Dec. 31, 2022	Analysis of at least 150 post-training survey responses.

	Activity description	Category	Inputs	Budget	Time frame	Anticipated output
1.1	Conduct research on fall hazards and industry trends.	Research	Research analyst (contractor)	\$5,000	Jan. 10 – Feb. 28, 2022	Two reports on fall hazard trends and risks.
1.2	Hire consultant to develop curriculum and train staff.	Training course development	Education program developer (consultant)	\$28,000	Mar. 7 – May 6, 2022	Instructor-led course, online course, handouts, staff workshop.
1.3	Promote courses at three industry conferences.	Injury prevention promotion	0.5 Safety advisor FTE	\$20,000	May 10–11, 2022	Booths at three conferences; 250 course registrations.
1.4	Deliver fall protection training.	Training course delivery	0.5 Admin staff FTE 2 Trainer FTEs	\$60,000	June 1 – Dec. 31, 2022	28 instructor-led sessions; 250 online completions.

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	Activity description	Category	Inputs	Budget	Time frame	Anticipated output
1.5	Analyze post-training survey data.	Research	Research analyst (contractor)	\$25,000	Oct. 1 – Dec. 31, 2022	Report on knowledge retention rates.

## 2. Initiative/program

Provide consulting services to members, including inspections, noise testing, SMS audits, emergency planning, incident investigations, toolbox talks and ergonomic assessments. These services support injury prevention and SMS implementation.

Key performance indicators (KPIs)	Timeline	Data collection methodology
Respond to 1,800 member-consulting requests.	Jan. 1 – Dec. 31, 2022	Member database, calendar entries, monthly reports.

	Activity description	Category	Inputs	Budget	Time frame	Anticipated output
2.1	Deliver consulting services.	Consulting	5 Safety Advisor FTEs, 0.25 Admin Assistant FTE	\$55,000	Jan. 1 – Dec. 31, 2022	1,800 completed service requests.

# 3. Initiative/program

Increase the number of Z1 rate code employers with COR certification from 50 in 2020 to 80 by Dec. 31, 2024. COR-certified companies typically demonstrate stronger safety performance.

Key performance indicators (KPIs)	Timeline	Data collection methodology	
30 Z1 companies registered in the COR program.	Jan. 1 – Dec. 31, 2022	COR registration declarations.	
30 Z1 companies completed mandatory COR training.	Jan. 1 – Dec. 31, 2022	Training completion certificates.	

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	Activity description	Category	Inputs	Budget	Time frame	Anticipated output
3.1	Promote COR program via radio, digital ads and email.	Injury prevention promotion	0.3 Multimedia coordinator FTE, 0.4 marketing coordinator FTE	\$60,000	Jan. 1 – Dec. 31, 2022	50 radio spots, 500 email blasts, 12 rural digital ads.
3.2	Deliver monthly COR certification courses.	Training course delivery	Education program developer (consultant)	\$45,000	Jan. 1 – Dec. 31, 2022	Delivery of 12 safety management courses, 12 safety auditor training courses, 12 leadership for safety excellence courses.

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