



**Presentation to the  
Workers' Compensation Act  
Committee of Review**

**by the  
Saskatchewan Federation of Labour**

**September 27, 2006**



## 1. Introduction

The Saskatchewan Federation of Labour (SFL) is the largest labour organization in Saskatchewan. It represents over 90,000 unionized workers across the province who are members of 36 trade unions, comprising over 800 locals affiliated to our organization. Additionally there are 8 District Labour Councils and the Saskatchewan Federation of Union Retirees affiliated with the SFL.

Our affiliated unions represent people in every sector of the economy and every corner of the province. Our members work in uranium mines in the far north, electrical generating stations near the U.S. border, steel plants, retail food chain stores and warehouses, government offices, construction sites, group homes, chemical plants and oil refineries, grain elevators, day care centers, correctional facilities, schools, nursing homes, saw mills and lumber camps, universities, hospitals, hotels, fast food outlets, on trains, planes and buses, in municipal governments, lunch counters, restaurants, financial institutions, the media, in culture, youth and recreation, in potash mines, credit unions, book stores, the Workers' Compensation Board as well as hundreds of other jobs.

For more than 50 years, the SFL has represented the interests of union and non-union workers. Our committees work on issues such as occupational health and safety, human rights, the environment, political action, collective bargaining, strike strategy, women's issues, Aboriginal and youth issues, apprenticeship and shift work. We work not just with unions but with organizations such as social justice and anti-poverty groups, health coalitions, farm groups, senior and student organizations. We also work with business organizations on issues like training, labour market intelligence, literacy and workplace essential skills.

The SFL is **the** organization of working people in Saskatchewan.

During our preparations for this presentation, we consulted with individuals and union affiliates from across the province. Formal meetings were held in Regina, Saskatoon, and Davidson for union and individual input. Rank and file union members made their individual views known through our Occupational Health

& Safety Committee meetings. Interspersed throughout this presentation will be some of their comments in their own words.

## **2. The SFL's Role in Health and Safety Issues**

In matters of Health and Safety it is our members and those we represent who are the *raison d'être* for the Workers' Compensation Act. Every year over 34,000 of them are injured or killed on the job and file claims, not to mention an unknown number who are injured but do not file a claim.

Our interest in Occupational Health and safety issues isn't limited to WCB issues. Federally, we work through the Canadian Labour Congress on pan-Canadian issues. We work with organizations like the Canadian Labour and Business Centre who perform valuable research. We also participate with the Canadian Council on Learning (CCL) and the CCL's Work and Learning Knowledge Centre and, through the BC Federation of Labour, with the Health and Learning Knowledge Centre. Provincially, we work with health coalitions and with our affiliates in the health sector to protect our Medicare system. This interest in Health and Safety is fortified every year at our Annual Convention, where public and occupational health and safety issues are always the subject of Resolutions.

In previous presentations we've said that we are the preeminent stakeholder in the Workers' Compensation Board. We represent the workers. No other group has so wide a constituency as ours, and no other group has a greater interest in the Workers' Compensation Board. It is for this reason that we appreciate the opportunity to have our views on the Workers' Compensation system heard.

In the worker's own words: *[The SFL] has to talk to us then talk to the WCB review. If you don't, who's going to speak for us?*

### 3. The 2006 Committee of Review

The Saskatchewan Federation of Labour appreciates being part of this review process. It is valuable for both industry partners to periodically assess the system and make recommendations for its improvement. While we appreciate the opportunity to make our presentation to this Committee of Review, we would be much more enthusiastic about the process if the WCB actually undertook to adopt the recommendations that will come out of your Committee's report. Unfortunately, past experience shows there is little likelihood of that despite the fact the recommendations address the necessity to have a compensation statute and service delivery system which is reliable, efficient and relevant.

In the worker's own words: *Here we are on the eve of another Committee of Review and the key recommendations of the 2001 report have not been implemented.... Despite two damning reports – the COR and the Dorsey report – nothing really has changed much.*

The Workers' Compensation Board is a large and complex organization. A lot of time and attention is paid to the size of the WCB's assets, the number of its employees, and on the rate it levies employers. We imagine that, for some employer organizations, **that** will be their major focus. While no one is in favour of having excessive and unnecessary assets and levies, that is not what this Committee of Review should be seized with. The WCB and the services it provides, and therefore the prime concern of this Committee, should be about people and how they can best be served when they are injured or killed at work.

The mandate of the Board is to rehabilitate, retrain and assist in re-employing working people whose bodies and lives have been shattered in work site accidents or poisoned by exposure to an ever increasing list of toxic substances. The Board is often the sole financial support for the spouse and children of a fatally injured worker.

## **4. The Meredith Principles**

This Committee and both industry partners know the importance of the Meredith Principles. Nonetheless, it doesn't hurt to restate them for the record and to ensure we remember what the WCB should be standing for:

- No Fault Compensation - workers are not required to prove blame for their injuries in order to receive compensation for those injuries;
- Security of Benefits – a dedicated fund with enough assets to provide compensation to the worker for all future costs caused by the injury;
- Collective Liability – costs are shared by employers through compulsory mutual insurance wholly paid by employers;
- Independent Board – autonomous from government control, the Board is composed of worker and employer representatives, with the Board deciding claims and collecting assessments;
- Exclusive Jurisdiction – workers and employers are protected against the cost, delay and uncertainty of litigation, by making Board decisions final and conclusive.

The Saskatchewan Federation of Labour urges the Review Committee to include in its report a call for the continuation of the Meredith Principles as the foundation of our Workers' Compensation system. Because of the importance of the Meredith Principles, the WCB website homepage should have a direct link to the statement concerning this, without having to delve two or three 'clicks' down into the website to find a list of the principles.

## **5. Eliminating Accidents**

### 5.1 Roles

The putative role of the WCB is to provide services and support to injured workers and their families. This is a very important role, but regardless of what some people say, it should not be the most important role. There is a lesson we can learn from another organization that deals with thousands of clients a year. Many food banks in Canada are not limiting themselves to providing food and

support, but are now providing training and education to limit future demand for Food Bank Services. They see their most important role as preventing hunger. Similarly, the most important role of the WCB should be to prevent accidents.

At present the main focus of the WCB and its staff is to assess claims, determine benefit levels, rebate premiums and arrange for claimants to make an early return to work. This has meant the issue of accident prevention is near the bottom of the WCB's agenda.

## 5.2 Education and Training

The WorkSafe Saskatchewan initiative seems to be an excellent public information campaign. After 3 years it has raised awareness of workplace injury and prevention. Similarly, the SafeWorker award might well prove useful to assist with raising awareness of the importance of working safely. Yet despite the success achieved and expected of these initiatives, we must remember that these campaigns are passive information campaigns, not active accident prevention training for workers and employers. Any impact on the incidence of accidents is likely not measurable and would be less than well-financed training programs. In short, these initiatives may be commendable but are not a substitute for programming, and must not focus on "blaming the worker".

Upon its inception, the Occupational Health and Safety Branch gave a high profile to accident prevention for a number of years. The OH&S Act provisions were taken seriously, especially the right to refuse dangerous work, the right to know what substances you are working with, and the right to be involved in decision-making. Thanks to its Director at the time, Bob Sass, the agency truly was worker-friendly and one of the most accessible agencies in government. In the 2005-2006 Annual Report of the Department of Labour, it cites its 3rd goal as being "Healthy and Safe Workplaces", and the 1st Objective under that goal as 'Improved workplace health and safety". This section of the report mentions education and training being key means of reaching the objective. We concur.

In the worker's own words: *There's two parts to increasing education*

*opportunities; we need it to train workers so they don't get injured or killed in the first place, and we need to be educated on what our rights are when we do have to file a claim.*

The SFL restates our recommendation on training from our 2001 presentation. We would like to see a significant expansion of accident prevention programming, with additional funding coming from the WCB. The programming should be delivered by the Occupational Health and Safety Branch of the Department of Labour in cooperation with the Saskatchewan Federation of Labour. The OH&S Branch is a better vehicle than the WCB for delivering that training. It's like having the fox guarding the hen house. We are also aware that there are other successful delivery models such as those in place in Ontario, Newfoundland, British Columbia, and now the Yukon where the Federations of Labour play an integral role in the delivery of accident prevention programming. We urge the Committee to consider these alternative models.

### 5.3 Occupational Health and Safety Centre

The Saskatchewan Federation of Labour calls for the establishment of an Occupational Health and Safety Centre in this province, with the WCB providing the necessary funding. For the model, we propose the OH&S centre that has been in existence in Manitoba for many years.

In the late 1990s the Romanow government set aside a modest allocation of funds for a center to be located at the University of Saskatchewan. It was our hope that this Centre would aggressively investigate and identify threats to workers' health and be a leader in the fight to put an end to such hazards. We also wanted an extension or outreach element in the Centre's operations, to widely disseminate information on such things as the myriad of complex new chemical compounds in the workplace, and the symptoms of exposure.

Additionally, we had hoped that the Occupational Health and Safety Centre at the University of Saskatchewan would concentrate special attention on

researching hazards that are unique or very common to Saskatchewan workers. The Centre could have also acted as a local library of up-to-date data on workplace disease causing agents, and the best accident prevention techniques. The Centre should undertake studies of the health and accident threats associated with shift work.

Our 2001 submission to the Committee of Review proposed establishing a true OH&S Centre, and ten years prior to that, our December 1991 submission did the same.

In the worker's own words: *Setting up a real Occupational Health and Safety Centre was a good idea 15 years ago, it was a good idea 5 years ago, and it's still a good idea today.*

We certainly would welcome a recommendation by the Review Committee that urged the transformation of the OH&S Centre into the Manitoba model.

## **6. Problems and Issues with Claims**

In the workers' own words:

- *WCB denies too many claims without justification;*
- *In most cases you have a hard time getting hold of your [Client Service Representative] when you're phoning in;*
- *Sometimes case development is poor and [CSRs] have very little knowledge about your claim because they are completely overloaded;*
- *There're delays in sending file copies to reps and investigations take too long to complete. The process must be more streamlined;*
- *Cases are being delayed by employers – Section 52 isn't being enforced – and there's no fairness and a poor attitude towards injured workers;*

- *If you've got stress, a long term injury or a soft-tissue injury, chronic pain or a RSI [Repetitive Strain Injury], the WCB looks on you as abusing the system – you're guilty until proven innocent.*

Many claims are unique because of the circumstances surrounding the accident and the way the worker is treated during the claims process. Consequently, it's dangerous to generalize a response to the difficulties that workers face in making a claim and having it processed in a fair and timely fashion. Having said that, there are clearly some changes that could be made to make the process more worker-friendly.

### 6.1 Pre-claim education and preparation

The WCB should fund the SFL to produce a “How to Surf the WCB System” tool kit that would explain in clear language what the claim process is, how to fill in the forms, what the worker's rights are, how to appeal, benefits available, where to go for help, etc. The tool kit would be comprehensive and include not just printed material, but perhaps short video clips (for workers who are new immigrants or who have literacy challenges) that show the worker how to deal with the challenges they will face in getting their claim fairly assessed and accepted. The tool kit could be on-line, with CD copies available for OH&S Committee members in the workplace, union shop stewards, union counselors, and with the CD available in a variety of locations.

### 6.2 WCB staff training

In many organizations, training is the first program sacrificed when operational money is tight. Yet we all know there is a very real ROI – Return on Investment - when training and education is delivered to front line staff. Customer service can deteriorate if ‘rust-removal’ classes on attitude and customer service skills are not offered on a regular basis. The staff at the WCB is the WCB's greatest asset, and need to be treated accordingly.

### 6.3 Rules and guidelines

The WCB needs better guidelines to adjudicate cumulative trauma, it needs specific deadlines for claims to be processed, and it needs to simplify and expedite the process. Also, existing guidelines need to be followed. As an example in Section 29, the ‘benefit of doubt’ policy needs to be adhered to, and in the same section the initial doctor’s report should be sufficient to initiate a claim. Similarly, Section 50 on pre-existing conditions needs to be adhered to.

Guidelines must be designed to ensure the system is fair and responsive to “injured workers needs”. This means not allowing the employer to disrupt the process. There should be fines for employers who do not comply with timelines, and there should be an end to employer access to claim records. A claim should be automatically allowed when employer interference is identified. ‘Conditions typical of industry’ should no longer be a basis for denial. The WCB’s prime concern should not be the bottom line, but the injured worker.

## **7. Advocacy Issues**

In the workers’ own words:

- *There’s still a lot of delay at the Workers’ Advocate office;*
- *Inadequate budget allocation and staffing at the Office of the Workers’ Advocate.*

Statistics show us that wait times at the Office of the Workers’ Advocate are decreasing. We have some concerns that these wait time reductions may be as a result of a reduction in service provision as opposed to actual improvements in the system. Having said that, wait time reductions is a very good trend, but the wait times need to be lowered even further. To accomplish this, there needs to be more staff positions at the Office and an increase in the budget for technology improvements. Establishing a Workers’ Help Centre that operates along the lines of the Unemployed Workers Centre would be a major improvement.

## 8. Appeal Process

In the workers' own words:

- *WCB denies access to internal policies [re adjudication] for appeal purposes;*
- *Appeals take too long, the process is unfriendly and they're too difficult;*
- *There's a failure in the WCB to adequately explain the process and conclusion to the employees – this causes unnecessary appeals, etc.;*
- *Leave the boss out of appeals – there's often information from the boss that is not factual;*
- *There's no difference between each appeal stage. There's the same policies and the same outcome.*

There needs to be improvements to the appeal process. For a fair process, the WCB needs to release internal policies and full documentation to assist the worker. There is a sense that there are often predetermined assumptions that bias the outcome against the worker. Advance disclosure of who is on the appeal board (e.g. doctors) needs to happen and the complete file should be given to the worker, not a condensed version. While it is not unanimous across the entire labour movement, the majority of SFL affiliates support an internal, independent appeals process. In other words, a majority of affiliates now support the recommendations of the previous Committee of Review concerning the establishment of an independent internal appeals process.

To allow for 'natural justice', a worker representative should be allowed at every level of the appeal, and penalties laid against employers who interfere with appeals and impede the process. Finally, the WCB needs to establish an Appeals Ombudsperson position, and the Act needs to be changed to include strict timelines.

## 9. Compensation Payments

In the workers' own words:

- *There are delays in payment on approved claims;*
- *Prorating the wages of permanently injured workers must stop;*
- *I can't understand why a worker injured in the line of duty for the employer must suffer the reduction of benefits after his return to work on a less than 100% schedule;*
- *The Workers' Compensation Act does not calculate rates of pay accurately for shift workers. Shift workers that work a 24 hour time-clock and 7 days a week, lose benefits such as shift differential and statutory holiday pay;*
- *The Act doesn't reflect the true wages of all shift workers in their wage payout schedules.*

Improvements are needed to compensation payments. The maximum rate needs to be increased to 200% of the Average Industrial Wage. The WCB needs to follow Section 70 (1) of the Act, especially the words "the greater of":

" Subject to subsections (3) to (5), "average weekly earnings" means **the greater of:**

- (a) one fifty-second of the worker's gross earnings for a period of 12 months immediately preceding the commencement of the loss of earnings as a result of the injury; and
- (b) the rate of daily, weekly, monthly or other regular gross earnings that the worker was receiving at the commencement of the loss of earnings as a result of the injury"

There needs to be quicker payment of benefits. Compensation benefits should be provided pending appeals. People need their cheques quickly, so the WCB must eliminate delays in getting the benefits to the injured worker.

Collecting overpayments that arise from WCB error should be eliminated, as this is onerous for the worker. There needs to be an end to 'deeming', 'progressive deeming' and to pro-rating. CPP, EI and workplace pension

contributions should be paid on behalf of the injured worker. Benefits need to be continued while waiting for an MRI and there needs to be a return to pension options.

## 10. Medical Issues

In the workers' own words:

- *The WCB seems unwilling to accept modern medical evidence and there's a reluctance by the Doctors to assist;*
- *[The WCB]... shows indifference to family doctors' diagnosis but will believe their own doctors' opinion on recovery time;*
- *There needs to be a recognition of the seriousness of soft tissue injuries ..... and recognition of repetitive strain injuries;*
- *They deny stress claims and its tough to prove stress-related – from employers – injuries;*
- *...denial of claims based on the presumption that the injury is not typical to the industry;*
- *...denial by WCB based on degenerative conditions;*
- *For claims such as stress and soft tissue injury, there's too heavy a reliance on clinical evidence which ignores the claimants experience;*
- *The use of sick leave and DIP instead of WCB has increased immensely, so there's a negative financial impact on the healthcare system while the employers get rebates;*
- *Permanent Functional Impairment just isn't working;*
- *There's no occupational medicine experts or doctors in the province.*

Funding for WCB doctors should be transferred to a real Worker Occupational Health and Safety Clinic to ensure doctor independence, and to a clinic developed with specialists for occupational injuries and diseases. Doctors need to fill out the forms in a timely fashion. This isn't always done, so strict timeline pressure needs to be exerted. The WCB's internal policies on stress claims need to be revamped, and there needs to be a change to allow for evidentiary reliance on workplace experts as well as medical experts. The WCB should request the

Minister of Health to commission a study on the burden of workplace injury on the healthcare system and on the taxpayer. Either the Workers' Compensation Board or the employer must be held responsible to continue to pay for benefits like Health & Dental, sick leave, vacation leave and pension contributions. The injured worker should not be penalized for being injured.

## **11. Rehabilitation Issues**

### 11.1 General

In the workers' own words:

- *There needs to be more educational opportunities for people unfit for their occupation;*
- *Rehabilitation is being privatized;*
- *Early Intervention isn't working. We are not cured of our back injuries after 6 weeks of treatment;*
- *Poor quality at the private rehabilitation clinics;*
- *There's not enough assessment teams and not enough regional centres, so there's often excessive driving for an assessment.*

The most important improvements that can be made to the current system are to bring Rehabilitation services back into the public health care system and establish more centres to provide the services. With this qualitative improvement, it would be possible to increase access to medical assessment and treatment services in all regions of the province, and an emphasis could be put on preventing re-injury during rehab assessments. Every case should be treated on its own merit (i.e. healing at an individual pace).

Vocational testing needs to be updated to current standards. Training/retraining needs to increase across the Board. More training should be made available and the rehab training must be at the worker's choice so it fits with the current job market. It is critical to enforce 'duty to accommodate' with employers.

An administrative change needs to be made, so that the standard practice/policy manual used by CSRs is available to the public and reviewed periodically.

## 11.2 Early Return To Work

In the workers' own words:

- *Injured workers are forced to return to work while not yet ready;*
- *Workers need more assistance to re-integrate into the workplace;*
- *Workers do all of the accommodating – the company very little;*
- *... an insistence on returning to work before the claimant is ready;*
- *Collective agreement bargaining provisions are ignored to get the claimant back to work;*
- *Co-workers are not supportive as they are not informed of how WCB works;*
- *Sometimes the back to work is too long and sometimes too short.*

There needs to be a strict enforcement of Section 163, so that workers are not forced to sign "agree to light duty" documents. Indeed, there needs to be a clarification of what constitutes light duty. It should be meaningful work and there should be a clear definition of it in the Act. As well, the employers' 'duty to accommodate' should be monitored and enforced wherever necessary. Return To Work needs to be customized to fit the injured worker's needs, and not used as a case management tool or a way for an employer to force a premature return to work.

The RTW process should include the following components:

- The process must be initiated by the worker;
- Work assessments and Job Task Analysis prior to the return;
- Monitoring and evaluation processes need to be in place;
- The work must exist and be meaningful;
- There must be no reduction in wages or benefits;
- The primary medical practitioner should have the final say and be responsible for determining the duration of the work assignment.

## 12. Legal Issues

In the workers' own words:

- *The Board isn't following the Act;*
- *WCB's spending too much money on legal challenges to limit compensation;*
- *No education is available on the legal issues;*
- *Injured workers do not have the right to sue for injuries and diseases that the Board doesn't pay for, like stress and RSI.*

Language in the Act should be changed:

- Amend 39(a) to read "other than the employer of the injured worker"
- Amend section 44 to read "against the workers employer"
- Stronger language should be adopted to ensure that the Act and policies are followed
- To ensure that the "benefit of the doubt" lies with the worker
- To set up a legal assistance fund paid for by the board and made available to injured workers and their advocates.
- Section 51.1 of the Act should be removed.

## 13. Accountability Issues

In the workers' own words:

- *Lies from the boss;*
- *Accountability is the biggest problem because no one there [WCB] accepts responsibility;*
- *Accountability of employer and labour representatives isn't clear;*
- *There's intimidation;*
- *It's a dysfunctional Board.*

For purposes of financial accountability, the Safety Grant programs must be stopped. There is no evidence that the money is consistently going towards the intended purpose, and no evidence that the program is successful in lowering the incidence of accidents.

The role of the Minister of Labour and the Government needs to be clearly defined and monitored. Additionally, there need to be clear accountability rules regarding the roles played by employers, WCB-funded safety associations, and Board members (including the business and labour representatives and the Chair).

We need a larger Board with 2 employer representatives and 2 worker representatives, plus the Board Chair. This expansion would allow the Board to separate administrative functions from appeal functions, thus allowing the Board to become a much more effective body. What we certainly do not need are seats added for medical and 'citizen' representatives.

#### **14. Exclusions**

We call on the Review Committee to make a comprehensive and exhaustive examination of the list of exclusions from the Act contained in the 'Exclusion Regulations' with a view to recommending elimination of these exclusions.

We are of the view that there should be no exclusions of any worker from coverage and protection under the Worker's Compensation Act. Further, it is not acceptable that for any occupation or workplace compliance and coverage under this Act should be at the discretion of an employer.

All workers need to be covered by Workers' Compensation.

## **15. Summary of Recommendations**

1. The COR strongly urge the WCB to retain the Meredith Principles as the foundation of our workers' Compensation system.
2. Significantly expand WCB-funded accident prevention programming delivered by the Occupational Health and Safety Branch in cooperation with the Saskatchewan Federation of Labour.
3. Establish a true Occupational Health and Safety Centre, modeled on the Manitoba centre and funded by the WCB.
4. Fund the SFL to produce a "How to Surf the WCB System" tool kit.
5. Improve the guidelines on adjudicating cumulative trauma.
6. Set specific deadlines for the various steps in claims processing.
7. Fine employers who do not comply with deadlines.
8. Exert pressure on Doctors who do not comply with deadlines.
9. Increase the number of staff positions at the Workers' Advocate Office.
10. Increase the budget for technology improvements at the Workers' Advocate Office.
11. Establish a WCB-funded Workers' Help Centre that operates in a fashion similar to the Unemployed Workers' Help Centre.
12. Release copies of all internal policies, plus full documentation (including advance disclosure of who is sitting on the appeal panel) to the worker when requested.

13. Allow a worker representative at every level of the appeal process.
14. Increase the maximum compensation rate to 200% of the Average Industrial Wage.
15. Make payment of compensation benefits more quickly.
16. Supply benefits pending appeals.
17. Eliminate overpayments that are caused by WCB error.
18. End deeming and progressive deeming.
19. End pro-rating for 'other than full-time' workers.
20. WCB pays CPP, EI and workplace pension contributions on behalf of the injured worker.
21. WCB pays for continued health & dental, sick leave, vacation leave, and pension contributions for injured workers.
22. Continue benefits while an injured worker is waiting for an MRI.
23. Return to pension options for the injured worker.
24. Transfer funding for WCB doctors to the OH&S Centre mentioned in recommendation 2.
25. Establish a clinic with specialists for occupational injuries and diseases.
26. Allow evidentiary reliance on workplace experts, just as for medical experts.

27. Request the Minister of Health to commission a study on the burden of workplace injuries on the healthcare system and on the taxpayer.
28. Bring rehabilitation services back into the public healthcare system.
29. Update vocational testing.
30. Increase training/retraining options for injured workers.
31. Enforce 'duty to accommodate' with employers.
32. Increase transparency by making public the standard practice/policy manual(s) used by CSRs.
33. Amend the Act to include a definition of 'light duty', and include a characterization of 'light duty' as being 'meaningful' work.
34. The Return to Work process includes, but is not limited to, the following components:
  - a) The process must be initiated by the worker;
  - b) Work assessments and a job task analysis are performed prior to the return;
  - c) Monitoring and evaluations processes are established and in place prior to the return;
  - d) The work must exist and be meaningful;
  - e) There must be no reduction in wages or benefits;
  - f) The primary medical practitioner has the final say and is responsible for determining the duration of the work assignment.
35. Language in the Act should be changed
  - a) Amend 39(a) to read "other than the employer of the injured worker"
  - b) Amend section 44 to read "against the workers employer"

- c) Stronger language should be adopted to ensure that the Act and policies are followed
- d) To ensure that the “benefit of the doubt” lies with the worker
- e) To set up a legal assistance fund paid for by the board and made available to injured workers and their advocates.
- f) Section 51.1 of the Act should be removed.

36. Cancel all SafetyGrant programs.

37. Clearly define and monitor the role of the Minister of Labour.

38. Create clear accountability rules regarding the roles played by employers, WCB-funded safety associations, and the Board (including Chair).

39. Expand the Board to include one additional representative each for employers and workers, limiting the expansion to those additions.

40. Separate the administrative functions from appeal functions when assigning Board Member responsibilities on the expanded Board.

41. Eliminate all exclusions from the Act.

**Addendum attached**

This presentation is respectfully submitted by the  
Saskatchewan Federation of Labour.

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