



**CSA  
Group**

**B701HB-18**

# **Helping worker-carers in your organization**



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# Preface

This is the first edition of CSA B701HB, *Helping worker-carers in your organization*. This Handbook has been developed to support the implementation of CSA B701, *Carer-inclusive and accommodating organizations*.

CSA Group gratefully acknowledges the valuable work of Dr. Allison Williams, Dr. Amin Yazdani, and Ashleigh Patterson, the authors of this Handbook.

**Notes:**

- 1) *Use of the singular does not exclude the plural (and vice versa) when the sense allows.*
- 2) *Although the intended primary application of this Handbook is stated in its introduction, it is important to note that it remains the responsibility of the users of the Handbook to judge its suitability for their particular purpose.*
- 3) *All enquiries regarding this Handbook should be addressed to CSA Group, 178 Rexdale Blvd., Toronto, Ontario, Canada M9W 1R3.*

# ***B701HB-18***

## ***Helping worker-carers in your organization***

### **An Implementation Guide to the CSA Group Standard on carer-inclusive and accommodating organizations**

#### **Introduction**

There are more than 5.6 million employees in Canada, representing approximately 35% of the workforce, with adult/elder caregiving responsibilities. Lack of workplace support can result in these individuals, also known as worker-carers, leaving the workforce, missing work days, taking early retirement, and experiencing reduced productivity. These costs to employers can be avoided.

Given that all workplaces are affected by the demands placed upon worker-carers and the changing nature of carer responsibilities (e.g., fewer publicly provided community services, a growing number of male caregivers), it is incumbent upon Canadian workplaces to implement carer-inclusive and accommodating workplace practices. In many jurisdictions, this is also a legal requirement. Doing so provides many advantages for worker-carers and the employer, particularly given skilled labour shortages.

This Handbook assists organizations in implementing a comprehensive carer-inclusive and accommodating program including:

- Establishing the roles of senior management
- Engaging workers
- Setting policy
- Understanding and incorporating legal, social, and ethical requirements
- Reviewing internal practices
- Identifying gaps and barriers
- Training and communicating
- Providing accommodation and an emergency response plan
- Monitoring and measuring progress
- Performing audits, management reviews, and continual improvement

#### **How to use this Handbook**

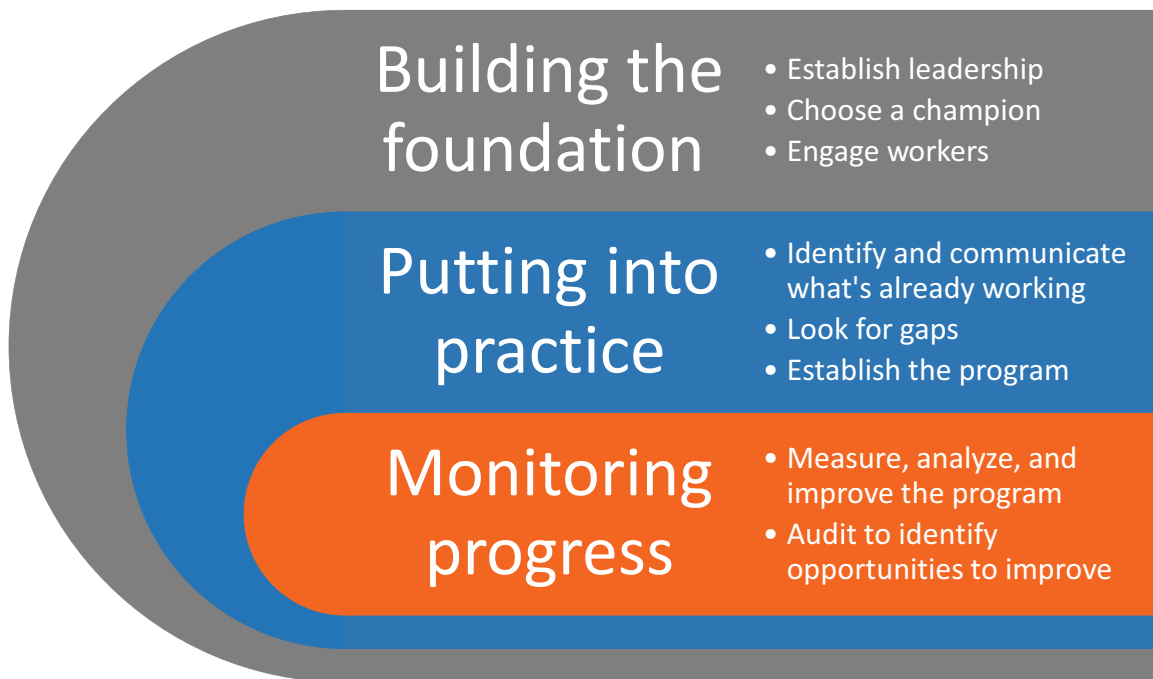
This Handbook is intended to be used along with the CSA Group Standard for carer-inclusive and accommodating organizations. These two documents work together to help organizations create carer-friendly workplace environments. The Canadian Standard, CSA B701, entitled *Carer-inclusive and accommodating organizations*, is available in English and French at [shop.csa.ca](http://shop.csa.ca).

This Handbook was developed to help organizations and individuals understand where to begin the process of creating a carer-friendly workplace and how to move their organization through the initial planning stages to full implementation.

In this Handbook, a clause from CSA B701 will be in blue text box, followed by a list of actions to be taken.

This Handbook is divided into three main chapters, as follows, with a fourth chapter covering additional resources:

**Figure 1**  
**Main chapters of the Handbook**



## Chapter 1 — Building the foundation

### **Establishing organizational leadership, commitment, and support (Clause 4.2)**

Senior management leadership, commitment, and support are essential to the successful development and implementation of a strong carer-work program in your organization. Leadership at all levels across the organization can play a pivotal role. Leadership can be found within senior management, human resources, occupational health, front-line management, worker representatives, and union representatives. All leaders should actively work to support, encourage, and engage all stakeholders at all stages and decision points during implementation of the Standard.

## 4.2 Senior management commitment, support, and leadership

Senior management (or the owner) shall commit to the principles of an organizational program that supports, accommodates, and includes worker-carers while providing the required leadership to implement this Standard. Senior management shall

- a) oversee the program implementation;
- b) provide human and financial resources required to implement and maintain the program;
- c) define and communicate the roles and responsibilities of internal stakeholders;
- d) develop and implement appropriate carer-inclusive and accommodating organizational policies;
- e) develop and implement measurable objectives and targets related to this Standard;
- f) ensure worker participation and consultation in all aspects of this Standard;
- g) promote the program;
- h) monitor the execution and ongoing sustainability of the program;
- i) review the progress and performance of this Standard with respect to
  - i) carer's outcomes (e.g., health, quality of life, work satisfaction); and
  - ii) work culture outcomes;
- j) regularly review the organization's progress and performance in implementing this Standard;
- k) oversee the continuous improvement of the organization's adoption of this Standard;
- l) assign responsibility for any or all of the above to an appointed champion or designate, such as a human resource director, standing committee (e.g., health and safety committee), or separate team established to be accountable for this Standard;
- m) assume overall responsibility for the program;
- n) encourage all workers to promote this Standard; and
- o) enable all workers to be engaged with and provide feedback on their experiences, suggestions on improvements, and ideas for enhancements.

### Action Item #1: Senior management to support the implementation and maintenance of the Standard

#### How to do it:

Senior management needs to be involved in every step of the process. They should:

- Make sure that there are enough human and financial resources committed to the program
- Assign a champion with full authority (e.g., human resource manager, health and safety manager/ coordinator) to manage the implementation and maintenance of the program
- Decide who will be involved and how
- Oversee the creation, promotion, and the implementation of policies, objectives, and targets to make the organization more inclusive of carers
- Facilitate worker involvement in the creation and implementation of those policies
- Track how well the policies are meeting the requirements of the Standard as well as your organization's objectives and targets by regularly checking in on worker-carers and your workplace culture

#### Engaging workers in the process (Clause 4.3)

In the process of considering approaches to establishing a carer-inclusive and accommodating program, it is important to understand the value of engaging employees in discussing and developing those approaches. Engaging includes listening to worker feedback and responding to that feedback. Involvement in decision-making processes can increase a worker's motivation and commitment to contribute to a worker-carer organizational environment.

In the Standard, there is a requirement for worker engagement in all stages of the carer program's design, development, and implementation. Specifically, there are engagement requirements for the