

PUBLIC WORKS AND GOVERNMENT SERVICES CANADA
ENVIRONMENT, HEALTH AND SAFETY TRAINING

ACTION PLAN FOR IMPLEMENTATION OF THE EVALUATION STRATEGY
2003-03-25

September 2003

INTRODUCTION

The following action plan has been developed from the PWGSC Environment, Health and Safety - Evaluation Framework Report (2003-03-25). This document develops sixteen questions which need to be answered in order to evaluate the success and effectiveness of training activities within the area of environment, health and safety. The action plan has been developed in consultation with the Director, Corporate Environment, Health and Safety.

This action plan treats each of these sixteen questions as a recommendation based upon "best practices". The following questions have been asked:

- What actions are necessary for implementation of the recommendation?
- Who will be responsible for implementation?
- What will be the indicators of success?
- When will the action be implemented?

The recommendations contained in the action plan are also presented in a time line format.

During implementation of the action plan, reference should be made to the data/methodology suggestions contained in the original Audit and Ethics Study (see p.29 of Audit and Ethics report for crosswalk of questions with proposed data collection methodologies). It is also recommended that implementation of this action plan be centrally coordinated to ensure maximum efficiency.

Recommendation	Action Plan	Implementation Timetable	Indicators
<p>1. Determine whether the EHS training program is appropriate in terms of :</p> <ul style="list-style-type: none"> a) accessibility, b) currency, c) relevancy, d) the use of qualified instructors, e) delivery mechanisms and f) pedagogical tools 	<p>1(a) Work place health and safety committees/representatives to review training records for individual employees to ensure they have access to all required training. This is to be tracked by Corporate EHS and reported annually to regional and national health and safety committees</p> <p>National Health and Safety Committee to initiate a program to ensure all PWGSC EHS training is entered into the ITS (integrated training system) to create EHS profiles (training needed vs training received) for all employees</p> <p>1(b) Corporate EHS to ensure all PWGSC EHS training is in accordance with regulatory requirements and industry best practices</p>	<p>Initiate review before January 31, 2004 and annually thereafter</p> <p>Initiate program before March 31, 2004</p> <p>Ongoing</p> <p>Review all training modules before March 31, 2004 and annually thereafter</p>	<p>Minutes of work place committee meetings</p> <p>Reports from health and safety representatives</p> <p>Course participation statistics</p> <p>Reports to regional and national health and safety committees</p> <p>ITS is kept current and EHS profiles are created</p> <p>Training is reviewed annually</p>

Recommendation	Action Plan	Implementation Timetable	Indicators
<p>2. Determine whether EHS clients and stakeholders are satisfied with the level & quality of the training program</p>	<p>1 (c) (d) Corporate EHS to review all PWGSC EHS training to ensure it is relevant to the needs of the department and only qualified instructors are used</p>	<p>Initiate review before March 31, 2004 Ongoing review of evaluations</p>	<p>Ratings of course content by participants Ratings of instructors by participants and by CEHS management</p>
	<p>1(e) (f) Corporate EHS in collaboration with HRB/OPAL to ensure all PWGSC EHS training is appropriate in terms of delivery mechanisms and pedagogical tools</p>	<p>Initiate collaboration before December 31, 2003 with final report by March 31, 2004 Ongoing annual review and report</p>	<p>Responsibility for delivery mechanisms and pedagogical tools is clarified Annual review and report to the National Health and Safety Committee</p>
<p>2. Determine whether EHS clients and stakeholders are satisfied with the level & quality of the training program</p>	<p>Corporate EHS to consult with stakeholders (OHS training sub committee members, managers, trainees) across the Department using interviews or focus groups conducted by a neutral third party (outside of PWGSC)</p>	<p>Initiate consultation before December 31, 2004 with final report by March 11, 2005 Repeat process every 5 years</p>	<p>Majority of stakeholders express satisfaction with training</p>

<i>Recommendation</i>	<i>Action Plan</i>	<i>Implementation Timetable</i>	<i>Indicators</i>
<p>3. Determine whether EHS training has the appropriate levels and kinds of support required to deliver operational and corporate training</p>	<p>Director General SSES in consultation with Director CEHS and Regional Managers EHS to submit an annual report to the National Health and Safety Committee outlining whether annual training plans (goals) have been met</p> <p>OHS training sub-committee to review this report and make recommendations to the National Health and Safety Committee re: budgets, gaps in support data collection</p>	<p>Submit initial report before March 31, 2004</p> <p>Ongoing annual reports</p> <p>Submit initial recommendations before May 1, 2004</p> <p>Ongoing annual reports</p>	<p>Report is submitted each fiscal year</p> <p>Recommendations are submitted to the National Health and Safety Committee</p>

<i>Recommendation</i>	<i>Action Plan</i>	<i>Implementation Timetable</i>	<i>Indicators</i>
<p>4. Determine whether PWGSC's EHS training meets the legislated requirements under CLC Part II</p>	<p>Director CEHS to initiate a review of all corporate and operational EHS training to determine whether legislated requirements are being met in regards to course content and number of employees receiving training. This review to be included in annual report to National Health and Safety Committee</p>	<p>Initiate review before June 25, 2004 with final report by December 31, 2004</p> <p>Report to NHSC before January 31, 2005</p> <p>Ongoing annual review and report</p>	<p>High correlation between training content and regulatory requirements</p> <p>Percentage of employees who have received the required training</p> <p>HRDC enforcement actions</p> <p>Number of hazardous occurrences where lack of training is a factor</p> <p>Web site is kept current</p>
	<p>Director CEHS to make this information available on the CEHS web site for inclusion in annual safety action plans</p>	<p>Post information on web site by April 29, 2005</p> <p>Ongoing</p>	

<i>Recommendation</i>	<i>Action Plan</i>	<i>Implementation Timetable</i>	<i>Indicators</i>
<p>5. Determine whether PWGSC's EHS training meets organizational EHS needs</p>	<p>Director CEHS to initiate a review of all corporate and operational EHS training to determine whether organizational needs are being met in regards to content and number of employees receiving training. This information to be reported to the National Health and Safety Committee</p>	<p>Initiate review before June 30, 2004 with final report by December 31, 2004</p> <p>Ongoing annual review and report</p>	<p>High correlation between training needs identified and courses offered</p> <p>Percentage of employees who have received the required training</p> <p>Number of hazardous occurrences where lack of training is a factor</p> <p>Report to NHSC</p>

<i>Recommendation</i>	<i>Action Plan</i>	<i>Implementation Timetable</i>	<i>Indicators</i>
	<p>Director CEHS to make this information available on the CEHS web site for inclusion in annual safety action plans</p>	<p>Post information on web site by April 29, 2005 Ongoing</p>	<p>Web site is kept current</p>
<p>6. Determine whether EHS training supports and contributes to the achievement of the overall goals of the EHS program</p>	<p>Corporate EHS to consult with stakeholders (H & S committee members, H & S representatives, senior managers, unions) across the Department using interviews or focus groups conducted by a neutral third party (outside of PWGSC)</p>	<p>Initiate consultation before December 31, 2004 with final report by March 11, 2005 Repeat process every 3 years</p>	<p>Majority of stakeholders agree EHS training contributes to the overall EHS goals EHS training is a prominent feature of the CEHS Plans and Priorities 2004 - 2007 document</p>

<i>Recommendation</i>	<i>Action Plan</i>	<i>Implementation Timetable</i>	<i>Indicators</i>
<p>7. Determine whether PWGSC employees have and retain the knowledge to work in a manner that safeguards themselves and their co-workers</p>	<p>National Health and Safety Committee to initiate a program in which employees who have received EHS training will be regularly assessed on their knowledge retention as part of the performance appraisal process</p>	<p>Initiate program prior to June 1, 2004 Ensure assessment criteria to be in place by December 30, 2005</p>	<p>Employees are capable of demonstrating knowledge acquired through EHS training Assessment criteria are developed</p>
<p>8. Determine whether employees apply the EHS training in their daily work activities</p>	<p>Director CEHS to initiate a program of post EHS training monitoring using qualified staff to conduct assessments within target groups and at specific work sites where EHS training has been delivered</p>	<p>Initiate assessments prior to March 31, 2004 Ongoing</p>	<p>High percentage of employees apply knowledge and skills acquired during EHS training Assessment tool is developed</p>

<i>Recommendation</i>	<i>Action Plan</i>	<i>Implementation Timetable</i>	<i>Indicators</i>
<p>9. Determine whether managers and Health and Safety committee members within the Department actively support the EHS program</p>	<p>Director General SSES to initiate arm's length internal review to report on management support for EHS program</p>	<p>Initiate review before September 30, 2004 Ensure review is completed by December 31, 2004 Repeat process in 5 years</p>	<p>Review is initiated Employee perceptions of managers and Health and Safety committees</p>
	<p>Director CEHS to allocate sufficient resources to "Safety Committee Liaison" in order to track individual committee activities and support for EHS program</p>	<p>Allocate resources before December 31, 2003 Ongoing annual review</p>	<p>Minutes of meetings Management participation Committee members and employees who have the required EHS training</p>
<p>10. Determine whether the governance structure supports the EHS training program objectives</p>	<p>Director General SSES to initiate arm's length internal review to report on roles, responsibilities and accountabilities for EHS training including the relationship between HRB and CEHS</p>	<p>Initiate review before March 31, 2004 Ensure review is completed by June 1, 2004</p>	<p>Review is initiated</p>

Recommendation	Action Plan	Implementation Timetable	Indicators
<p>11. Determine whether partners are involved as intended with regard to EHS training (internal and external)</p>	<p>National Health and Safety Committee to initiate consultation with stakeholders (committee members, senior managers, unions, key professional staff) across the Department using interviews or focus groups conducted by a neutral third party</p>	<p>Initiate consultation before March 31, 2004 with final report by June 1, 2004 Repeat process every 3 years</p>	<p>Majority of stakeholders feel internal and external partners are involved as intended</p>
<p>12. Determine whether EHS training has contributed to reduced organizational risk for health and safety within the work environment</p>	<p>Corporate EHS to ensure all PWGSC EHS training is tracked by the departmental SMIS for comparison to hazardous occurrence reporting and workers' compensation costs</p>	<p>Initiate tracking before March 31, 2004</p>	<p>Reduction in number and severity of hazardous occurrences Reduction in workers' compensation costs</p>
	<p>Director CEHS, in consultation with Regional Managers EHS, to submit an annual report to the National Health and Safety Committee describing whether EHS training has contributed to reduce organizational risk for health and safety within the work environment</p>	<p>Submit initial report before March 31, 2004 Ongoing annual reports</p>	<p>Report is submitted each fiscal year</p>

<i>Recommendation</i>	<i>Action Plan</i>	<i>Implementation Timetable</i>	<i>Indicators</i>
<p>13. Determine whether EHS training has contributed to EHS being perceived as a corporate value within PWGSC</p>	<p>Director CEHS to initiate a program of post EHS training monitoring using qualified staff to conduct assessments within target groups and at specific work sites where EHS training has been delivered</p>	<p>Initiate assessments before March 31, 2004 Ongoing</p>	<p>High percentage of employees feel that EHS is a core PWGSC value as a result of having received EHS training Internal publications and communications</p>
<p>14. Determine whether there have been any unintended outcomes or impacts as a result of an EHS training component</p>	<p>National Health and Safety Committee to initiate review of operational plans within the Department Network of health and safety committees/representatives (National, Regional and Work place) to consult with stakeholders (senior managers, operational managers, unions) across the Department using interviews or focus groups</p>	<p>Initiate review before June 1, 2004 with final report by September 10, 2004 Repeat process every 3 years Initiate consultation before September 10, 2004 with final report by December 31, 2004 Repeat process every 3 years</p>	<p>Operational plans demonstrate a commitment to EHS Stakeholder examples of unintended outcomes or impacts</p>

<i>Recommendation</i>	<i>Action Plan</i>	<i>Implementation Timetable</i>	<i>Indicators</i>
15. Determine whether EHS training could be provided in a more cost-effective manner	Director CEHS to initiate study of EHS training costs in other departments to determine whether PWGSC training could be provided in a more cost effective manner	Initiate study before June 30, 2004 with final report by September 10, 2004	Study is initiated EHS training costs are comparable to similar organizations
16. Determine whether EHS training has been effectively managed	National Health and Safety Committee to consult with stakeholders (H & S committee members, H & S representatives, senior managers, unions) across the Department using interviews or focus groups	Initiate consultation before September 30, 2004 with final report by December 31, 2004 Repeat process every 3 years	Majority of stakeholders agree EHS training is well managed