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Executive Summary

In 2013, the U.S. Department of the Interior's (DOI) Office of Safety and Health conducted a review of the Bureau of Reclamation's Safety and Occupational Health (SOH) Program and identified numerous areas for safety improvements across the agency.

In 2014, Reclamation initiated a SOH Action Plan (Plan) Team to develop a strategy for addressing DOI's concerns and for establishing a vital, proactive, and collaborative safety culture. As part of the Plan, the team suggested the creation of 21 interdependent safety action teams to provide specific recommendations to the Reclamation Leadership Team (RLT) regarding how to move forward expeditiously and effectively.

Safety Action Team #17 (Team) was established for the purpose to strengthen the safety culture and awareness, developing a safety orientation for all employees, and delivering a consistent training system to Reclamation that allows flexible product delivery.

The effective management of safety training is part of the ongoing process improvement cycle of the American National Standards Institute Standard Z10, Occupational Health and Safety Management Systems.

The Team evaluated existing individual office/facility safety training programs as it developed Reclamation-wide Safety Training 101 (RST) content, which is consistent with Reclamation vision and culture. This training will not replace other job specific safety trainings.

The Team evaluated delivery methods for RST and developed products in order to reach as many employees in various offices and/or field settings. The Team established a safety checklist for managers and supervisors to review with new employees, RST, revisions to the Reclamation Safety and Health Standards (RSHS), and developed evaluation methods and metrics to gauge effectiveness of the training.

Team 17 consists of the following members:

- Thomas Luebke – Executive Sponsor
- Mike Bradford – Team Lead, GP Region
- Maria Germain – LC Region
- Debi Blake – MP Region
- Denise Arbuckle – MP Region
- Troy Steadman – Denver/Washington
- Lesa Stark – PN Region
- Jeff Smith – LC Region
- George Girgis – Technical Service Center
- Brian Wagner – UC Region
- Katie Swinn – LC Region

Objectives

The objectives of the Team are to strengthen the safety culture, maintain safety awareness, emphasize Reclamation's commitment to safety, and communicate the safety vision.

Background

As the Team evaluated existing individual office/facility safety training programs, the Team discovered that Reclamation is not utilizing consistent safety training throughout the regions. Therefore, the Team investigated several methods to develop and deliver consistent safety training, which included external sources (SkillSoft, Guidespark, and DuPont) and internal sources (Reclamation developed in each region).

The Team considered the following criteria in determining how RST is developed:

- Cost
- Timeliness for final product
- Timeliness for edits/revisions
- Ownership of the content
- Visual Identity
- Continuous revisions, edits, and new content
- 508 Compliance
- Tracking and metrics
- Multiple delivery methods

Using the criteria above, the Team concluded that it already had the talent and resources within Reclamation to develop the safety training. The team also collaborated with several different Safety Action Teams throughout the process.

The Team also developed a checklist for supervisors to engage in a safety discussion with their employees. The checklist contains the basic requirements needed for all employees, and allows supervisors to add job specific safety training requirements.

Deliverables

The Team will deliver the following products:

- Safety checklist for supervisors that covers the basic safety awareness components that can be used to facilitate a one-on-one discussion with current employees and all new employees thereafter
- RST content, which can be presented in instructor-led classes or online for all new employees and an annual safety training course for existing employees; training will be tracked in DOI Learn

- Recommendations to revise the RSHS Section 2 to ensure consistency between the RSHS and the RST
- Recommendations for evaluation methods and metrics to measure RST effectiveness

Recommendations

Implementation Plan

All employees will be required to take RST annually. When the training is implemented, it will need to be completed by all Reclamation employees within 90 days. New employees will have 30 days from their start date to complete the training. Each employee will take a test after completing the course in DOI Learn for tracking purposes.

Upon course completion, a survey will be sent to each employee to allow for employee feedback. This feedback is intended to aid in course development and continuous improvement.

Supervisors are responsible for reviewing the contents of the RST checklist (Checklist) with each employee. Supervisors and employees will certify in DOI Learn that they have reviewed the Checklist.

In order to ensure accountability, RST will be managed in the following manner:

Security, Safety, and Law Enforcement (SSLE): shall administer new safety initiatives, by reviewing program effectiveness and goals to ensure continuous improvement. A memorandum shall be sent to all employees informing them of the RST requirements.

The Director of SSLE shall report to the Commissioner's Office regarding the status of this safety initiative annually by generating reports from DOI Learn.

SSLE shall send surveys to employees who have completed the training.

SSLE shall provide budget and resources for continuous training improvement.

Regional/Denver Directors: shall ensure that all managers and supervisors have taken RST annually and have completed the Checklist with their employees.

Manager/Supervisor: shall ensure that all their employees receive RST annually and have completed the Checklist.

Employees: shall ensure that they receive RST annually and that the Checklist is completed.

DOI Learn Data Steward: shall ensure that RST is assigned to all employees in DOI Learn.

Timeline:

- September 2015 - Submit final report
- October 2015 – Implementation Team Formed
- TBD - Beta testing
- TBD - Train the Trainer Courses Offered
- TBD - Ownership is passed from Implementation Team to SSLE
- TBD - Launch Training
- TBD - Training Due
- TBD - Survey results compiled and reviewed

Provide RST

RST consists of 8 training modules. The modules will consist of the following topics:

- Module 1
 - Reclamation Safety vision
- Module 2
 - Policies
 - Roles and Responsibilities
- Module 3
 - Training Requirements
- Module 4
 - Risk Identification
 - Hazard Recognition and Awareness
 - Working Environment
 - Job Hazard Analysis
 - Personal Protective Equipment
- Module 5
 - Vehicle and Equipment Operations
- Module 6
 - Reporting
- Module 7
 - Tools and Resources
- Module 8
 - What's Next?

Update Material

RST modules will be reviewed annually to ensure content is current, relevant, and processes are continually improved. In addition, SSLE will provide resources for continuous course development.

Content will be accessible via Reclamation's SSLE Safety intranet site.

Train the Trainer

All instructors of the instructor-led training will take a “train the trainer” class sponsored by the Implementation team. The class will consist of basic presentation skills training and then focus on how to effectively present course modules.

Evaluate Beta Testing Survey Results

- Reclamation Safety Council members, the Partnership Council, other Safety Team Leads, and a cross section of Area Managers, Resource Managers, Facility Managers, employees, and supervisors from all regions will participate in the beta testing
- The purpose of the survey is to gauge the accuracy, quality, and effectiveness of the training and to make any corrections or improvements before the training is sent to all employees

Evaluate Survey Results from the RST

- Will be sent out immediately following the initial training deadline and again quarterly thereafter
- The purpose of the survey is to assess:
 - Quality
 - Effectiveness
 - Continuous Improvement

Evaluate DOI Learn Reports

Reports analyzed by SSLE from DOI Learn:

- Report one will indicate who has and has not completed RST
- Report two will indicate supervisors have reviewed the Checklist with their employees
- Report three will indicate employees have discussed the Checklist with their supervisors