

PacifiCorp Proposal

# Wallerich Safety Program

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S T A T E M E N T O F W O R K



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REV: 8/13/07

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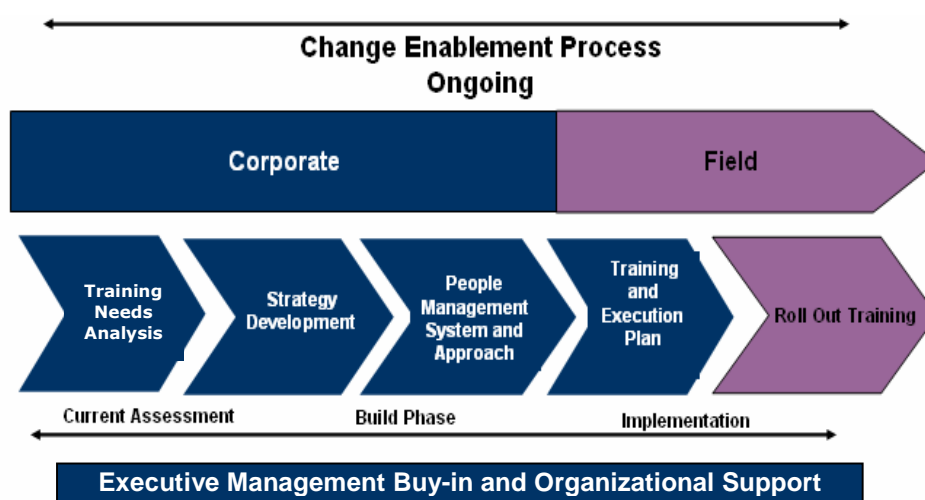
# Project Introduction

## Program Strategy

This document describes the proposed Wallerich Safety Education Program (SEP): scope, objectives, assumptions, instructional approach, training products, training logistics, estimated training time, evaluation strategy, delivery strategy, faculty preparation strategy, post implementation support strategy, and review/sign-off process.


The success of safety programs within an organization is dependent upon the extent to which the organization's structure and processes are prepared to integrate the safety procedures and processes. This proposal describes a multi-tiered, pragmatic approach for creating a Culture of Safety throughout the organization at the behavioral level and at the perceptual level.

Like all organizations, The Wallerich Company, Inc has diverse interests with multiple levels of accountability and management. This brings unique challenges to implementing an organizational wide program of safety training. Chief among those challenges are consistency of both message and instruction, distribution of training material and buy-in from the employees. In order to meet these challenges a strategy that involves multiple learning paradigms and cross-departmental collaboration is recommended. To facilitate the change within the organization we recommend a Change Enablement model (seen below).



## ***Safety Education Program (SEP) Objectives***

The following SEP objectives are listed to describe the overarching purpose and methods that are recommended in this statement of work;

- Develop a training strategy and approach that is based on a detailed understanding of the end users to be trained and the changes that they will face
- Provide end users with training, documentation, and support tools that educates them on how to perform their jobs safely
- Coordinate training with the overall project communications and change efforts with the Corporate Communications and Marketing departments
- Coordinate training with the safety performance improvement recognition and reward program to be implemented by Human Resources department
- Provide concrete examples, through both simulations and hands-on environments, that the learner can relate to their everyday job
- Develop a high level taxonomy that can be used throughout the organization to communicate the importance of safety for the individual, their peers, the organization and the community in which they live
- Incorporate a concept of training that stresses a mentality of safety where each employee is encouraged to know it, live it and share it
- Provide multiple methods of content delivery to ensure the broadest possible opportunities for learning
- Stress computer based learning through the Learning Management System (LMS) at  site training facilities to enable ongoing safety training and periodic reinforcement of safety practices

## ***Program Learning Objectives***

Based on level of content detail determined appropriate for a given learning domain, upon completion of this training, participants will be able to:

- Given a job task the learner will recognize and eliminate, or reduce, occupational safety and health hazards in their working units.
- For the appropriate work domain, the learner will describe the basic safety practices and procedures
- For the appropriate work domain, the learner will identify the most common safety violations and their possible effects
- Given a job task, the learner will demonstrate all safety practices and procedures required for completion of said task
- Provided a non-example of safety practices within the appropriate work domain, the learner will identify the error and demonstrate the correct safety practice
- Identify the positive and negative consequences of following correct safety rules and guidelines has to themselves, their peers, the organization and the community
- Understand the practical implementation of:
  - Know it – know the safety guidelines
  - Live it – put the safety guidelines into practice
  - Share it – be committed to helping others know and practice proper safety in the workplace

# Training Needs Analysis

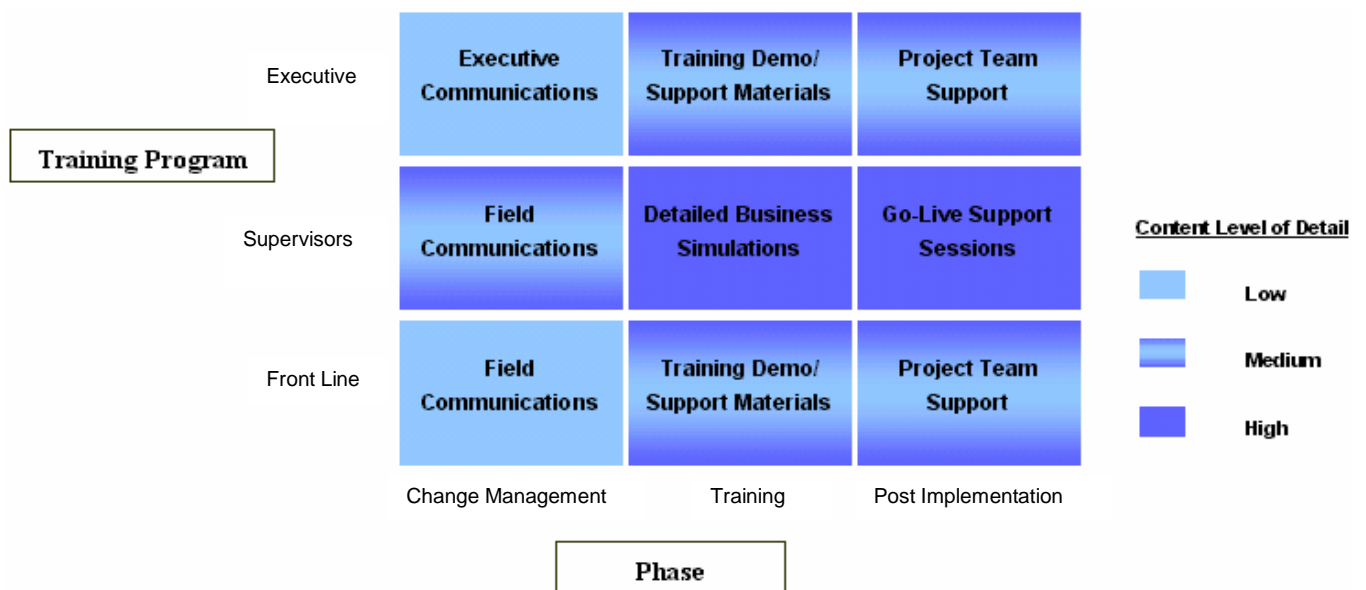
## *Competency Model & Initial Gap Closure*

Major Activities	Deliverables/Outcomes
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Understand Current and Future Status of Safety Program:	
<ul style="list-style-type: none"> <li>Conduct interviews with key stakeholders and leaders to define job requirements and perform skills analysis</li> </ul>	<ul style="list-style-type: none"> <li>Interview questions outline</li> </ul>
<ul style="list-style-type: none"> <li>Prepare and distribute assessment survey both in hard copy and online form to maximize potential exposure</li> </ul>	<ul style="list-style-type: none"> <li>Interview/Site visit scheduled</li> <li>Mass email campaign to introduce SEP</li> </ul>
<ul style="list-style-type: none"> <li>Analyze and discuss current business plans</li> </ul>	<ul style="list-style-type: none"> <li>Survey development, distribution, and findings</li> </ul>
<ul style="list-style-type: none"> <li>Observe and review current operations</li> </ul>	<ul style="list-style-type: none"> <li>Detailed job requirements and skills for each position</li> </ul>
<ul style="list-style-type: none"> <li>Conduct future direction brainstorming sessions</li> </ul>	<ul style="list-style-type: none"> <li>Current and future safety competencies matrix by position and level</li> </ul>
<ul style="list-style-type: none"> <li>Determine which gaps will be filled via in-house developed training programs and vendor provided training programs</li> </ul>	<ul style="list-style-type: none"> <li>Plan that identifies which safety training gaps will be filled in-house and/or vendor provided offering</li> </ul>
<ul style="list-style-type: none"> <li>Identify project success factors and possible obstacles for success</li> </ul>	<ul style="list-style-type: none"> <li>External vendors identified</li> </ul>
<ul style="list-style-type: none"> <li>Communicate course catalog and training offerings to participants</li> </ul>	<ul style="list-style-type: none"> <li>Project success factors and implementation obstacles identified and documented</li> </ul>
	<ul style="list-style-type: none"> <li>Communications regarding the training catalog and required courses</li> </ul>
	<ul style="list-style-type: none"> <li>Blueprint for Web-based course catalog</li> </ul>

<b>Understand the Following Current Competency-Addressing Programs:</b>	
<ul style="list-style-type: none"> <li>• Training curriculum and course offerings</li> </ul>	<ul style="list-style-type: none"> <li>• Current state competency development programs mapped to competency matrix</li> </ul>
<ul style="list-style-type: none"> <li>• On-the-job training programs</li> </ul>	<ul style="list-style-type: none"> <li>• Gap analysis of current skills, competency, and training needs</li> </ul>
<ul style="list-style-type: none"> <li>• Non-production development labs</li> </ul>	<ul style="list-style-type: none"> <li>• Initial foundation for sourcing course content of various formats:</li> </ul>
<ul style="list-style-type: none"> <li>• Mentoring arrangements</li> </ul>	<ul style="list-style-type: none"> <li>– online</li> </ul>
<ul style="list-style-type: none"> <li>• Vendor provided training offerings</li> </ul>	<ul style="list-style-type: none"> <li>– classroom</li> </ul>
	<ul style="list-style-type: none"> <li>– webcast</li> </ul>
	<ul style="list-style-type: none"> <li>– other</li> </ul>

# Training Strategy/Approach



## Target Audience

- All Wallerich employees
- Four Production Facilities and Headquarters.
- Location specific information that still needs to be determined for planning of the SEP implementation:
  - Largest group of end users in a facility
  - Smallest number of end users in a facility
  - Average number of individuals at a facility

## ***Audiences by Category***

### **Executive Management**

- President, CFO
- Other senior executives
- Location specific General Managers

Generalized Learning Objectives	Delivery Method
Become aware of general safety practices and procedures in all Wallerich subsidiaries	Online course delivered through the LMS
Become aware of the operational value of a good safety record	Online course delivered through the LMS
Understand and articulate the “Culture of Safety” message using the appropriate taxonomy	Instructor led mini sessions to encourage practice, feedback and mentoring

### **Supervisors and Managers**

- Office Managers
- Assistant Managers
- Front Line Supervisors

Generalized Learning Objectives	Delivery Method
Become aware of specific safety practices and procedures for learner’s area of influence	Online course delivered through the LMS
Become aware of the operational value of a good safety record	Online course delivered through the LMS
Understand and articulate the “Culture of Safety” message using the appropriate taxonomy	Instructor led mini sessions to encourage practice, feedback and mentoring
Through case studies and simulations, be able to identify the implementation of necessary safety practices and procedures	Instructor led sessions grouped by subsidiary and location
Develop strategies for encouraging and rewarding	Online course delivered through the LMS, with

safety performance improvement	instructor led mini session review
Develop strategies for mentoring and coaching to encourage safety performance improvement	Online course delivered through the LMS, with instructor led mini session review

### Front Line Employees

There are many categories of front line employees working across the 4 production facilities that included, but are not limited to:

- Loggers
- Machinists
- Paper Manufacturers

Generalized Learning Objectives	Delivery Method
Through hands on practice and simulations, identify all of the necessary safety practices and procedures for a given job task	Instructor led sessions grouped by job type and location – the number of classes needed will depend upon the number of job tasks
Become aware of the operational value of a good safety record	Online course delivered through the LMS
Become aware of the process used for rewarding good safety performance	Online course delivered through the LMS, with instructor led mini session review
Become aware of the importance that following proper safety procedures has on self, peers, organization and community	Online course delivered through the LMS

### ***Educational Approach***

Training will be provided for each location and the various groups of employees through a blended approach. The blended approach will enable the SEP to reach each learning audience in a way most appropriate and effective for the learner and the training material. Executive training will be most focused on courses of a more general nature that are delivered through the LMS. While those on the front line will be more heavily involved in instructor led courses that focus on specific safety procedures and hands on

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practice. The supervisor level, which is an aggregate of the other two levels, will more equally employ all methods of content delivery. By utilizing the LMS and on site computer based training facilities within each location, the SEP will be centrally distributed to ensure accuracy and consistency while providing the broadest scope of delivery. Additionally, augmenting online courses with periodic instructor led sessions will encourage mentoring and knowledge sharing beyond what is available in an online context.

The goal for this delivery matrix is to minimize the disruption to normal operations while providing employees with the training that will ensure that the new processes and supporting technologies can be utilized. Training will:

- Reflect a combination of instructor led and activity-based training
- Be designed and delivered by role, e.g., “Logging, Paper Manufacturing, etc.”
- Enable participants to understand the “big picture” and how to use SEP and it’s supporting processes and best practices in the context of their day-to-day jobs
- Be scheduled to ensure that minimum disruption in each facility occurs
- Be delivered in a phased approach
- Utilize on-site, computer based training facilities

**Phase I Change Management & System Overview**– Introduce facility to SEP Team and prepare for introduction of the new safety initiative

- 2 days prior to Facility Implementation, Wallerich Team arrival
- Management Session (2hrs per session)
- Employee Sessions (1.5hrs per session)
- Corporate communication of SEP program and incentive system

**Phase II Safety Education Training**

Supervisors and above

- At the beginning of the program, overviews of essential safety training content
- Detailed operational goals, objectives and implementation guidelines

All Production Facilities (Logging, Paper and Packaging)

- Accident prevention and investigation
- Ergonomics with back injury prevention/safe lifting

- Fall protection
- Eye protection/safety
- Emergency and disaster preparedness
- Hearing conservation, respiratory protection and CPR, First Aid and AED training

#### All Wallerich Employees

- SEP Initiative Certification
- Overview of SEP incentive program

### **Phase III Post Implementation Support**

- One member of Implementation Team is available throughout the day at each facility for questions and calls regarding safety practices.
- One member of the Implementation Team assists with on the job audits of safety practices and reports findings to supervisors and SEP team.
- A Wallerich Safety Help Desk will be set up at the Head Quarters facility to answer inquires after implementation team departs the facility.
- Designate employees at each location to serve as “Safety Champions” to observe, reinforce and retrain other employees while on the job and provide feedback to ongoing SEP effectiveness

### ***Products***

Training end-products will be:

- User Procedures Manual: Describes the steps to use WALLERICH from a technical standpoint. Includes screen and field descriptions.
- Instructor Guide – Includes introduction to course, activity instructions, visuals, debrief guidelines, etc.)
- Participant Guide – Includes training structure, activity instructions, visuals, scenario descriptions, etc.)
- Training Job Aids – e.g., laminated card with instructions on how to perform tasks requiring extensive physical activity.
- Training Evaluations

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- Training Schedules for each facility
  - Online Learning Modules (see Appendix 3)

## ***Prerequisites***

The Wallerich Company has identified that all employees adhere to the United States' Department of Labor's Occupational Safety & Health Administration (OSHA) regulations and have received CPR and 1st aid training. An analysis will be conducted to verify the extent of each employee's safety training background via reporting from Wallerich's Learning Management System.

## ***Instructor Preparation***

To prepare instructors for their roles in the SEP initiative they will attend a 3-day preparatory session prior to the first facility implementation.

The session will focus on:

- Understanding the impacts of change for themselves and the participants
- Understanding instructor/presentation skills
- Understanding the necessary content to be able to deliver the various components of the Wallerich Safety Education Program implementation
- Understand training objectives and activities
- Practicing delivery of training modules

The Wallerich Safety Education Program will be rolled out to each facility through Implementation Teams. The Implementation Teams will have at least one Wallerich and one Virginia Tech representative. Possible trainers include:

### WALLERICH

- Designated Facility Champion
- Corporate Representative (i.e. Corporate Trainers and Managers)
- Experienced Front Line Workers (as nominated by management)

### Virginia Tech

- Travis Eschenmann
- Thomas Jeffrey

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## Post Training Support

### ***Post-Implementation Support Strategy***

The SEP team is committed to supporting the Safety Education Program initially and facilitating a smooth transition to the facilities. A Post-Implementation Strategy needs to be further defined, but should address the following:

- Wallerich Project Team (at least one member) will remain at each facility for one week after Go-live to monitor skills learned in training and application to the job
- Help Desk Support (Initially set up and run by the SEP team) will be available after SEP Implementation Teams departure of the facilities
- SEP implementation team will work with facility GM's to identify Safety Champions at each site. They will be responsible for monitoring safety protocol and accident reports.
- All training related material will be available upon request from facility supervisors, to conduct new hire training
- Training job aides will be available on the Wallerich Intranet and Learning Management System

### ***Review/Sign-off***

Reviewers will be responsible for providing feedback, input and sign-off

- Content sign-off – (Functional Team Leads, Wallerich Executive)
- Design sign-off (Lead Developer, Wallerich Executive)
- Final sign off - (Wallerich Executive)

### ***Educational Assumptions/Questions***

- Training sessions will need to be scheduled in 2 hour intervals to accommodate each facility's staffing needs.
- Facility supervisors will need to coordinate training schedule with implementation team at least two weeks prior to arrival
- All employees will be provided with the opportunity for training, during the time the implementation team is present at the designated facility.

- At a minimum, a Facility GM or Wallerich Executive will kick-off each facility implementation
- Wallerich implementation team will work with facility GM's to identify Super Users at each site. They will be responsible for new hire safety training (once Wallerich Safety project has been completed).
- Each location has a computer based training facility which is networked to headquarters and each employee is familiar with the on site computer training facility for that location.
- A learning management system is in place and accessible to deliver courses and monitor learner progress.

## Communications

The success of the launch of this program will rely heavily on the effectiveness of your communications. The corporate message must be that Wallerich is a “Culture of Safety.” That message invokes the idea that safety is not only important, but that it is embodied in Wallerich employees, divisions and communities. Ideally, each training course and segment would be introduced by an executive to reinforce the organization’s commitment to safety.

### *Sample Communication Plan*

Initiative/Key Message	Objective	Vehicle(s)	Timing	Audience	Creator	Sender
<b>Program Kick Off</b>						
Executive Message	Provide basis and emphasis for the new training initiative. Introduce “Culture of Safety” as organizational initiative.	Email, DVD or closed circuit TV in break room	4 weeks prior to launch frequency: 4X daily for video	All	HR	CEO
Executive Message	Provide overview of safety reward and recognition program.	Email, DVD or closed circuit TV in break room	2 weeks prior to launch, frequency: 4X daily for video	Supervisor, Front Line	HR	CFO, COO
<b>New Course</b>						

Announce						
New Course Creation	To communicate details about the upcoming course, timeline and related course details (i.e. content, learning objectives)	Email	One Week Prior to Go-Live	Facility GMs and Managers	SEP Team	SEP Team
New Course Offering	To communicate details about new course offering to include the purpose and benefits of the course	Email (via Corporate)	First day of Go-Live	All Wallerich Employees	SEP Team	Facility GMs
Post-GoLive						
Follow-Up						
SEP Program Follow-up	To remind all employees of the practices and benefits of applying SEP information to their daily jobs	Email	1 week after SEP Team departure	All Wallerich Employees	SEP Team	Facility GMs

## Incentive Program

Though training and communication are important, without worker buy-in the SEP may not be as effective as desired. As a component to the overall affect that building a “Culture of Safety” within Wallerich will have, the most tangible for those directly on the front line is the incentive to maintain a good safety record. Once an SEP Certification is obtained the employee will be responsible for adhering to the proper safety practices, and as a result be rewarded for their contribution to the ongoing safety record of your company. The primary goal of the incentive program is to focus on continued and long term safety performance. The incentive program will reinforce this goal through all levels of the organization through recognition and reward programs for the various levels of involvement.

## Sample Incentive Program

Level	Objective	1 <sup>st</sup> Quarter	1 <sup>st</sup> Quarter	1 <sup>st</sup> Quarter	1 <sup>st</sup> Quarter	Annual
<b>Front Line Employees</b>						
Year 1	Clean record of safety - no more than two (2) safety violation warnings, zero (0) safety violation citations	\$50	\$50	\$50	\$50	\$100 additional
Year 2	Clean record of safety - no more than two (2) safety violation warnings, zero (0) safety violation citations	\$75	\$75	\$75	\$75	\$150 additional
Year 3-5	Clean record of safety - no more than two (2) safety violation warnings, zero (0) safety violation citations	\$100	\$100	\$100	\$100	\$250 additional
<b>Supervisor</b>						
Year 1-4	Clean record of safety for facility - no more than two (10) safety violation warnings, two (2) safety violation citations	\$100	\$100	\$100	\$100	\$500 additional
Year 5+	Clean record of safety for facility - no more than two (10) safety violation warnings, two (2) safety violation citations	\$200	\$200	\$200	\$200	\$750 additional
<b>Executive</b>						
Yearly	Clean record of safety for all facilities - no more than two (20) safety violation warnings, five (5) safety violation citations	None	None	None	None	\$1,000

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## ***Evaluation and Reporting***

We recommend using the four-level model of assessment developed by Donald Kirkpatrick. Each successive level will present a more precise measure of the effectiveness of the training program. Level 1 evaluation will be implemented to measure how participants react to training programs, performance incentives and corporate communications. This evaluation will seek to answer the simple question of "Did they like it". Moving to the far end of the evaluation spectrum (Level 4) we will seek to assess training in terms of business results. One such measure would include the reduction of accidents that occurred within the organization. Such a reduction could be tied to the implementation of the Culture of Safety thus identifying the effectiveness of the program.

### **Level 1 Focus Areas**

#### **Target Audience**

- Considering job responsibilities and information needs, the trainee was the right person for the training

#### **Training Activities**

- The trainee has sufficient opportunity during training to effectively practice or apply the information/concepts presented
- The training activities are reflective of "real world" tasks and on-the-job situations
- The training activities facilitate the sharing of work experiences among participants

#### **Training Course Design**

- The training objectives are clear
- The trainee understands the purpose of the training
- The sequence of the content is logical
- The training materials contribute to the learning during training
- There is sufficient time allotted for training

#### **Trainer Effectiveness**

- The instructor helps the trainee to understand how to apply the content to job responsibilities
- The instructor is prepared to instruct the training, facilitate discussions, answer questions
- The trainee receives feedback from the instructor during training

- The instructor presents the course content effectively

## Level 2 Focus Area

### **Job Relevance**

- The trainee will apply the information presented in the training to his/her current and/or future job responsibilities
- The training reflects what actually happens on the job
- The content is appropriate for the trainee's technical and business level

## Level 3 Focus Area

### **Learning/Knowledge Transfer**

- The trainee understands the information/concepts presented after the completion of the training
- The trainee acquires new problem solving skills or strategies and job skills that will be valuable in current and future assignments
- The trainee is given sufficient time to reflect and think about what is learned during training

## Level 4 Focus Area

### **Impact on Bottom Line**

- Cost savings associated with a reduction in on the job accidents improved steadily after SEP training occurred in each facility.

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## **Appendix 1: Trainer Profile**

### **Trainer Responsibilities and Commitment**

Key responsibilities of Trainers include:

- Attend the "Train-the-Trainer" course
- Learn the procedures for their functional area
- Help with the creation and documentation of training materials
- Work to schedule and logistically arrange training
- Train the end users
- Act as power users to support and coach end users
- Provide future Training as necessary

### **Trainer Commitment**

Trainers for the project are also considered power users. As such, they may be obligated for 30% to 80% of their total time, with the understanding that during some weeks, no time may be used, and during other weeks, up to 4 days may be used. Every effort will be made to accommodate the schedules of the trainers.

The time devoted to training may be allocated as follows:

- **Training Certification.** The trainer will attend a 3 day, train-the-trainer course. This course will provide instruction in several areas; including preparing lessons, understand SEP training delivery methods, utilizing computer lab training techniques, and handling difficult participants.
- **Schedule SEP Training.** The trainers will assist the scheduler in scheduling the training. They will work with their supervisors to set up work schedules to accommodate the demand for the rollout.
- **Training of end users.** Trainers are needed for two types of learning activities: classroom training and one-on-one. Both will be scheduled accordingly.

- **End User Support.** Trainers will provide functional support to end users by answering questions, acting as coaches and mentors.
- **Perform Future Training.** As new employees are hired at Wallerich, trainers/power users will be called upon to provide SEP training.

## ***Appendix 1: Trainer Profile (cont'd)***

### ***Trainer Characteristics***

In order to successfully prepare the end users for the new systems environment, it is important to select individuals who demonstrate or have the potential to demonstrate the following characteristics:

- Expertise or deep understanding of the day-to-day business transaction within a business area
- Technical knowledge of how to apply business tasks within the new environment
- Ability and willingness to learn new technologies
- Respect and confidence from peers and direct reports
- Organization and coordination skills
- Facilitation skills
- Instructor and presentation skills
- Coaching skills
- Technical documentation skills
- Available time

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## **Appendix 2: Sample SEP Certification Plan**

This Certification plan will be put in place to ensure that end users are fully trained, tested and certified in the use of the appropriate SEP procedures and best practices. This plan explains the steps that will be taken to ensure that all users have a reasonable opportunity to take and complete the skills Training.

### **Guidelines**

- Role-based end user training will be provided to all identified users with the opportunity to take and complete education and skills training, consistent with their job responsibilities.
- The end user's manager will be notified if a user fails to attend (or complete) the skills training. In the absence of interventions by the user's manager, no other mediation effort will be taken by the Project Team and no certificate will be issued.
- An alternate date for make-up training or coaching and re-testing will be scheduled if the user completes the training, but failed to successfully complete the post-training activities required.
- If the user completes the make-up training, but fails to successfully complete the post-training activity requirement, the user's manager will be notified. The manager will be instructed to evaluate the user's future assignment given the absence of a certificate. If the user's manager feels extenuating circumstances exist, the manager may choose to develop a plan to supplement the user's training.
- In no case will the user be issued a Certificate without successfully completing the post-training activities.
- Managers should understand that the absence of a Certificate may make it impossible for a user to meet the responsibilities of his/her job and could lead to reassignment or termination. It is our responsibility to make sure that we encourage our people to take advantage of this positive developmental opportunity and gain maximum benefit from its use.

## Appendix 3: Online Training

### Course Name:

Workplace Safety and Health

### Course Description:


Our Company is committed to conducting its business in a manner that safeguards the safety and health of its employees. The following sets forth the Company's policy on safety and health in the workplace. It also provides a brief overview of the law that governs workplace safety and health and lays out general guidelines and rules for all of us to follow.

This program will touch on our main safety and health programs, but it will not cover all safety-related topics. Specific procedures and training will be provided to you in your departments as your job requires. After you've read this material, you'll play a game that presents hypothetical situations for you to analyze. Respond correctly to move through the game and earn a Certificate of Completion.

### Sample Course Content:

Sample Course  
Content

### Personal Protective Equipment



You must wear personal protective equipment when it is required to do your job safely. Personal protective equipment is an important tool in protecting you from workplace hazards. It includes all clothing and accessories that act as a barrier or shield against workplace dangers. Some examples include safety glasses, ear plugs, hard hats, steel-toed shoes, protective gloves, face shields and respirators. All employees, including managers, supervisors and line employees, must wear the required equipment.

The Company will:

- Evaluate each job to determine what personal protective equipment is necessary.
- Provide you with this equipment.
- Give you the proper training on the use and care of the equipment.
- Post signs in work areas to remind you to wear your equipment.

