

# EFFECTIVE EHS TRAINING

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How to Manage, Design, Develop, Deliver,  
and Evaluate Effective EHS Training

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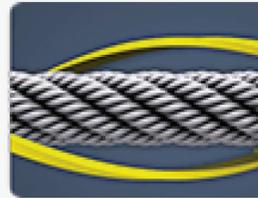
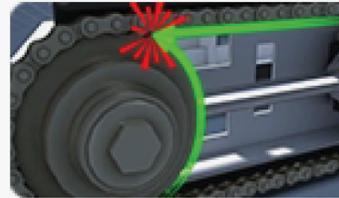
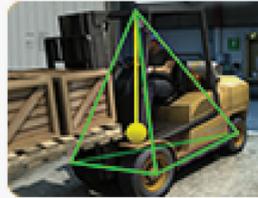
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# ENVIRONMENTAL, HEALTH & SAFETY TRAINING COURSES

Our online Environment, Health, and Safety (EHS) training courses cover many topics, including:

- Equipment Safety
- Mining Safety
- Health and Illness
- First Aid
- Cranes and Rigging
- Driver Safety and DOT Compliance
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- Hazardous Chemicals
- Hazwoper
- Environmental
- And more...

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# INTRODUCTION TO EFFECTIVE EHS TRAINING

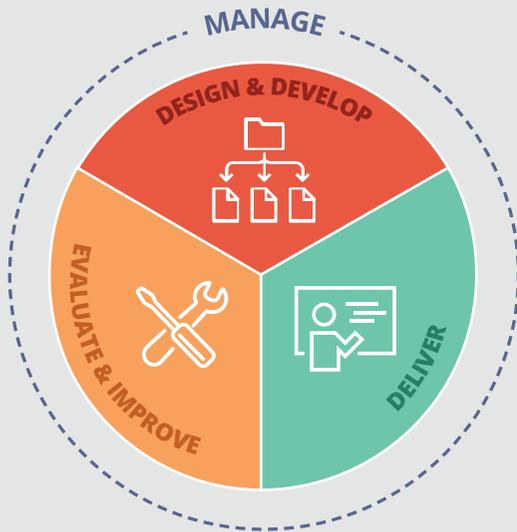
Many companies spend a lot of time, effort, and money trying to maintain and improve safety, health, and environmental quality at their workplace. This often involves an EHS training component--as it should.

However, it's not always clear to EHS professionals exactly what makes EHS training effective. It's equally unclear how to manage, design, develop, deliver, and evaluate EHS training.

Fortunately, we've got ANSI Z490.1 to help us.

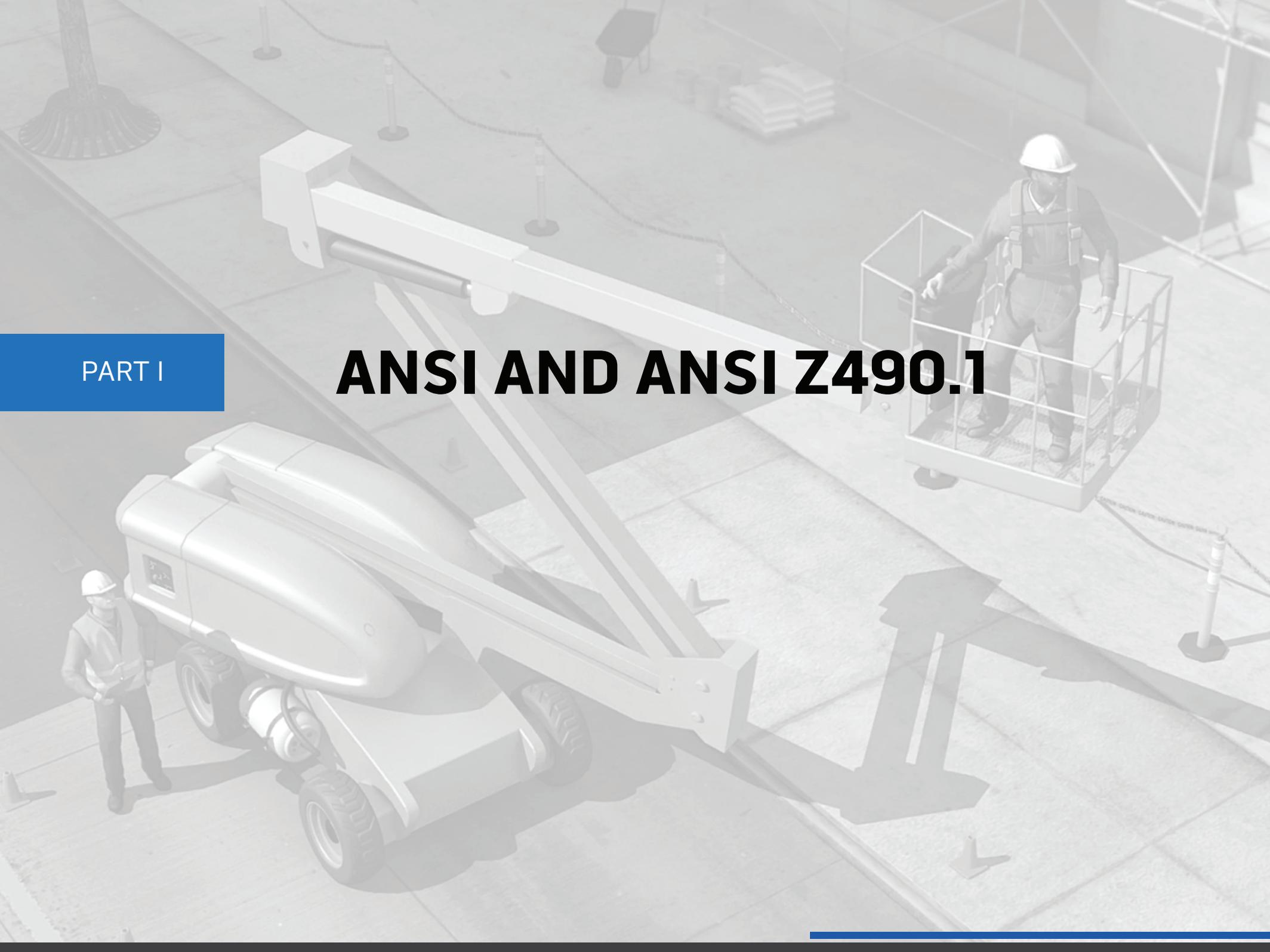
ANSI Z490.1, titled "*Criteria for Accepted Practices in Safety, Health and Environmental Training,*" provides a national standard for creating, maintaining, and evaluating an EHS training program. You can use this standard as a benchmark for your own EHS training program.

In this guide, we'll spell out the criteria listed in Z490.1. Take what you read here and implement it at your workplace, and your EHS training will be on solid footing.



PART I

# ANSI AND ANSI Z490.1



# ANSI AND ANSI Z490.1 FAQS

## What is ANSI?

ANSI is the American National Standards Institute. Read more about ANSI at their [FAQs Page](#) or check out their [ANSI Overview](#).

## Do ANSI standards have the power of law?

No, not by themselves. But in some cases, a regulatory agency may include an ANSI standard within its own standard. OSHA calls this incorporation by reference. ANSI has created a [portal](#) for its standards that have been incorporated by reference.

## Can compliance/non-compliance with ANSI standards be brought up in court cases?

Yes. Complying with an ANSI standard may help you if you wind up in court. And not complying with an ANSI standard may hurt you in court.

## So what's ANSI Z490.1?

It's a national standard created to provide guidelines for safety, health, and environmental training. Basically, its creators took accepted practices in the training industry and put them into an EHS context.

## Who created ANSI Z490.1?

An ANSI/ASSP task force. ASSP, in case you don't know, is the [American Society of Safety Professionals](#).

## Where can I find and read ANSI Z490.1?

Here's where you can buy a copy of [Z490.1](#).

## When was ANSI Z490.1 last revised?

Z490.1 was last revised in 2016. This guide is based on the 2016 version.

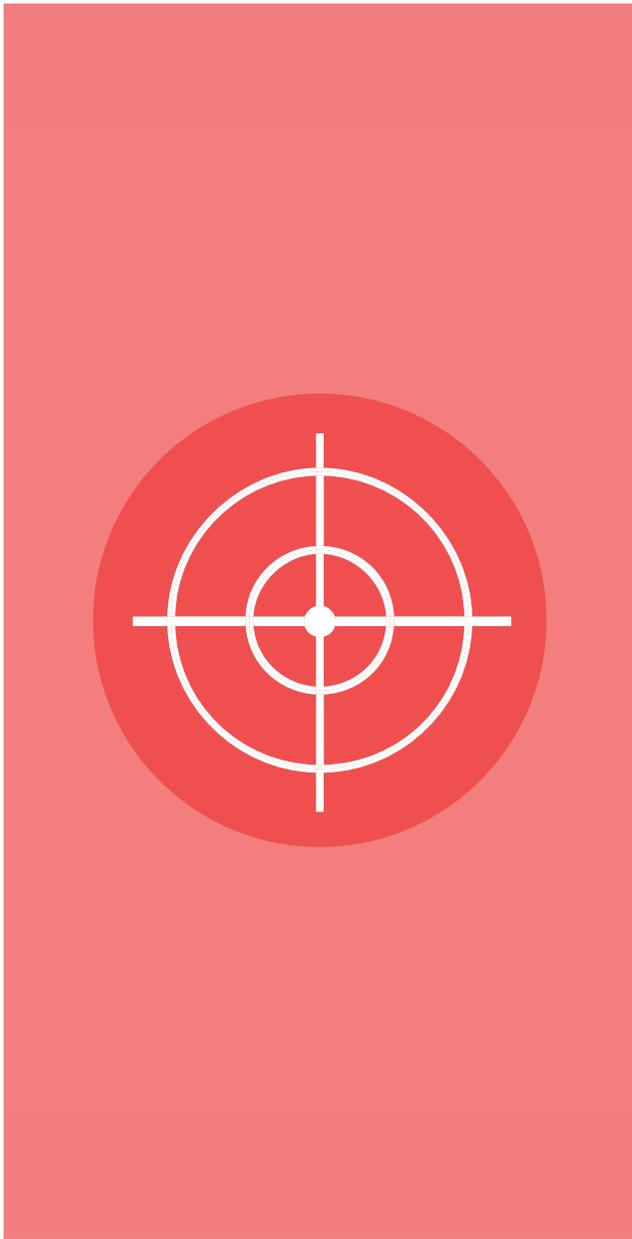
## How many sections does ANSI Z490.1 include and what are they?

It includes seven different sections:

- Scope, Purpose, and Application
- Definitions
- Management of a Comprehensive Training Program
- Training Program/Course Development
- Training Delivery
- Training Evaluation
- Documentation and Recordkeeping

There are also four annexes:

- References
- Training Course Development Guidelines
- Safety, Health, and Environmental Trainer's Checklist
- Virtual Learning



# ANSZI Z490.1 SCOPE, PURPOSE, AND APPLICATION

## Scope

The scope of the standard is to create criteria for EHS training. Further, it covers these aspects of your EHS training:

- Training program management
- Training design and development
- Training delivery
- Training evaluation
- Training recordkeeping and documentation
- Continuous improvement

## Purpose

The purpose of the standard is to establish best practices and criteria for EHS training. The standard was written to provide a common set of accepted practices that EHS trainers can use as a benchmark for their own training. ANSI Z490.1 removes a lot of the mystery about effective EHS training by providing a detailed set of best practices. Nice!

## Application

The standard applies to all EHS training and training providers.

## PART II

# MANAGING AN EHS TRAINING PROGRAM

An EHS training program must be part of an overall EHS program. The integration of the EHS training program into the larger EHS program should account for:

- Creating a clear understanding of who's responsible and who's accountable for each aspect of the EHS training program
- Managing and administrating all necessary resources
- Administering each phase of the training program
- Evaluating each phase of the training program

# RESPONSIBILITY AND ACCOUNTABILITY

Managing an EHS training program includes determining who's responsible and who's accountable for each aspect of the program.

But what does it mean to be "responsible" and what does it mean to be "accountable?" Here are some definitions:

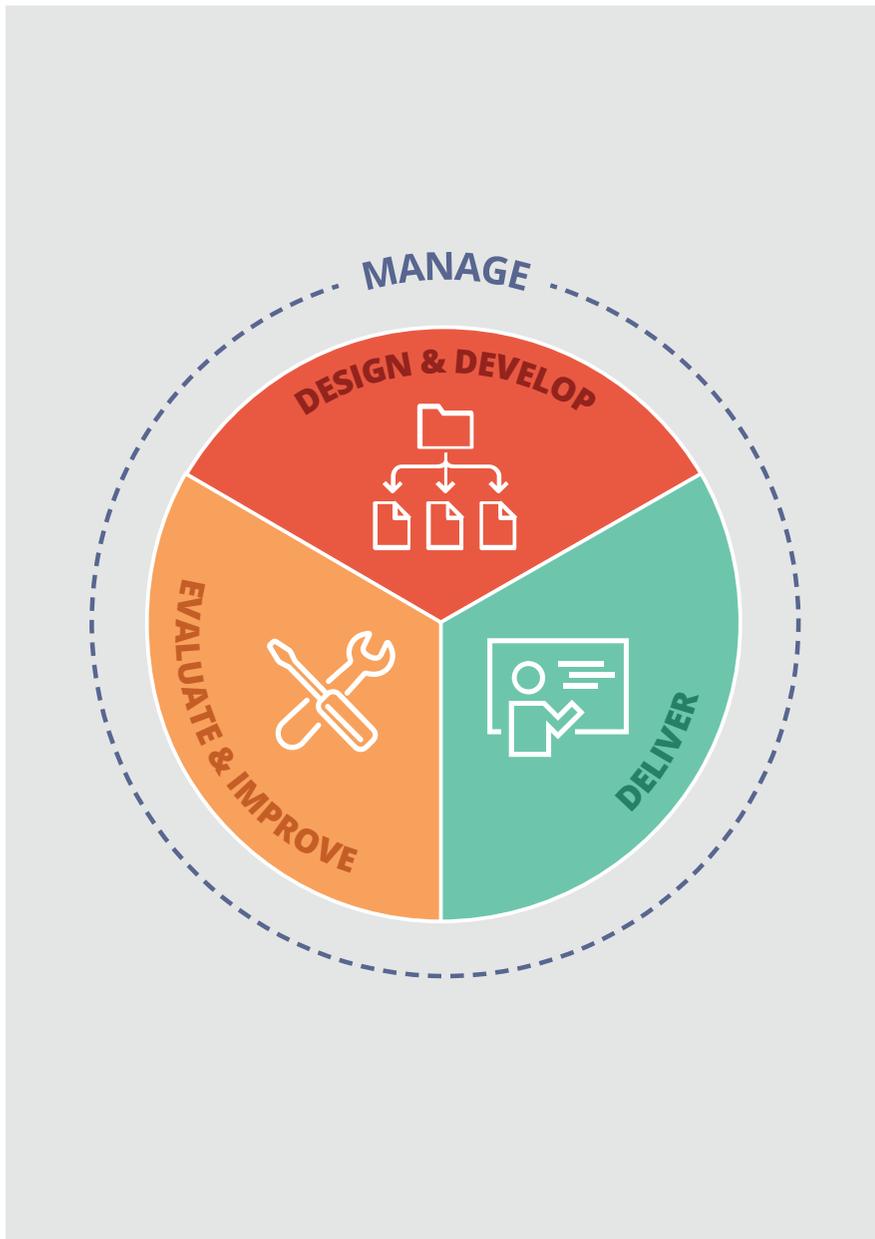
- **Responsible:** The person who supplies or performs that aspect
- **Accountable:** The person who answers for that aspect



# ASPECTS OF AN EHS TRAINING PROGRAM

An EHS training program should include provisions for:

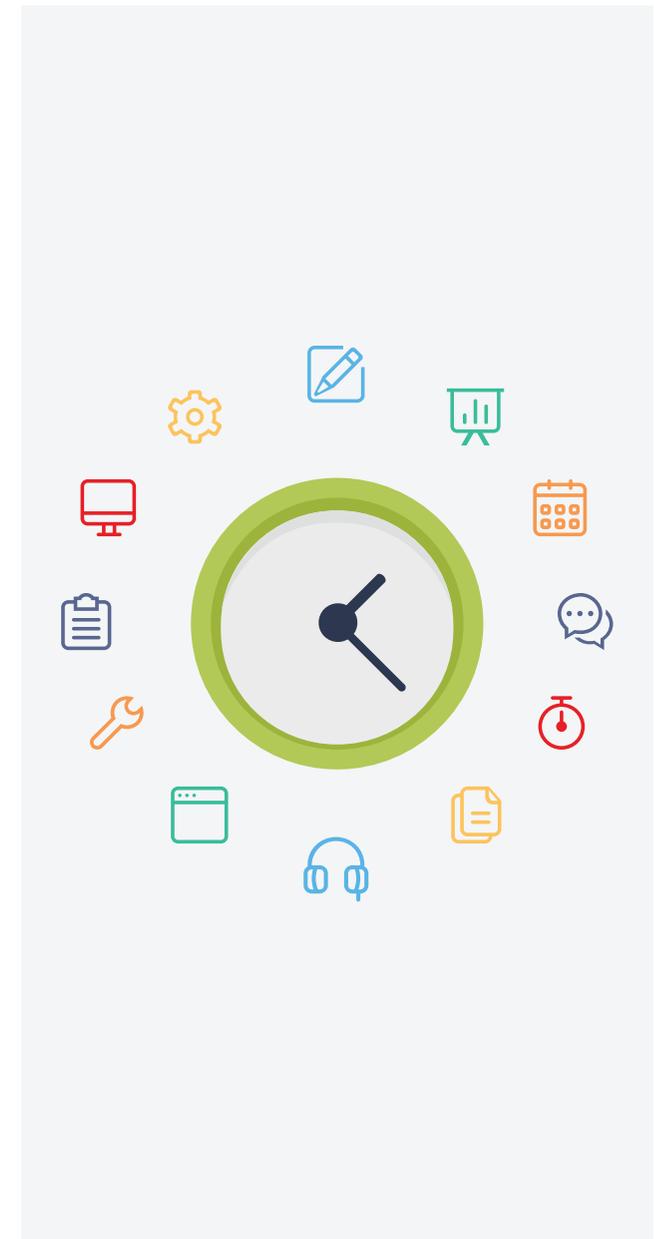
- **Establishing a training management system** for managing and administering the program in accord with recognized standards. See Z490.1's Appendix A for more.
- **Designing and developing EHS training** in an appropriate manner that relies on best practices of the training industry.
- **Delivery of training** by competent trainers in an environment that's appropriate for training.
- **Evaluating the EHS training** to determine if it's effective.
- **Creating and maintaining** a continuous improvement system for the training and training program.
- **Documenting and keeping records** for all aspects of the training program.
- **Creating a written training program** that documents all of the above.



# MANAGING & ADMINISTERING RESOURCES

You'll need to manage and administer the following:

- **Admin & management personnel** to administer and manage the EHS training program.
- **Training personnel** with appropriate expertise to design, develop, deliver, evaluate, and improve the training.
- **IT personnel** for technical support with the platform and delivery system, especially if you're using virtual/online training. See ANSI/ASSP Z490.2 for more on online EHS training.
- **Content and subject matter experts** with appropriate technical information and resources for developing training on specific topics.
- **Budgets and money** for all aspects of EHS training program.
- **Knowledge of federal, state, and local agencies and their training requirements.**
- **Facilities** where your trainings can take place.
- **Technology** to use during trainings, including IT for technology-assisted training and any necessary PPE.
- **Records of training**, including creation and storage of records.





## EHS TRAINING PROGRAM EVALUATION

The following aspects of the EHS training program must be evaluated:

- **Program management**, including accountability and responsibility; managing and administering the design, development, delivery, evaluation, improvement, and documentation of training processes; managing and administering all resources; and evaluating all phases of the program.
- **Training processes**, including training goals, learning objectives, training content and training methods (and if they support the learning objectives), training environments, and training effectiveness.
- **Trainers and training delivery**, including all aspects of training delivery.
- **Training results**, including evaluation of training, general plan for training employees, plan for conducting regular needs assessments, support for lifelong learning, and links among training program elements.

## PART III

# DEVELOPING EFFECTIVE EHS TRAINING

So how do you know when it's time to develop EHS training materials? And what should you do if it IS time to develop EHS training materials?

You move into the process of designing & developing EHS training, of course, which we'll explain further in this section.

But first, let's explain those terms "design" and "develop."

- **Design:** determine if EHS training would be helpful and make plans for creating it.
- **Develop:** the process of actually creating the EHS training materials.

After the training has been designed and developed, it can then be delivered to employees.

With that explained, let's look at some parts of design and development, including:

- Training needs analysis
- Learning objectives
- Training prerequisites
- Course design & development
- Continuous improvement strategy

# TRAINING NEEDS ANALYSIS

So you've got an EHS problem. Sounds like time for some EHS training, right?

But hold on. When you've got a problem, it's easy to assume a little training can fix it. But that's not always true.

Before you rush into training creation, and possibly waste a lot of time and money, it's best to analyze the situation more closely. The technique for doing this is known as a training needs analysis, which is also sometimes known as the training needs assessment.

**In rough terms, we can break the training needs analysis down into two stages:**

- Is EHS training the right or best solution to this problem?
- If EHS training is the best solution, then gather useful information that will help you develop effective training.

We'll explain each step in the following pages.



## Is EHS Training Needed and Will it Fix the Problem?

It's important to analyze the situation before you rush into creating training.

If you rush to provide training, you may waste money on training development when training can't solve the problem, or when there's a better solution. And so you risk wrongly putting your resources into training development, ignoring a different aspect of the situation, and possibly leaving a hazard in place.

For example, say a machine operator gets her hand cut while working on a machine. You can create training materials for machine operators, telling them to be careful of a dangerously exposed moving blade. Or, you can perform a training needs analysis, put a guard on the blade, control the hazard, and skip the training.

That's a simple example, and there are more reasons why EHS training may or may not be needed. But it gets you started in the right direction.

On the other hand, there are many times when you'll determine that training is the right solution. And in those cases, you'll go ahead and design that training.

Here are some things to consider at this phase:

- Can you change something in the work area instead of developing training?
- Are there obstacles in the workplace or steps in the work process that contribute to the hazard? If so, can these be removed or redesigned?
- Can you create and provide a job aid at the work area that will improve safety instead of providing training (like a checklist for workers to follow)?
- Is there currently some form of incentive that allows or encourages the continuation of the hazard? For example, are workers running down the hall because they get a bonus for units produced per hour? Can that incentive be removed?
- Is there currently some form of punishment that causes workers to work unsafely or to work in the presence of a hazard? For example, does taking the time to perform a JHA make it impossible for the employee to reach his/her weekly goals and thereby lead to disciplinary action for the worker?

## If EHS Training Is Needed, Gather More Information

If you investigate the problem, and it turns out that you should develop and deliver EHS training, then the next phase of the training needs analysis is to gather information that will help you design, develop, and deliver better training.

### Information to gather at this point includes:

- What the trainees should know or be able to do after the training is complete
- Characteristics of the trainees, including:
  - » Previous/existing knowledge
  - » Current/existing skills and abilities
  - » Language preference (speaking and listening)
  - » Education
  - » Culture
  - » Literacy
  - » Preferred learning methods
  - » Work schedules
  - » Interest in training topic/reason for interest
- Site-specific information to include in the training
- Any existing relevant job analyses and/or job safety analyses

- Applicable regulatory requirements (federal, state, and/or local)
- Relevant industry standards

### You can gather this information in a number of ways, including:

- Reviewing job descriptions from HR
- Reviewing job hazard analysis documents
- Interviewing employees and/or having them complete surveys
- Observing employees in the field
- Interviewing supervisors and/or having them complete surveys
- Reviewing company incident data for injuries, illnesses, and near-misses
- Reviewing safety suggestions
- Reviewing minutes from safety meetings
- Consulting with safety committee
- Consulting regulations from OSHA, EPA, DOT, MSHA, and similar agencies

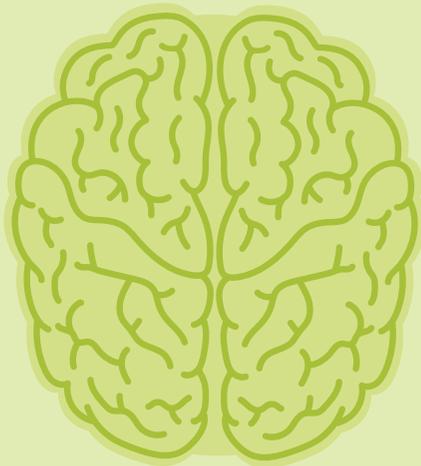
## LEARNING OBJECTIVES

Once you've completed your training needs analysis, determined EHS training is appropriate, and have gathered your information, it's time to think about creating learning objectives.

A learning objective is something the employee should know or be able to do when training is complete. It's the reason for providing training--to teach employees what they need to know or do to be safe on the job. Your training should have one or more learning objectives.

Once you've written your learning objectives, they'll function as a road map for everything else you'll have to do. You'll develop training materials that are intended to help employees satisfy the learning objective (and that won't include anything else). You'll use the learning objectives to let the trainees know what the training is intended to teach them and what they're expected to be able to do when the training is over. And you'll create and deliver tests to see if employees can satisfy the learning objectives after the training is over.

Many people begin creating training materials before they create learning objectives. Or, they never create learning objectives. The problem with this is you're likely to create meandering, content-heavy, "flabby," and irrelevant training materials that don't solve your problem. If you've heard of "information dumps" or "spray-and-pray" training, this is the most likely cause. So don't be that training creator.



## Four-Part Learning Objectives: ABCD

When you're writing a learning objective, think of adding four parts, each represented by one of the letters A-B-C-D.

You may find you can do with fewer parts, but in many cases, using all four parts or at least considering doing so will help create a very clear, unambiguous learning objective.

Let's look at each of those four parts now.

### A Is for Actor

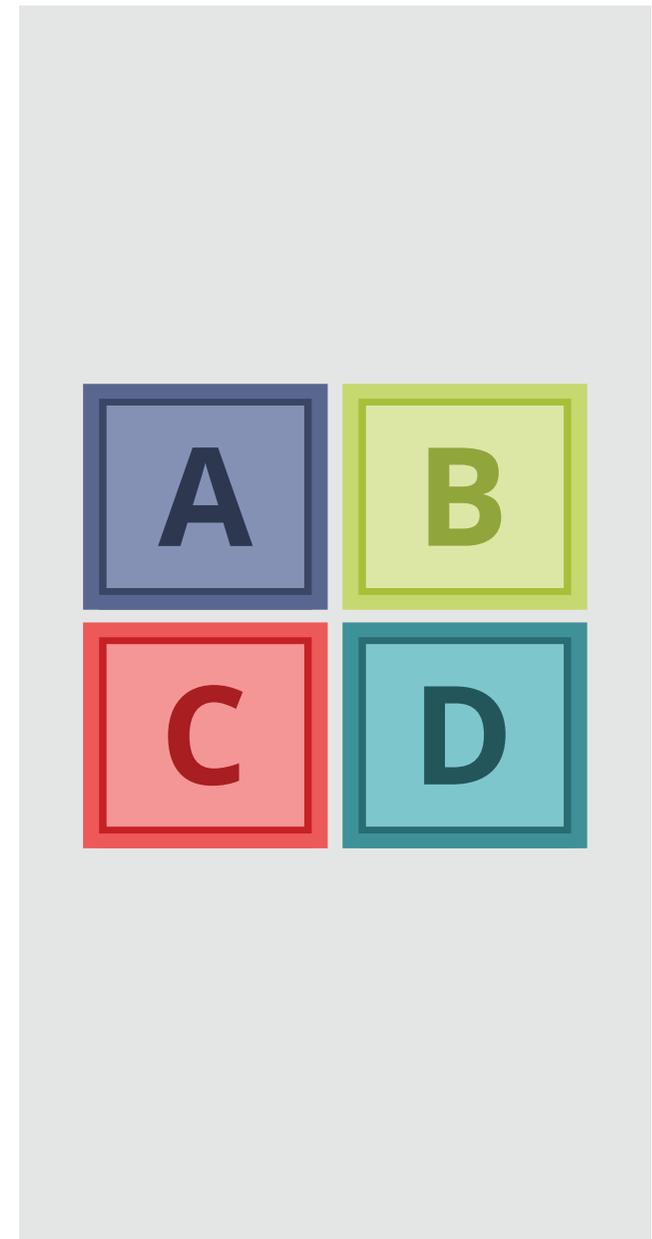
Every learning objective should state something that the employees should be able to do after the training. So the employees, the people who take and complete the training, are the "actor(s)" of your learning objective.

Sometimes, your objective may refer to the "actor" in general terms such as "the learner" or "you." Other times, you may identify the actor by his or her job role, such as "the customer service representative" or "the press operator."

Regardless, remember that each learning objective states something that the actor must be able to do after the training.

Don't fall into the trap of writing learning objectives that simply explain the content of the training. That doesn't explain what the employees will be expected to do after the training. Focus on the Actor(s).

This is the **"WHO?"** of your objective.



## B Is for Behavior

Every learning objective should state something that the employee must do—a behavior of some sort. This may be something as simple as stating a definition or something more “physical,” such as performing an action.

Because this is something the employees must perform, the behavior will be a verb. “Stating” is a verb, and so are things like “performing.”

In addition, the behavior must be an observable behavior, not something that’s unobservable or subjective like “know,” “understand,” or “appreciate.” How can you prove if someone “knows” something?

Finally, the behavior should be something that any observer could agree was either performed or was not performed adequately. Don’t leave this up to your own subjective interpretation.

If you remember your behavior should be a verb, that it should be observable, and that it should be something any objective observer can agree was met or not met, you’re headed in the right direction.

**This is the “WHAT?” of your objective.**

## C Is for Condition

Many times, the employee will have to perform the learning objective’s behavior under a set of given conditions.

For example, you might say “given a list of words, circle the ones that are part of a given machine,” or “given a wrench, tighten this bolt,” or “given a schematic diagram, correctly identify the machines in a work area.”

In those three examples, the conditions are “given a list of words,” “given a wrench,” and “given a schematic drawing.”

**This is the “HOW?” of your objective.**

## D Is for Degree

This part of the learning objective explains how well the employee must perform the behavior.

Examples of degree might include things like “in less than ten minutes,” “with 90% accuracy,” or “90 times an hour.”

**This is the “HOW WELL?” of your objective.**

Learn more about [ABCD learning objectives](#).

# CREATING LEARNING OBJECTIVES

The Ultimate Guide to  
Writing Learning Objectives  
for Training Materials

[DOWNLOAD THE FREE GUIDE](#)

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## *SOME NOTES about actors, conditions, and degrees in learning objectives*

We mentioned earlier that you won't always have to include all four parts (A, B, C, and D) in your learning objectives.

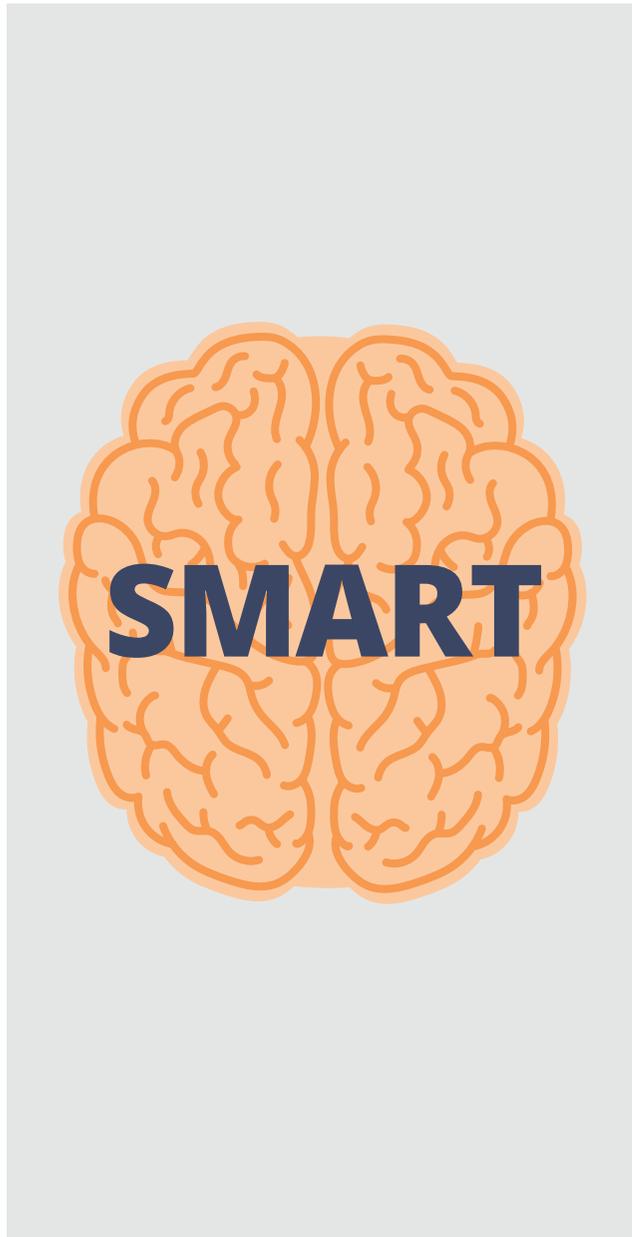
Let's get back to that.

You don't always have to write the name of your actor in your learning objectives (like "you" or "employees" within the objective). What's really important is that you remember that you're writing an objective that an 'actor'--your employees--must be able to perform.

Many times, you'll see learning objectives listed to learners as simple lists beginning with behaviors (stated as verbs), or with a simple "At the end of this training, you will be able to:"

You may also find you don't need to add a condition or a degree for every learning objective. That's OK if your learning objective stands alone without a condition or degree, and if their absence creates no confusion or ambiguity. But it's always good to ask yourself if your learning objective is perfectly clear or if it would be more clear with conditions and degrees.

Not to overstate it, but the important thing is to make sure your objective is clear, precise, and unambiguous.



## SMART Learning Objectives

There's a second thing to consider when you're writing learning objectives. Learning objectives should be SMART. A SMART learning objective will have five characteristics:

### S Is for Specific

Use clear, direct language to tell employees exactly what they should learn and what they should be able to do after the training. Don't be vague, unclear, or misleading.

### M Is for Measurable

The point of creating a learning objective is to identify standards that employees must meet, perform, or satisfy. You can only do that by making the objectives measurable through an action that you can observe and objectively determine if the employee has satisfied the objective.

A common mistake to avoid is trying to measure subjective values that can't be measured objectively. An example of this is writing an objective that uses the words "know" or "appreciate" as the behavior.

Write the objective so that any observer could watch the employee's performance and agree if the employee satisfied the objective or not. Don't create a learning objective that can be satisfied only by your own unique, personal understanding of the objective.

## A Is for Achievable

The learning objective must be something the employees have a chance of completing/satisfying, having enough pre-existing knowledge, time, and similar resources.

For example, you wouldn't create a learning objective that asks an elementary school child to construct a rocket in an hour—it's just not achievable. Not in most cases, at least.

While checking your objectives at this level, make sure they aren't too easy, either. If they're too easy, chances are you may not need to hold the training at all.

## R Is for Relevant

The objective should be something that's relevant to the employees' job and that employees see the value of learning. Don't teach material that isn't relevant or that employees won't use on the job. Remember, you're providing EHS training to employees so they can work safely at their job.

## T is for Timely

Make sure your objective is something employees will have to use in a timely fashion. Meaning--soon after training.

For example, try to hold training on a topic immediately or shortly before employees need to use the information on the job--not months or years before.

Click for more on [SMART learning objectives](#).

## More about Learning Objectives

Want still more information about learning objectives?

**Robert Mager** developed what he called performance-based learning objectives. Writing a performance-based learning objective is similar to what we've described already. For example, the "behavior" in an ABCD learning objective is the "performance" in a performance-based learning objective.

Read more on performance-based learning objectives and how this idea began in a book review of Mager's classic, [Preparing Instructional Objectives](#).

**Benjamin Bloom** developed [Bloom's Three Learning Taxonomies](#) to help pick out the ideal behavior (verb) in your objective to match the type of knowledge, skill, or attitude you want employees to acquire.

Click the following link to read a summary of how to use the Bloom approach with the ABCD and SMART methods in this [Guide to Writing Learning Objectives](#).

# PREREQUISITES

After you've analyzed your audience and created your learning objectives, take a moment to consider any prerequisites that will be necessary for the training you'll soon create, and that employees will soon be required to complete.

What background, experience, knowledge, skills, and abilities will the employees need even before they begin your training so that they can perform well and have a fair shot at satisfying your learning objectives?

Create a list of the course prerequisites necessary to begin the training you're completing now, come up with a way of notifying workers of the prerequisites before they attend your training, and find a way to help workers attain those prerequisites in a timely fashion before training if necessary.



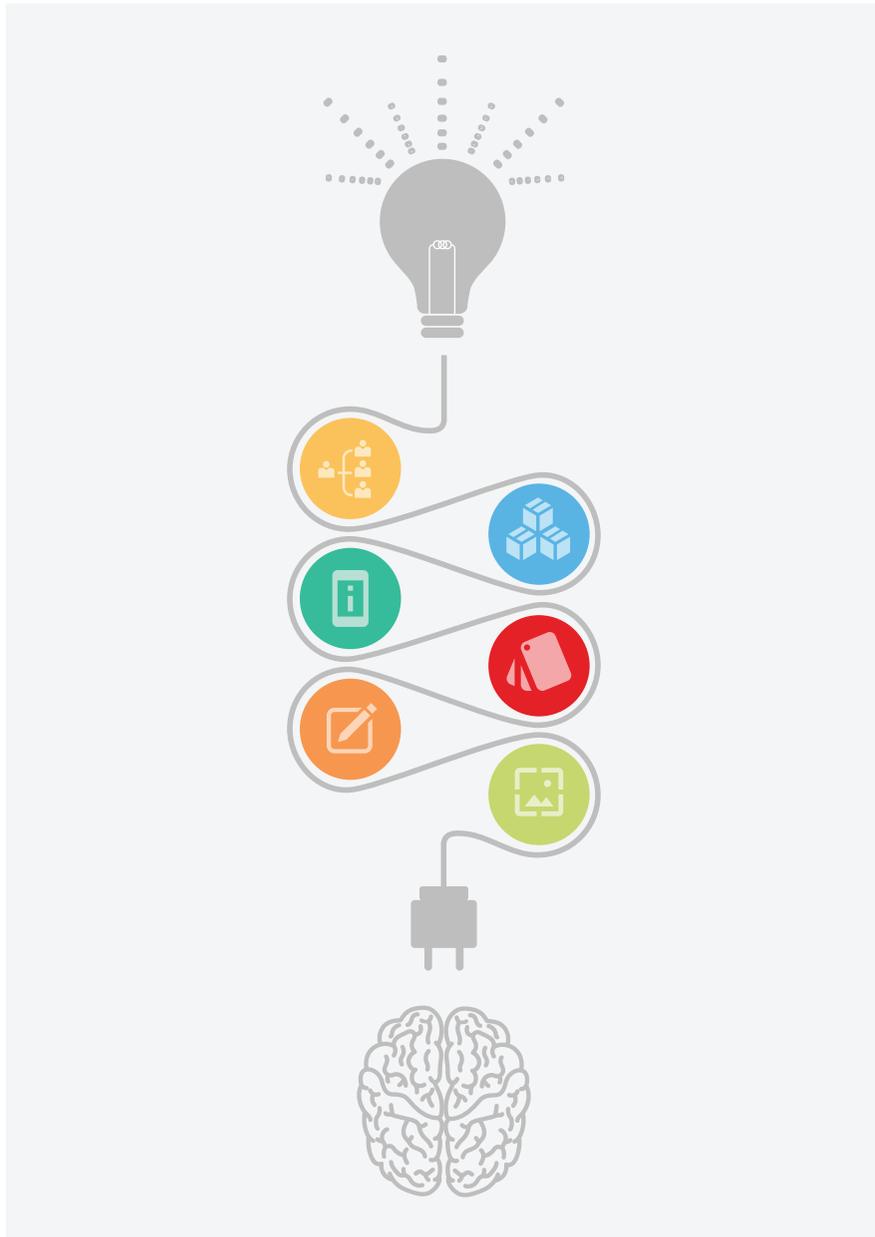
## COURSE DESIGN & DEVELOPMENT

Once you've got your learning objectives in order, and have identified any prerequisites, it's time to design and develop your course.

In this phase, you'll consider:

- The training delivery method
- The source of your training content
- Training materials, including instructional materials for the employees and trainers
- The training location
- The training schedule
- The qualifications of the trainer
- Training evaluation strategy

Let's take a closer look to see what each of these are about.



## Selecting the Training Delivery Method

You're going to create EHS training, but what delivery method will it be?

Will employees attend an instructor-led classroom training session? Will they watch a video? Will they read a PDF or a PowerPoint presentation? Will they do some hands-on exercises in the field? Will they complete an eLearning course?

Training delivery method options include:

- Instructor-led training in a lecture setting
- Online eLearning courses
- DVD- or VHS-based courses
- Web-based videos
- On-the-job, in-the-field training (OJT)
- Peer mentoring/shadowing/following programs
- Group discussions
- Case studies
- Safety exercises performed in a classroom setting
- Safety demonstrations
- Group interactive safety training activities
- Webinars
- Others

In general terms, each of these training delivery methods have some advantages and disadvantages for particular training needs. For each training need, you should try to select the most appropriate training delivery method (or a mix of delivery methods).

Now let's look at some ways to pick the best training delivery method for different training needs.

### Method 1: Results from Employee Analysis

When selecting the most appropriate delivery method, one thing to think of is the stuff you learned about the employees when you performed the training needs analysis.

Is there a type of training that they prefer more than others? If so, you may want to try to use that.

Do some employees have trouble reading? If so, written training materials may not be a good choice.

Are the employees spread out throughout multiple different locations? If so, eLearning that can be delivered online may be a good option (or a webinar or video).

Run through your training needs analysis at this point and look for any clues that suggest one training delivery method may be more helpful than others.

## Method 2: Appropriate to Learning Objective

The next thing to consider when selecting the training delivery method is how well the method matches the learning objective that the workers will have to satisfy.

You may find that some types of training delivery are more appropriate for specific learning objectives.

For example, if an employee has to learn to “state” a definition or “list” some things, written materials, a video, or a simple eLearning course may be the right training delivery method.

On the other hand, if an employee has to learn a complicated procedure, some hands-on field-based training may be a better option.

## Method 3: Allowing for “Adequate Feedback”

A last thing to consider when selecting the training delivery method is if the method will provide “adequate feedback” to make sure the employees understand the materials.

Let’s take a look at two of the words in that sentence. We’ll cover both, but we’ll do it in reverse order.

### What does “feedback” mean?

In the context of EHS training delivered to your employees, feedback can mean a number of things. These can include:

- Q&A sessions during instructor-led training
- Group discussions
- Feedback from an instructor while the employee performs hands-on exercises
- Feedback from a knowledgeable trainer, mentor, or supervisor during OJT training
- Electronic feedback to questions presented and answered in a traditional eLearning course (typically multiple-choice or true/false questions)
- More sophisticated, interactive feedback in role-playing, simulation, or gamified eLearning courses
- An anonymous comments drop-box posted in a public place (that you then respond to in a public manner soon after)
- The ability to write and send follow-up emails to an instructor when training is over (and receive a helpful response)
- Other forms of communication and guidance

### What does “adequate” mean?

Next, let’s look at “adequate.” It stands to reason that some trainings will require a LOT of feedback, and others won’t call for much feedback at all.

For example, your workers will probably have a lot of questions and concerns about a significant change to a safety regulation like the HazCom 2012/GHS example we

offered earlier. You might want to develop some form of instructor-led training that allows for a lot of feedback in this case.

Likewise, if you're implementing a new job procedure, the employee will probably benefit from a lot of feedback as well. But maybe in this case, some form of hands-on and/or on-the-job training with a supervisor providing real-time feedback would be best.

Of course, other cases may not call for as much feedback. If you're simply saying that smoking cigarettes is now allowed only outdoors in designated smoking areas and explaining why, maybe a written document distributed to the workers, followed by a simple "Any questions?" is all that's necessary.

### Method 4: Blended Learning Solutions

A final thing to keep in mind when selecting a training delivery method is that a "blended learning solution" that makes use of more than one method maybe just what you need.

Blended learning solutions use more than one type of training delivery for a given training need—for example, you could assign an eLearning module, hold a follow-up instructor-led training to answer any questions and

provide other feedback, and then distribute written documents as reminders or post-training references.

## Instructional Materials

The next step is to develop the training materials for both the trainees and the trainer. These instructional materials can include any number of things, such as:

- A trainee's manual or student book for the employees
- Any additional handouts for the employees
- Materials of any format used during training, including written materials, photos, videos, eLearning courses, etc.
- Hands-on exercises for employees to perform during the training
- Evaluation tools (quizzes, test, questionnaires, role-playing scenarios, procedure demonstrations, etc.)
- A trainer's guide for the instructor (more on this below)

### Step 1: Instructional Materials for Trainees

There's a lot to be said about the best ways to create training materials that are truly effective. But here are a few things to keep in mind:

- Create training materials that fully cover your learning objectives and focus on nothing but
- Create training materials that make use of and appeal to adult learning principles

- Consider creating training that includes these [nine events of instruction](#)
- Remember to consider a [blended learning solution](#)
- Use [simple, conversational language](#)
- Use training materials that include effective training visuals (read [this article](#) and [this article](#) for more on that)
- Create [effective training assessments](#) that truly determine if your employees can satisfy the learning objectives (more on this later)
- Create a strategy now, during training development, for how you will evaluate the effectiveness of training
- Identify and measure relevant [key performance indicators \(KPIs\)](#) before the training
- Consider working with [safety training development professionals](#)

**Tip:** If you want to check out one short, easy-to-read book that's full of great tips for creating effective training materials, you could do worse than [Design for How People Learn](#) by Julie Dirksen—we recommend this one highly.

## Step 2: Instructional Materials for Trainers

If your training will include some form of face-to-face instruction, whether it's formal instructor-led training in

a classroom setting or field-based, on-the-job training that pairs the employee with an experienced worker, you should create a trainer's guide.

Here are some things the instructor's guide should include:

- An outline
- The learning objectives
- A list of any necessary prerequisites for the training
- Scheduled instruction time
- A list of any training aids and handouts
- Directions for running any demonstrations or activities that will take place during the training
- A list of requirements for the training environment
- Emergency evacuation procedures and routes, plus the post-evacuation meeting area location
- Tools for evaluating the learning of the employees
- A list of reference materials
- The date on which the training guide was published
- A revision date, if that applies

## The Source of the Training Content

Of course, one very important thing to think about while developing training material is the information you're trying to get across.

In particular, where will you get that information? Remember to always use credible sources such as:

- Regulatory agencies (OSHA, MSHA, EPA, etc.)
- Government agencies (NIH, CDC, NIOSH, etc.)
- EHS professional organizations (ASSP, NSC, AIHA, etc.)
- Recognized scientific principles
- EHS journals
- Subject matter experts, including experts at your workplace
- Employees
- Manufacturer recommendations and manuals
- Site-specific information

## Training Location

You should also be sure that the training can be conducted in an environment that is:

- Safe
- Appropriate for the training delivery method chosen

Both points may seem obvious, but it's worth noting and ensuring nonetheless. For example, if you're going to teach the HazCom 2012 chemical labeling requirements and will have some flammable chemicals with you, don't schedule the training to take place in a room with an open flame (the example is exaggerated, perhaps, but you get the point).

Likewise, make sure the location matches the training delivery method you've chosen. If you're going to do instructor-led training, you'll probably want to book a quiet, out-of-the-way conference room instead of leading the training in the middle of the production floor.

Of course, if you want to do some on-the-job training, that conference room won't work so well. And if you want to deliver online eLearning courses, you'll want to make sure the trainees have access to a computer in a quiet environment with proper computer ergonomics.

There are a number of good books and websites that can help you select and set up the training environment. [The Association for Talent Development's website](#) is a good place to start looking for those.

## Training Schedule

The next step is to allocate an appropriate amount of time for the training. Your schedule should include an:

- Estimated duration for the entire training session
- Estimated duration for each individual topic within the training session
- Time to address questions and concerns and to provide "adequate feedback"

Provide a time estimate for the training based on:

- The amount of material to cover
- The complexity of the material
- The learning objectives your employees must satisfy
- Regulatory or compliance factors

## Trainer Qualifications

Develop a list of the minimum criteria a person must need to be qualified to lead the training. This will help you identify appropriate trainers for the particular topic and help ensure the right trainer facilitates each training. This criteria might include:

- Subject matter expertise
- Training delivery skills
- Training and/or other professional certifications
- Compliance with specific regulatory requirements (such as the MSHA Part 48 “Approved Instructor” requirements)

While you’re at it, come up with a desired ratio of trainers-to-trainees. You can use this later when you’re scheduling the session.

## Training Evaluation Strategy

After you’ve created those EHS training materials and “set them loose in the wild,” you’ll want to monitor them, evaluate their effectiveness, and continually improve them.

Although you’ll primarily evaluate the training after it’s been delivered, you’ll have to do the upfront planning and some creation now.

Before you do, it’s helpful to know that the standard method for evaluating training is to use the Kirkpatrick Four-Level Training Evaluation, in which the training is evaluated at the following four levels:

1. Reaction
2. Learning
3. On-the-job behaviors
4. Business results

### Level 1: Employee Reactions

The first level of training evaluation is designed to gather reactions from the employees who completed the training. You can collect the reactions from employees by having them complete surveys that allow them to share their opinions about the training.

Write those surveys now, during the training development

phase. You'll hand them out and employees will complete them during (or immediately after) training delivery. That way you can use the information from the employee reaction surveys when you're evaluating training and continuously improving it.

For more information, read this article on [Writing Better Employee Reaction Surveys \(Smile Sheets\)](#).

Here are some DOs and DON'Ts for creating those surveys.

**Do:**

- Include some questions that allow employees to write in their thoughts and suggestions
- Focus questions on whether or not the employee believes the training prepared him/her to work safely on the job
- Create answer options that range through a spectrum of negative and positive responses
- Create answer options with clear meanings
- Create answer options that are clearly different from one another
- Ask questions and provide answer options that will leave you with survey results that will help you determine if the training was effective
- Ask questions and provide answer options that will give you information to help you revise and improve the training if necessary

**Don't:**

- Ask employees if they "liked" the training or trainer
- Ask "leading" questions (example: the training was very good--agree or disagree?)
- Rely purely on "Likert scale" questions (questions with answer options like 1-5 or strongly disagree/disagree/ neither agree nor disagree/agree/strongly agree)

## **Level 2: Employee Learning**

The second level of evaluation focuses on testing the employees after the training has been completed.

Tests are typically of two types: knowledge and performance-based. The type of evaluation you use at this phase will depend on:

- The learning objectives
- The type of training delivery method you selected

Knowledge tests focus on what employees know. These tests may be in the form of verbal discussion and/or Q&A sessions, written short-answers or essays, or tests with question types such as true/false, multiple-choice, matching, sequencing, and others.

Performance-based tests focus on having the employee demonstrate that they can perform a task properly and safely. Typically, the trainer evaluates the employee's

performance of the task using a reference, checklist, rating scale, or similar evaluation guide that's prepared during the training development phase.

Whether it's a knowledge-based test or a performance-based assessment, the purpose of the assessment is to determine if the employees can satisfy the learning objectives from the training. Don't fall into the trap of providing training but never determining if your learners "get it."

You'll also have to give some thought to the criteria for successful training completion. In other words, what does an employee have to do to "pass" the training?

The answer will depend on the training need and the learning objectives, since the objectives state what the employee should be able to do after the training is over.

But there may be some additional variables to consider at this point too. For example, if you want your learners to be able to do something, do they have to do it every time, or something like 95 times out of 100? Or, if you want the employee to demonstrate knowledge, how do they do that--by repeating it to you once, or by scoring 80%, 90%, or 100% in a written test? (These points would be addressed in the "degree" of your learning objective.)

Whatever your answer to these issues, your criteria for valid training completion should:

- Be created before the training occurs
- Be applied in the same consistent manner for all training sessions
- Indicate a test score or a similar performance-based measure of success
- Include standards for minimum attendance and participation

### Reliable and Valid Tests

It's important to remember that training evaluations at level 2 should be both "reliable" and "valid." Here's what those terms mean:

- **Reliable:** Gives consistent results over time
- **Valid:** Accurately reflects the knowledge, skills, abilities, or attitudes specified in the learning objective

### Level 3: On-the-Job Behaviors

The third level of evaluation focuses on whether or not the workers apply the EHS training when they're back on the job after training.

After the training, you'll want to go out into the field and observe their behaviors to see if this is true. It may help to develop some form of written guideline now of what

to look for in the future, when the training is done and workers are back on the job.

In addition, you may want to observe the workers' current on-the-job behaviors so you see the current state and the skill gap.

Finally, it's a good idea to communicate with the workers' managers so they'll know the intention of the training and so they can help support and reinforce the training when the workers have been trained and are back on the job.

### **Level 4: Business Results**

The fourth and final level of evaluation focuses on whether or not the EHS training had a measurable positive effect on a business goal.

Business goals to monitor at the highest level may include things like revenue, cost, profit, and production, all of which EHS training can influence.

Business goals that are closer to home for EHS, and that EHS can more directly influence, include:

- Incident rates
- Fatalities
- Injuries
- Illnesses

- Near-misses
- Missed work days
- Production downtime due to EHS issues
- Insurance costs
- Worker's compensation costs

You'll want to identify any business goal you hope your training will affect, learn which KPI is used to measure progress toward that goal, and get current data on that KPI so you can later compare the post-training data and determine if the training had the desired positive effect.

### **Completion Requirements**

There are a number of things to plan in advance to help employees successfully complete their training. These include:

- The possibility of completing and passing a pre-test to opt out of training
- The passing score on a test
- Successful performance on skill assessments
- Remediation for employees who don't pass the initial assessment (test or skill assessment)

Let's look at each.

## Pre-Test

In some cases, you may want to allow employees to complete a pre-test and, if they score well enough, opt out of the training. It's important to check first to be sure this doesn't violate any regulatory requirements.

If you do want to do this, develop the pre-test, including the passing score, during this phase. The pre-test should be very similar to the test employees would take after training (though it would be a best practice to not use the same test, to reduce the chances of other employees getting the test before they take the training).

## Passing Score (for Tests)

If your employees must take a test after training, set a standard for what it means to "pass" the test when creating your training evaluation. That passing standard should be directly linked with your learning objectives, which state what the employee should be able to do after the training is over.

## Successful Performance for Assessment & Skill Demonstration

If instead of a knowledge-based test, you'll have employees demonstrate a skill or procedure to pass the training, develop a set of criteria that clearly spells out what a

successful, passing performance looks like and includes (and perhaps what it does not include). Trainers use this as a guide while evaluating and assessing the performance of learners after training to determine if they can satisfy the learning objectives.

## Remediation for Employees Who Fail the Initial Test or Assessment

Your completion criteria may also include alternative procedures that can be followed by employees who fail to satisfy the completion criteria. This may mean completing a full retraining or getting some remedial help.

# CONTINUOUS IMPROVEMENT STRATEGY

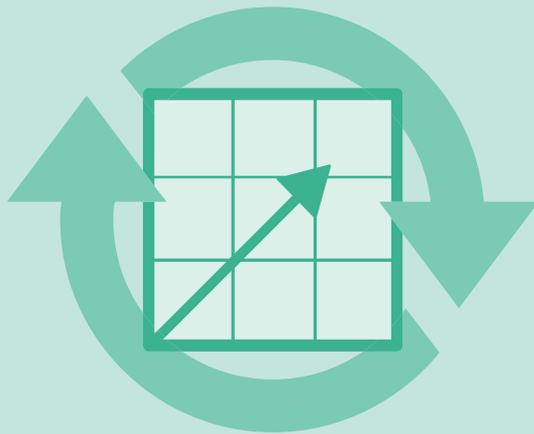
Once you've rolled out a training program, you've got to periodically review it to ensure it's up to date and effective. And you've got to revise it when necessary.

Begin making plans to do this now. As far as keeping your training up to date, you'll need to keep tabs of all the stuff you'd expect:

- Injury, illness, and near-miss reports
- Revised JHAs
- Regulatory changes
- New procedures and processes
- New equipment
- More

And that means you'll want to make sure these are in place now, that they're being measured (when relevant), and that you know the measurements now so they can act as a baseline after training.

Remember to use the data from the four levels of evaluation we covered earlier during your continuous improvement efforts.





PART IV

# DELIVERING EFFECTIVE EHS TRAINING

This section will discuss aspects of EHS training delivery, which will cover the following topics:

- Traits of effective EHS trainers
- Planning and preparing to deliver EHS training
- Training delivery
- Managing the learning environment

# EFFECTIVE EHS TRAINERS

Effective EHS trainers should:

1. Possess a measure of subject matter expertise
2. Have training delivery skills
3. Have training delivery experience
4. Improve their knowledge and skills through work experience and continuing education
5. Be able to document their qualifications

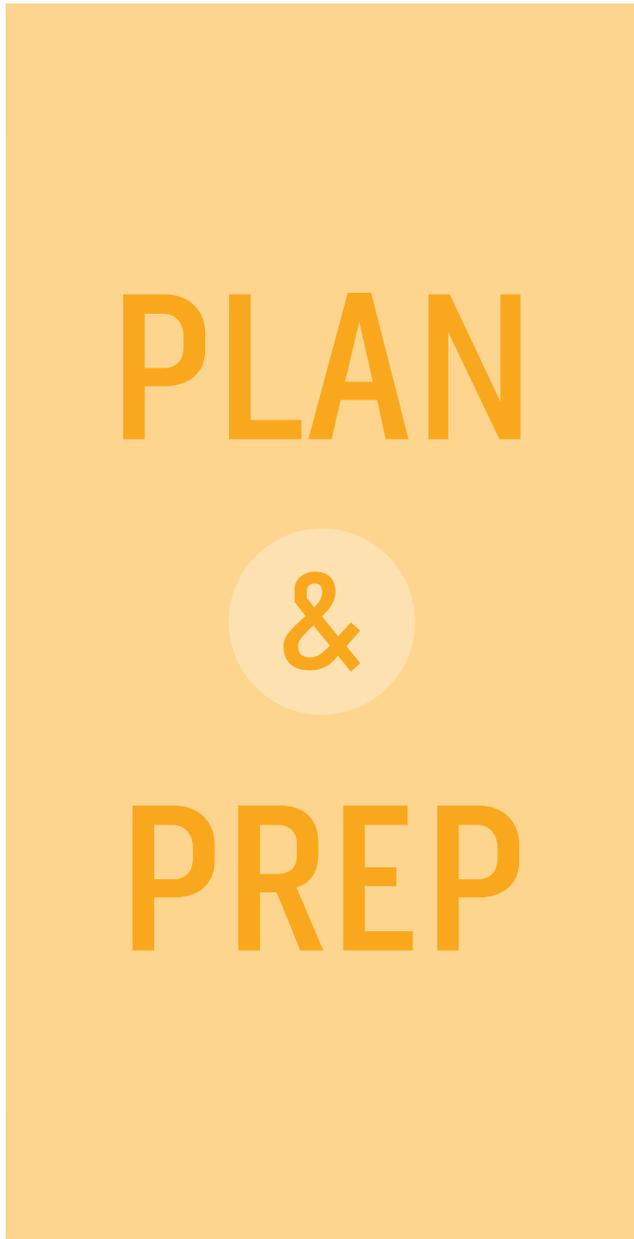
First, they should be **subject matter experts**. The standard says they “shall have an appropriate level of technical knowledge, skills, or abilities in the subject they teach.” So, they don’t have to be subject matter experts in the way that Einstein was a subject matter expert on physics. But, they need to know their stuff. “Appropriate” seems to be the key word here.

Next, they should be experienced trainers with **training delivery skills**. This should include a particular emphasis on knowing and applying adult learning principles while delivering training.

Also, the trainers should maintain and improve on their knowledge and skills through a combination of work experience, continuing education, and other professional development opportunities.

Finally, trainers and training program administrators should create and store documents that show how EHS trainers comply to these expectations. This can include resumes, continuing education certificates, licenses, registrations, and/or simple experience sheets.





## TRAINER PLANNING AND PREPARATION

The trainer should plan and prepare in advance of the training. Most notably, this means making sure the trainer:

- Meets the qualifications for an effective, appropriate trainer listed above
- Knows the course's learning objectives
- Is familiar with the course's training materials
- Knows how to use the primary training delivery method and the backup/alternate delivery method
- Has read and understood the instructor's guides
- (This final point is for instructors in virtual training environments) A virtual training instructor will have practiced training in the virtual environment enough to be completely familiar with the delivery system and be familiar with backup plans in case of a malfunction and/or technical error

# TRAINING DELIVERY

Two things the EHS trainer should pay especially close attention to while delivering training are:

- Applying adult learning principles
- Fostering communication and ensuring adequate feedback

## Adult Learning Principles

The EHS trainer should use adult learning principles while leading the training.

Depending on where you look, you'll see slightly different sets of adult learning principles. While they all are similar, sometimes the differences are interesting. We'll present two sets below.

First, the set of adult learning principles listed in ANSI Z490.1 (this set focuses on what the trainer should do to appeal to the adult learners). According to this list, trainers should:

- Treat employee in training with respect
- Recognize and respond to their individual learning styles/preferences
- Manage difficult situations by exercising appropriate

judgment

- Be flexible in tone and pace to accommodate the learning needs of the employees at the training
- Do what's necessary to coach, counsel, and guide the employees to make the learning experience as effective as possible
- Respect, value, and appreciate the different levels of experience that the employees bring to the training
- Encourage active participation from all employees in the training

Next, a set of slightly different adult learning principles based on the list by learning theorist Malcom Knowles (this set focuses on traits of the adult learners that the trainer should appeal to). According to this list, adult learners:

- Are self-directed
- Have life experiences
- Are goal-oriented
- Are task-oriented
- Want to learn within their own schedule
- Learn when motivated
- Want to feel respected

## Communication and Feedback

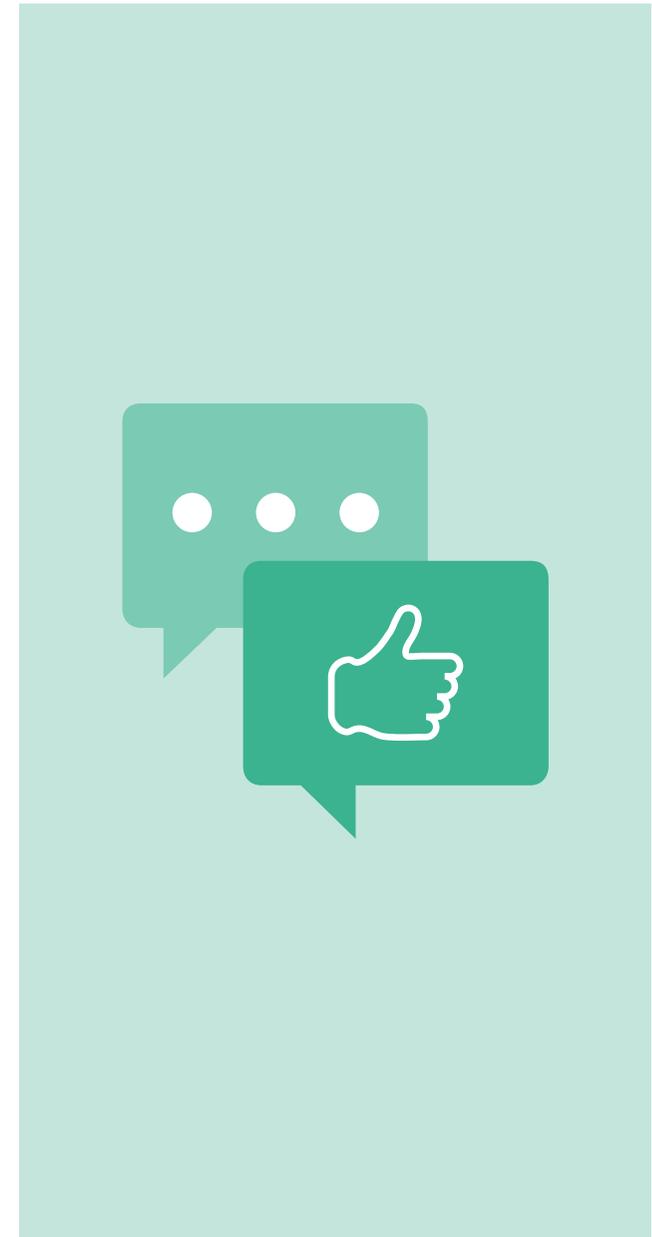
When EHS training is being designed and developed, it's important to give thought to and build in opportunities for communication with the trainees. This includes feedback, such as answering questions, addressing objections, and coaching or guiding employees as they learn to perform job skills safely.

But it's up to the EHS trainer to ensure that communication and feedback takes place.

Trainers must foster an environment that encourages and supports questions and comments, and they should build in opportunities for practice and feedback.

To do this, try to focus on asking workers questions instead of merely lecturing to or talking at them.

Finally, remember to always create an atmosphere in which the learners feel safe asking questions; never make fun of or shame people when they ask something.





## MANAGING THE LEARNING ENVIRONMENT

Trainers must manage the learning environment during the training. That includes making sure the training environment is safe, of course, but also that it's an appropriate environment for learning in general and for learning the given topic in specific.

Trainers must ensure:

- Conditions are always safe
- Noise levels are low enough that trainees can hear properly
- There's access to water and restrooms
- The temperature, air quality, and climate is appropriate and comfortable
- Lighting and visibility are suitable
- There's enough seating
- There's enough work area for the training
- The training creates no ergonomic hazards
- There's a planned evacuation route and enough emergency exits, and all in attendance know what to do in event of an emergency
- There's a way to call for emergency medical assistance if required
- The desired teacher/learner ratio can be accommodated

## PART V

# EVALUATING EHS TRAINING

You can't just deliver EHS training, leave it at that, and do nothing else. Well, you CAN, but it's not a good idea. Instead, you've got to evaluate the training.

As you probably guessed, the purpose of evaluating EHS training is to see if the training was effective. Are your employees "learning" from the training? Does the training lead to the desired change in their behaviors? Has the training had a positive effect on key EHS metrics or even on key company metrics? Does one or more individual employee need additional help after the training? Do you need to modify the training and deliver it again?

Evaluation of training once it's been delivered includes three aspects:

1. Familiarity with evaluation strategies created during design & development phases
2. Evaluation responsibilities after training, in both short- and longer-term time frames
3. Use of evaluation data as part of continuous improvement efforts

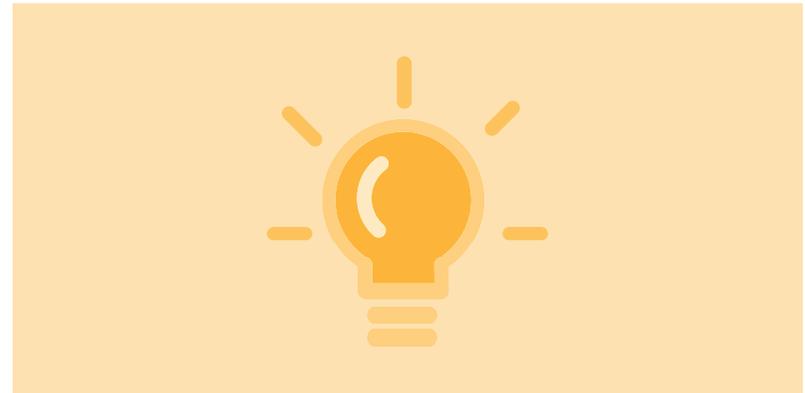
We'll look at each of the three in this section.

# KNOWING EVALUATION STRATEGIES

An EHS trainer who's leading an EHS training session must be familiar with and carry out the evaluation strategies created during the EHS training design and development phases as described earlier in this guide.

That includes being familiar with the following:

- Pre-test, if applicable
- Learning objectives
- Tests for knowledge or skills, including how to deliver and how to evaluate them
- Passing scores/completion requirements
- Employee reaction survey
- Methods for observing later on-the-job behaviors
- Methods for evaluating effect of training on business goals



## EVALUATION TASKS

As discussed earlier, it's common to think of evaluation at four levels or stages. That evaluation typically occurs at two different times:

- The day of training (levels 1 and 2)
- The days/weeks/months after training (levels 3 and 4)

Let's look at each.

### **Evaluation Responsibilities on the Day of Training**

The EHS trainer will have to carry out a number of tasks related to evaluation during the actual training session itself, or immediately afterward.

In the Kirkpatrick evaluation model, these correspond to levels 1 and 2, which includes:

- Correctly identifying each trainee who's being evaluated
- Delivering pre-tests, if applicable (ensure this is acceptable within relevant regulatory context)
- Evaluating pre-tests using completion criteria developed during training design to see if workers who did take the pre-test successfully tested out of training
- Delivering knowledge tests

- Observing and evaluating performance tests. Trainers must do this according to an objective standard/ performance expectation that was created during training design & development. If there's just one trainer doing evaluation, it's important that the one trainer evaluate all trainees in the same fair and objective manner. If there are multiple trainers doing evaluation, they all must evaluate all trainees according to the same objective standard.
- Providing trainees with the results of any training evaluation. The worker should then have the opportunity to use this feedback as a way to ask for more information, help, or practice.
- Ensuring that evaluation complies with any industry standard and/or regulatory requirement. For example, regulations often specify a minimum acceptable level of training (although it's always OK to exceed those requirements).
- Handing out or otherwise allowing workers to complete the worker reaction survey after training. Remember that in many cases, workers will want to do this anonymously and/or won't want to hand a completed survey directly to the trainer. Create some form of mechanism to make workers feel their responses are anonymous, assure them of that, and impress upon them that their input is desired solely to improve training and that it will be used in that way (and that way only).
- Providing trainees with the results of any training evaluation. The worker should then have the opportunity to use this feedback as a way to ask for more information, help, or practice.
- Providing trainees who do not pass the first time with additional assistance and/or more training until he or she can satisfy the objectives.
- As regulations require, workers should be periodically re-trained and re-evaluated.

## Evaluation Responsibilities in the Days/Weeks/Months After Training

Training evaluation doesn't end on training day. Instead, there are more evaluation duties to be carried out. In terms of the Kirkpatrick four-level evaluation model, these correspond to levels 3 and 4.

### Observing On-the-Job Behaviors

In the days, weeks, months, and even years after training, it's important to observe the employee's real on-the-job behavior at the workplace to see if the employee is correctly applying the knowledge, skills, abilities, or

attitudes the training was intended to convey.

This can be done during daily safety walks, and can also be addressed in weekly safety meetings with the employees. It's also fine to schedule specific times for these observations. Be sure to create some mechanism for recording these observations as well, even if it's as simple as a notebook and paper.

The observations may include a comparison of behaviors from before and after training, and can include observations from customers and coworkers.

Part of this evaluation task includes providing recognition to workers who are applying the training, refresher/ reminders to workers who are not, and, if workers aren't applying the training, investigating why (in some cases, it may be something unrelated to training, such as a manager on the floor telling workers to ignore the safety training).

### Analyzing Effect on Key Business Goals

It's also important to measure and track key business goals after the training, compare them to measurements made before the training (as a benchmark), and try to determine if the EHS training had any impact.

Remember, any claims that your training had an impact will be more persuasive if you have data from before the training, too.

You can do this by analyzing key performance indicators (KPIs) such as safety behaviors; safety records; implementation of preventive measures; increased use of PPE; reduction in injuries, illnesses, and near-misses; reduction in workman's comp claims; and increased regulatory compliance.

You may also be able to determine and demonstrate that your EHS training had an effect on business KPIs such as profit, revenue, expenses, and ROI.

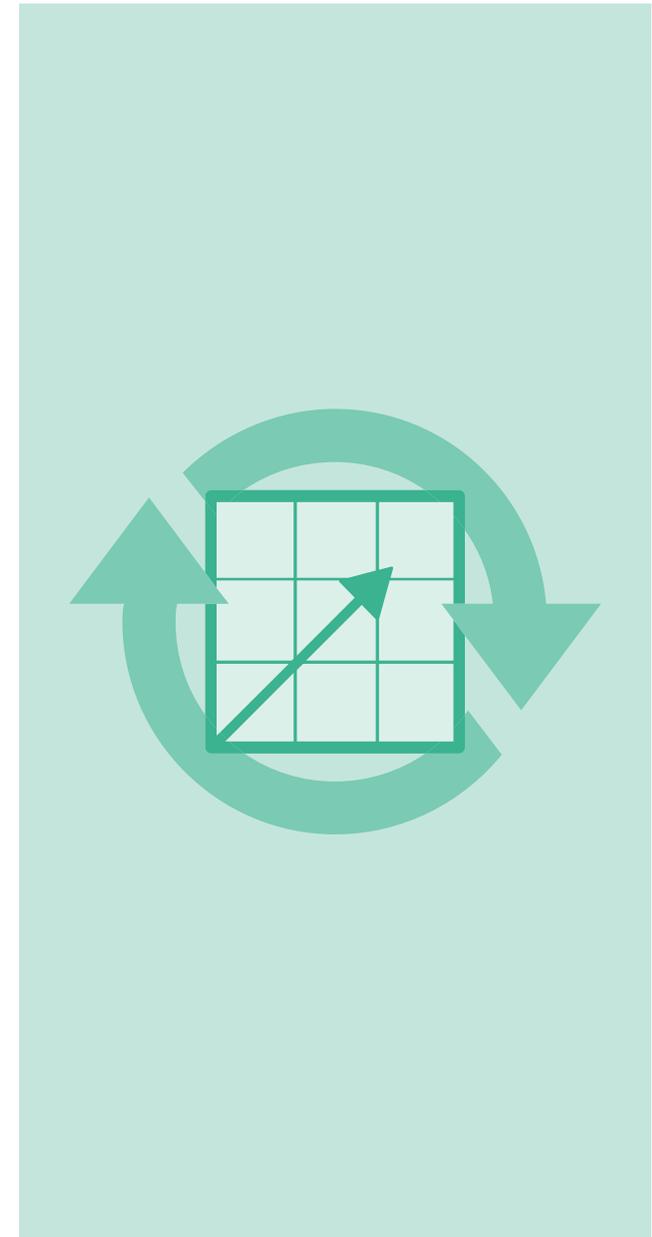
# CONTINUOUS IMPROVEMENT OF TRAINING

You don't do all of that evaluation just for the sake of evaluating.

Instead, use the evaluation data to determine if the EHS training has been effective or not, and if it can be improved.

If your data suggests that any aspect of your training--design, development, or delivery; course content; selection of training delivery methods; additional training materials; assessments; learning environment; etc.--can be improved, work to make the training better and more effective.

Remember to consider using information from incident investigations, job-site observations, safety audits, and inspection data as well in your continuous improvement efforts.



## PART V

# DOCUMENTING AND RECORDKEEPING

It's necessary to set up a system for creating and storing all EHS training records and documentation. This should guarantee that:

- The records are easy to retrieve and identify and are maintained in an orderly fashion
- The records are current, accurate, legible, and dated, and that the dates include revision dates when appropriate
- The records satisfy relevant/applicable regulatory and/or legislative requirements
- The records are maintained for a specified time period

On the issue of maintaining records for a specified time period, the amount of time that records should be kept may be mandated by legislation, regulations, and/or company policy.

Your company's written training plan should include procedures for document control of these documents and records.

# RECORDS OF WHAT?

When you think of EHS training and recordkeeping, you may immediately think of records of who's completed training.

That's important, but it's not everything. Specifically, those records are to cover the following phases of training:

- Development of EHS training
- Delivery of EHS training
- Evaluation of the training program

Let's look at the requirements for each in more detail.

## Records of EHS Training Development

You may not have thought that you'd need to keep records of this phase, but Z490.1 says you should. Those records should include:

- Your target audience
- The learning objectives
- Sources used to develop your training materials
- The person(s) designing and developing the training materials
- The qualifications of the person/people developing the training materials



- All training materials developed for a course
- Plans for evaluating and the continuous improvement of the course

## Records of EHS Training Delivery

Now this one may be less of a surprise. You probably figured you'd have to keep records of your training delivery and completion.

Even given that, you may be surprised by the information the standard suggests recording. This includes:

- Date of training
- Location of training
- Duration of training
- Name and description of course
- Names of person(s) delivering training
- Qualification of that person(s)
- Delivery method used for training
- Trainees attending/participating
- Trainees who successfully completed the training

## Records of EHS Training Evaluation

Finally, you should create and maintain documentation of your training evaluation(s). Evaluation records should include:

- Records of your actual training evaluations
- Records of periodic reevaluation of the course

In addition, keep records of what you did with that training evaluation data--show how you used the data as part of your continuous improvement efforts.

## CONFIDENTIALITY AND AVAILABILITY

Your written training plan should include procedures for both the availability of training records and their confidentiality.

More specifically, the standard states that your EHS training records must “meet regulatory requirements for availability, disclosure, confidentiality, and protection of trade secrets.”

## ISSUING CREDITS AND CERTIFICATES

In some cases, you may issue credits and certificates to employees who have completed training. The standard says that “no credits or certificate of training shall be

issued unless the criteria for completion have been met by the trainee.”

It also says that if the training provider does issue credits for completed training, “they shall be issued in accordance with recognized established standards, regulations, or industry protocols.” (7.4.2)

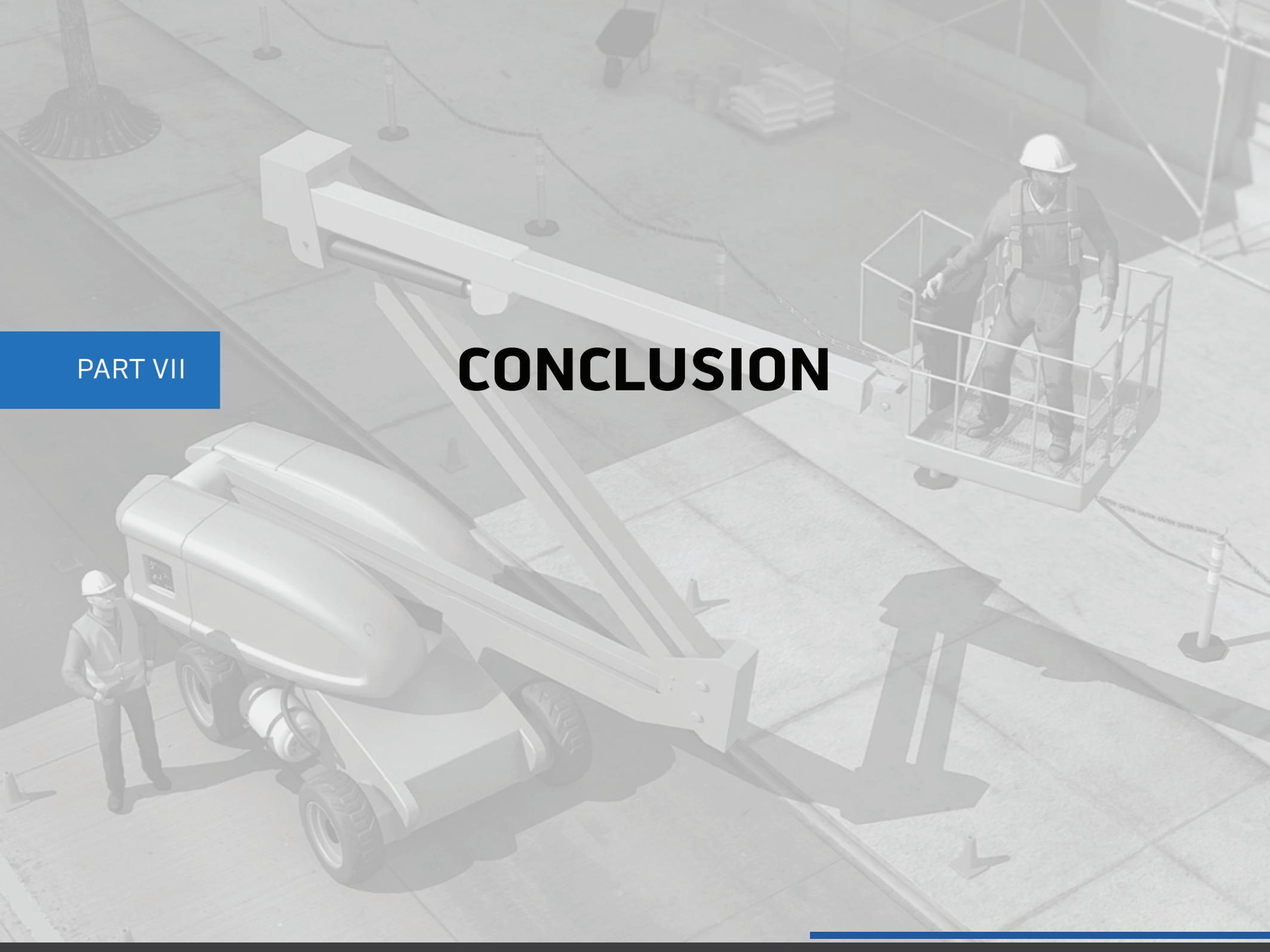
When issuing a certificate or written documentation that signifies completion of a course to the trainee, the certificate must include:

- Trainee’s name
- A unique number that identifies the trainee
- Course title
- Date and hours of instruction
- Statement that trainee has successfully completed the course
- Number of credits, if issued
- Name and address of the training provider
- Date the periodic refresher course is due (if required), or the completion expiration date
- The level of training or type of certificate awarded (if applicable)
- Any other information required by any related regulation
- Signature of BOTH trainee and training provider



PART VII

# CONCLUSION



# EFFECTIVE EHS TRAINING



ANSI Z490.1, the national standard that spells out *Criteria for Accepted Practices in Safety, Health, and Environmental Training*, provides a roadmap to more effective EHS training.

And this guide provides a roadmap to following Z490.1, hopefully making it easier to follow and providing helpful examples as well as links to many more helpful resources.

We hope this guide has been informative and wish you well as you begin the process of benchmarking your existing EHS training program against this standard (or perhaps beginning to create an EHS training program). And of course, most importantly, we hope this guide helps you create effective EHS training that has real, positive effects and leads to a safer, healthier workplace.

Remember that the most important reason to provide effective EHS training is to protect the safety and health of workers and the beauty of our environment. But in addition, know that well-administered EHS training programs, like EHS programs themselves, bring with them a significant positive return on investment (ROI), making the investment you put into EHS worth it many times over.

Good luck with your efforts! And don't forget to check out the ANSI/ASSP Z490.2 standard for online EHS training as well.

PART VII

# RESOURCES



## PART I: **ANSI AND ANSI Z490.1**

- » [ANSI](#)
- » [ANSI FAQ Page](#)
- » [ANSI Overview \(PDF\)](#)
- » [Standards Incorporated by Reference - OSHA 1910.6\(a\)\(2\)](#)
- » [ANSI Incorporation by Reference Portal](#)
- » [American Society of Safety Professionals \(ASSP\)](#)
- » [Buy ANSI Z490.1](#)

## PART II: **MANAGING AN EHS TRAINING PROGRAM**

- » [Small Business Compliance Guide](#)
- » [Compliance Assistance Quick Start](#)
- » [OSHA](#)
- » [Training Requirements in OSHA Regulations \(OSHA 2254\)](#)
- » [EPA Laws and Regulations](#)
- » [MSHA](#)

## PART III: **DEVELOPING EFFECTIVE EHS TRAINING**

- » [Training Needs Analysis](#)
- » [Perform a JHA](#)
- » [Four Steps of JHA](#)
- » [Free JHA Guide](#)

- » [What is a Learning Objective?](#)
- » [ABCD Learning Objectives](#)
- » [SMART Learning Objectives](#)
- » [Robert Mager's \*Preparing Instructional Objectives\*](#)
- » [Bloom's Three Taxonomies](#)
- » [Blended Learning Best Practices](#)
- » [Blended Learning for Manufacturing](#)
- » [Adult Learning Principles](#)
- » [Adult Learning Principles and Safety Training](#)
- » [Gagne's Nine Events of Instruction](#)
- » [Writing Training Materials](#)
- » [Graphic Design Tips for Training Materials](#)
- » [Better Safety Training with Visuals](#)
- » [Matching Graphics to Training Content](#)
- » [Best Practices for Training Assessments](#)
- » [How to Write Multiple-Choice Questions](#)
- » [Write True/False, Matching, and Other Question Types](#)
- » [Tests and "Fidelity"](#)
- » [Tests, Reliability, and Validity](#)
- » [Kirkpatrick's \*Four Levels of Training Evaluation\*](#)
- » [Business Goals, KPIs, and Training](#)
- » [Julie Dirksen's \*Design for How People Learn\*](#)

- » [OSHA](#)
- » [MSHA](#)
- » [EPA](#)
- » [DOT](#)
- » [NIOSH](#)
- » [CDC](#)
- » [NIH](#)
- » [ASSP](#)
- » [NSC](#)
- » [AIHA](#)
- » [Association for Talent Development \(ATD\)](#)
- » [MSHA Part 48 “Approved Instructor” Requirements](#)
- » [Writing Better Employee Reaction Surveys \(Smile Sheets\)](#)

#### **PART IV: DELIVERING EFFECTIVE EHS TRAINING**

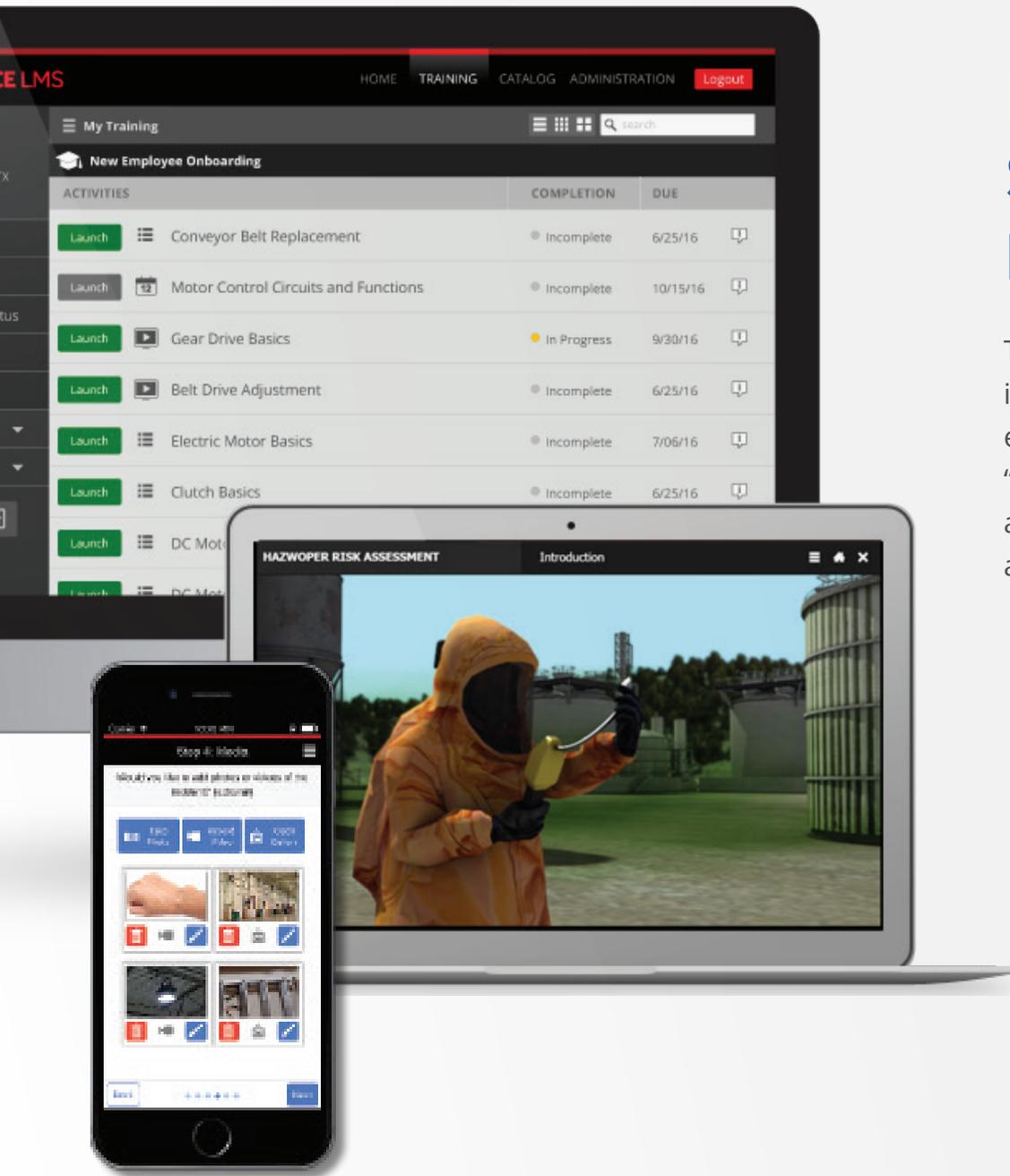
- » [Adult Learning Principles](#)
- » [Adult Learning Principles and Safety Training](#)
- » [Association for Talent Development \(ATD\)](#)

#### **PART V: EVALUATING EHS TRAINING**

- » [Kirkpatrick’s Four Levels of Training Evaluation](#)
- » [Writing Better Employee Reaction Surveys \(Smile Sheets\)](#)
- » [Will Thalheimer’s Performance-Focused Smile Sheets](#)
- » [Tracking Training-Related EHS Leading Indicators](#)
- » [Level Four Training Evaluations](#)
- » [Determining ROI: Isolating the Effects of Your Training Program](#)

#### **PART VI: DOCUMENTING AND RECORD KEEPING**

- » [OSHA Regulations](#)
- » [MSHA Regulations](#)
- » [EPA Regulations](#)



# INDUSTRIAL-STRENGTH SAFETY TRAINING MANAGEMENT

The Convergence Learning Management System (LMS) is a web-based software system that administers your entire EHS training program, including training that occurs “offline” and online. It’s designed specifically for industrial and manufacturing facilities and can be used to manage all training, not just EHS. It makes the following a snap:

- Assigning
- Notifying
- Delivering
- Tracking
- Storing records
- Reporting
- Mobile compatibility

We also offer an integrated Incident Management System for reporting, correcting, and tracking workplace incidents.

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