National Institute of Environmental Health Sciences

WETP

Strategic Plan

This page intentionally left blank.

Worker Education and Training Program (WETP)

Strategic Plan

Table of Contents

Background 4

An Inclusionary Process 5

History of WETP 7

Significance of HAZWOPER Regulations 9

Mission Statement of WETP 11

Section One: Partnerships....14

Section Two: Organizational Alignment of WETP 16

Section Three: Maintaining Human Capital Leadership & Training 17

Section Four: Sharing Information....18

Strategic Conclusions 21

Operational Part of the Plan....22

- **Section One:** Partnerships....23
- **Section Two:** Operational Alignment 25
- **Section Three:** Leadership & Training 26
- **Section Four:** Sharing Information....28

Background

Development of the National Institute of Environmental Health Sciences (NIEHS) Worker Education and Training Program (WETP) Strategic Plan began in April, 2001 with the design of a strategic planning process that was based on three key principles: (1) *Stakeholder Inclusion*—the idea that inputs from all stakeholder groups involved with and impacting the program (awardees, other Federal agencies, champions of the program) should be strongly represented in the formulation of the plan; (2) *Realistic Goals*—the plan should be realistic and address a significant number of near-term operational items that impact the month-to-month running of the program as well as long-term growth issues, and; (3) *Peer Review Process*—the plan needs to contain a review process that keeps the plan current and that helps WETP realize that its is moving forward and staying on track with the latest developments in the field of worker training.

In addition to these three cornerstone principles, the outline and initial draft content of the plan was created in two days of intensive effort broken down into a *Process Day* and a *Content Day*. This separation of process and content allowed for a more efficient and productive start to the strategic planning process because discussions on the ultimate goals of the strategic plan and the strategic planning process itself [e.g., who was the plan's audience, what percentage of the plan would address operational issues, who would provide input] were kept distinct from discussions on the content of the plan [e.g., what areas needed to be addressed, initial operational decisions].

Regarding the planning framework used here, it is somewhat unusual to include both "operational" and "strategic" issues under the same planning product labeled "Strategic Plan." Operational plans typically focus on day-to-day issues, while strategic plans typically focus on long-term growth and survival issues. However, in this case, WETP has concluded that some operational issues have high strategic relevance to the future direction and mission of WETP.

The strategic planning process began with the WETP immediate staff and was facilitated by WETP National Clearinghouse staff.

An Inclusionary Process

The decision to include a wide range of stakeholders in the WETP planning process led to the scheduling of three meetings to take place in the month of September 2001. The first meeting, called the "Champions Meeting," took place September 5th at the NIEHS in Research Triangle Park, NC and brought together individuals with expertise in health and safety and occupational medicine and knowledge of the WETP training program. The meeting focused primarily on the strategic issues facing the program and gave rise to discussions about several topics including: the status of worker training after 1910.120; the need for metrics that illustrate the WETP's value and impact on the worker community; whether the mission statement of WETP should be changed; what the technical training and focus of WETP should be over the next several years; and how and with whom WETP should initiate partnerships and collaborative agreements.

The input received from this meeting was important in beginning to answer questions about the growth of WETP, how that growth would be achieved, and what type of change in WETP's Mission Statement was necessary to support that growth. It confirmed the WETP staff's desire to utilize partnerships as a primary avenue of growth and helped create a list of focus areas on which partnerships could be based. Since the meeting ran only one day, the meeting participants had to prioritize, and their time was spent attempting to crystallize the new strategic framework for WETP. The meeting participants conceded that there were many additional training and policy topics that needed to be addressed in the draft strategic plan and they looked forward to the input that would be received from the Principal Investigator (PI) meeting.

The second meeting, called the "PI Meeting," was scheduled for September 14th at the National Institutes of Health (NIH) in Bethesda, MD and was intended to bring together PIs and as many representatives of the WETP awardee community as possible. For those awardee representatives not able to participate, a "strategic planning website" was established to review the draft and garner input. A third meeting, called the "Federal Meeting," was scheduled for September 19th in Crystal City, VA to bring together representative of other agencies with which WETP has or would like to create partnership opportunities.

An Inclusionary Process cont.

As a result of September 11th, the PI meeting was cancelled and the Federal meeting rescheduled for November 8, 2001. The Strategic Planning Workshop, which occurred on November 1-2, 2001 in Chapel Hill, NC took the place of the PI meeting and became the opportunity for PIs to discuss in detail the components of the plan.

This strategic plan owes its insights and operational items in large part to the hard work of the Awardees during the November 1-2, 2001 Strategic Planning Workshop. Below, we present the history of WETP, including an overview of the enabling legislative authority. The strategic core of our plan is presented in the following four sections:

- Partnerships
- Organizational Alignment of WETP
- Maintaining Human Capital—Leadership & Training
- Sharing Information

These four strategy sections are followed by our operations plan.

History of WETP

The Core Program of the WETP is the worker training grants provided under Section 126 (g) of the Superfund Amendments and Reauthorization Act of 1986 (SARA). This grant program was enacted in order to meet the need for development of a trained workforce necessary to undertake the extensive environmental remediation activities contemplated by the Superfund Act. This program, originally funded through SARA in 1986, continues to this day as the basic training grant program of the WETP.

Since 1986, a number of other training grant programs have been authorized and funded by Congress. These programs include grant activities relating to training of environmental response and cleanup workers at the Department of Energy Nuclear Weapons Complex (DOE Program), training of workers to engage in environmental remediation activities at Superfund sites, Brownfields and related projects for the Minority Worker Training Program (MWTP) and the Brownfields Minority Worker Training Program (BMWTP), and most recently, training of workers to undertake cleanup of environmental problems stemming from Bioterrorism (Anthrax), World Trade Center (WTC) and potential Weapons of Mass Destruction (WMD) incidents. **(Refer to NIEHS WTC Supplemental Awards summary on the next page)**

The WETP Core Program, as well as each of the subsequent "spin off" training grant activities, is tied to the safety and health requirements of the OSHA Regulations found under 29 CFR 1910.120, Hazardous Waste and Emergency Response, commonly known as the HAZWOPER Regulations.

History of WETP cont.

NIEHS WTC Supplemental Awards Summary

The National Institute of Environmental Health Sciences (NIEHS), which is part of HHS' National Institutes of Health, is funding six training grants and six research grants to address immediate and long-term worker and community health protections arising from the World Trade Center attacks.

A total of $6 million will support education and training efforts, including training new and current hazardous material teams for the New York City Fire Department, environmental remediation workers, site cleanup workers and hazardous material teams on response to weapons of mass destruction. The awards are as follows:

International Association of Firefighters, $3,205,597, to support additional hazardous materials technician and chemical protective clothing/decontamination training classes for the Fire Department of the City of New York.

International Union of Operating Engineers, $1,451,047, to support the development of training programs to promote quick and appropriate response by skilled construction and support workers for sites affected by weapons of mass destruction and other disasters, including a training module concerning the distribution and fit testing of respiratory protection equipment at the World Trade Center site.

The National Puerto Rican Forum, and their consortium members at the Alice Hamilton Occupational Health Center, Office of Applied Innovations and the Maine Labor Group on Health, $480,000, to train hazmat workers to respond to weapons of mass destruction, including the International Association of Heat and Frost Insulators & Asbestos Workers, the American Federation of Government Employees and emergency response personnel in Kentucky, Maine and Washington, D.C.

University of Medicine & Dentistry of New Jersey, $398,711, to: provide Transit Union Workers in lower Manhattan with 24-hour hazardous materials technician training; train New York District Council of Carpenters Labor Technical College members for World Trade Center site cleanup activities; and support the New Jersey State Police in training about 2,875 hazardous materials police and hospital workers to effectively respond to emergency situations regarding weapons of mass destruction.

The Laborers-Associated General Contractors Education and Training Fund, $314,645, to train workers currently employed on the World Trade Center cleanup and subway reconstruction project and to train non-English speaking workers in New York City and New Jersey who are involved in anthrax remediation sites.

The Center to Protect Workers Rights, $100,000, to continue the three-hour health and safety training targeting workers at the World Trade Center. The existing three-hour training will be continued for workers engaged in cleanup and construction activities over the next few months and will focus on awareness of existing and any new hazards associated with the site during construction activities.

Significance Of HAZWOPER Regulations

SARA 1986 established the requirement for DOL-OSHA to develop and promulgate two standards applicable to hazardous waste operations and responses to hazardous materials incidents. The first required a standard for the protection of workers engaged in hazardous waste operations; hazardous waste treatment, storage, and disposal activities (TSD); and emergency responses to hazardous materials incidents without regard to location. This standard, 29 CFR 1910.120 'Hazardous Waste Operations and Emergency Response,' was promulgated on March 6, 1989 at 54 FR 9317 as amended at 55 FR 14073 on April 13, 1990 and 56 FR 15832 on April 18, 1991. An identical standard, also required by SARA, was promulgated by EPA at 40 CFR 311 for the principal purpose of providing coverage for public workers otherwise exempt for coverage under the OSHA Act. The second standard required by SARA required that OSHA develop and promulgate a standard for the certification of training programs required by the worker protection standard. OSHA published a Notice of Proposed Rulemaking but has never finalized action on that standard. As a consequence, no current federal standard exists specific to requirements for certification of the extensive training requirements established in the worker protection standard. OSHA has amended the standard, however, to add the non-mandatory Appendix E that provides guidelines for training providers and training program curriculum. Appendix E is based primarily on the NIEHS WETP 'Minimum Criteria' for 29 CFR 1910.120 training providers and training curriculum developed in a national technical consensus workshop in the early 90's, which continues to serve as the primary core criteria for all WETP training grant programs.

The HAZWOPER standard is unique in that it is based upon a pro-active approach to worker and public health protection. That is, it is assumed that each of the three categories of operations covered by the standard (hazardous waste cleanup operations, TSD operations, and emergency response actions) are of such a potentially highly hazardous and complex nature that worker exposures cannot be predicted in advance of worker engagement; thus workers are required to be protected at the outset until

Significance Of HAZWOPER Regulations cont.

such time as actual exposures can be adequately determined and protective measures specifically established. As a consequence, the worker training provisions embodied within the standard are quite rigorous and are comprised of 1) pre-job core training requirements that include knowledge, skill and ability elements, 2) site-specific training, and 3) annual refresher training. With respect to public health protection, the standard has extensive requirements with regard to hazardous materials and substances containment, decontamination requirements that apply to workers and equipment to prevent transfer of hazardous materials into the public environment, and hazardous waste transportation requirements.

Engagement in operations covered by the HAZWOPER standard often includes potential exposures to additional hazards for which specific standards and related training requirements apply. Some examples include asbestos, lead, confined spaces, and demolition operations. The WETP awardees have also developed training programs to address these special hazards as may be appropriate to their training target audience and constituency.

Mission Statement of WETP

WETP staff reviewed the existing mission statement of the program to determine if it still successfully reflects the goals and activities of the program.

"The mission of the NIEHS Worker Education and Training Program (WETP) is to support the development of a network of non-profit organizations that are committed to protecting workers and their communities by creating and delivering high-quality, peer-reviewed safety and health curricula to target populations of hazardous waste workers and emergency responders. Through the NIH extramural grants process, the WETP awards cooperative agreements in order to:

a. Create a major prevention education activity for NIEHS as technical, scientific and basic research information is delivered to target populations with high-risk toxic exposures.

b. Establish and modify national benchmarks for quality worker safety and health training in collaboration with the stakeholder community.

c. Develop innovative occupational safety and health training for workers and their supervisors that perform dangerous jobs in the nation's hazardous waste management and remediation programs, as well as for emergency responders to uncontrolled hazardous materials releases."

As part of the strategic planning process, it was decided that WETP's mission statement should reflect the diversity of activities of the program awardees. Therefore, while it is unnecessary to change the language of the existing mission statement, it would be

Mission Statement of WETP cont.

useful to *clarify* the scope of WETP's mission. It is the understanding of the WETP that its mission also includes training in areas such as:

- Primary prevention
- Environmental remediation [asbestos, lead abatement, underground storage tanks, unexploded ordnance, mold]
- Training to reach underserved minority workers in urban cities in environmental remediation

Impact of September 11th on WETP's Mission

Prior to September 11, 2001, the WETP program was operating in a relatively institutionalized process with a regular and recurring contribution to building an extensive base of trained environmental response and cleanup workers. This program activity of WETP was fully consistent with the mission statement of the WETP. Activities were underway to strengthen and improve this well-structured program to include appropriate integration of the training program with Advanced Training Technologies (ATT), review curriculum for improvements in cleanup technology and in general, and develop methods for improving the training of workers in environmental remediation activities.

The words, "protecting workers and their communities," in the pre-plan mission statement took on new meaning after September 11th. While the WETP mission statement has not changed, the activities of the program post-September 11th has included training in support of the WTC cleanup requirements, the anthrax cleanup activities, and addresses the emerging needs for microbial remediation training and efforts to understand the special training requirements that might be required with respect to environmental response and cleanup arising from incidents involving WMD.

The creation of WMD-specific training is clearly part of subsection "c" within WETP's existing mission statement. It also impacts the operational plan of the program. WETP recognizes the intertwined nature of the traditional environmental response and cleanup program activities with the newly emerging problems of response to incidents of terrorism that may involve biological agents and/or weapons of mass destruction and has incorporated WMD training and other WMD prevention activities into its program activities.

Mission Statement of WETP cont.

Ongoing Strategic Focus of WETP

WETP continues to support the traditional HAZWOPER training programs through its extensive network of awardees. Its activities and funding support will:

- Provide resources to developing the BMWTP, which provides training for workers at Brownfields and other community-based environmental response and cleanup sites.
- Continue to provide resources for awardees engaged in training of environmental workers at DOE facilities.
- Support activities of awardees engaged in developing specialized curriculum and training assistance that may be required to prepare workers in the emerging environmental response and cleanup involving microbial remediation.
- Continue to support the development of curriculum and training activities that utilize the appropriate advanced training technologies and will continue to support evaluation and experimentation in this educational area.
- Develop curriculum and training materials and techniques involving special circumstances such as response to incidents involving biological agents and weapons of mass destruction.

These strategic initiatives are at the heart of WETP's program activities. The program is achieving these initiatives through four primary focus areas, of which partnerships is the first.

Section One:
Partnerships

Partnerships with agencies and other organizations are a primary mechanism through which to grow the scope and ensure the sustainability of the program. This idea was underscored at the "Federal Partners Meeting" in November. Representatives from EPA, DOE, DOL, HUD, and the CDC discussed with WETP staff the importance of working together to reduce training overlap; identify effective methods to evaluate training programs; and explore ways to disseminate key lessons learned.

WETP currently holds a "market niche" in supplying HAZMAT-related worker health and safety training. Partnerships are seen as the mechanism to expand that market niche. One of the best ways to achieve partnerships is through awardees and supporting their partnership activities by utilizing technical workshops as a partnership mechanism and/or sponsoring a specific "Partnership Workshop."

WETP must work within existing guidelines, mandates and resource constraints, as indicated by the following pros and cons associated with international and non-mission related activities:

- International outreach offers some interesting and productive possibilities but the current staff is limited in time and ability to access the key decision makers.
- WETP's mandate places limits on program activities. This means that support for projects ancillary to the existing WETP mission statement will be carried out on a case-by-case basis through requests for "innovative" training. Examples include training for the digital divide and worker literacy.

Partnerships cont.

WETP already has partnerships with contractors and other government agencies. It is important to maintain and grow these partnerships. The current organizations that WETP partners with include:

Interagency and Professional Organization Interactions – These interactions include managing and developing interagency agreements, preparing accomplishments reports, planning and participating in collaborative workshops/conferences as well as committees, and reviewing of applications among collaborative worker-training funding programs.

1. EPA Office of Solid Waste and Emergency Response (OSWER) and Office of Emergency Remedial Response (OERR)
2. Department of Energy Office of Environment, Safety & Health (DOE EH)
3. Occupational Safety and Health Administration (OSHA)
4. National Institute for Occupational Safety and Health (NIOSH)
5. Department of Energy Idaho National Engineering Laboratory (INEL)
6. American Public Health Association (APHA), American Conference of Governmental Industrial Hygienists (ACGIH)/American Industrial Hygiene Association (AIHA), American National Standards Institute (ANSI), etc.

WETP technical workshops can be used to build partnerships by exploring new strategies for ensuring that hazardous materials, in any form, do not jeopardize public health and our physical environment. Technical workshops have often focused on supporting networking with other Federal agencies, such as the DOE, EPA, NIOSH, and OSHA. While these have been useful, WETP and its awardees aspire to establish broader partnerships in the environmental health and safety and public health arena. WETP can approach partnerships with specific deliverables in mind—joint sponsorship of workshops and national conferences, trainer exchanges, joint research projects (such as developing databases and registries of trained workers), and joint publications.

As part of its response to the events of September 11th, WETP has undertaken the initiative to build permanent relationships with the Federal Emergency Management Agency (FEMA) and the Office of Homeland Security for the purpose of providing support and expertise in matters that would impact worker safety and health training for environmental response and cleanup stemming from disasters, including those emanating from terrorist incidents.

Section Two:
Organizational Alignment of WETP

WETP is poised to take on a substantially larger public role in worker and public safety as a result of the September 11th events. The courage and contributions of emergency workers have been thrust into the public consciousness in a way that no one imagined. This new visibility and appreciation of emergency workers means that more will be expected of this workforce, and therefore more will be expected of WETP.

Clearly WETP benefits from its location within the government's biomedical sciences research and training center—the NIH. NIEHS, one of 27 Institutes and Centers of the NIH (www.nih.gov), confers the prestige of advanced biomedical research on WETP. In addition, the role of WETP entails dramatic new importance as the program responsible for supporting those who train workers protecting Americans from threatening hazardous and/or biological hazards. One way WETP can strengthen its position within NIEHS is to build stronger ties with the research community. This strategy will be of increasing importance as new issues, like the impact of WMD, arise.

Section Three: Maintaining Human Capital

Leadership and Training

WETP is dependent on trainers for the success of the program—its "human capital". With increasing demands on human capital, coupled with greater national visibility, this issue of leadership and training within our awardee population is an important one to WETP staff. It is WETP's goal to provide the necessary opportunities to encourage awardees to exchange information on how to continue to grow leaders and trainers internally, and to give them an environment in which they can exchange training ideas.

The following ideas are proposed as ways to maintain the human capital of the program:

- Peer Trainer Program
- Trainer Exchange – more meetings, regional in nature, perhaps an international component
- Travel Scholarships to attend professional growth meetings
- Recognizing leaders and using that info/process as a recruitment/funding tool.
- Providing training information as a viable "career path"
- Continuation and modification of an awardee Advisory Board
- Ongoing "Champion/Technical Advisory meetings" – yearly? Meetings to introduce new individuals to the activities of the program and to update current advisors on activities
- Awardees can create relationships with workforce development agencies and apprenticeship schools
- Commercial training programs will be explored as a source of leadership training

The most direct links to creating leaders of the future are the current trainers. Accordingly, WETP will initiate a new program to increase its "human capital" by encouraging and supporting awardees to train and potentially recruit new and emerging people who can become the next generation of environmental and occupational health and safety leaders.

Section Four:
Sharing of Information

WETP is in the position of having to communicate successfully with many different groups: internal staff, awardees, contractors, other government agencies, workers, other members of the hazardous materials community, etc. How to communicate successfully and when and how to use technology to do so are two questions that WETP has successfully addressed in the past and continues to address in this part of the strategic plan.

WETP's goal is to provide more efficient and effective worker training consistent with its mission, by partnering and sharing information among stakeholder groups. In order to achieve this goal, WETP will explore ways to improve information sharing among these groups, including the use of advanced communications technology.

In additional to WETP's traditional stakeholders of awardees, government and industry officials, there is an opportunity to make awardee information available globally—as in the global marketplace. This can be done through the WETP commercial website located at www.wetp.org and through the WETP sponsored electronic newsbrief.

Within the WETP program itself, it appears that more and more timely communication with the awardees is needed to transfer critical information pertinent to their programs. Timing of communication between WETP staff and awardees is the issue here. For major programmatic issues or updates, the WETP program staff will allocate more time in the communication process for meaningful dialog to allow the changes to occur smoothly.

In general, the following methods of increasing WETP's sharing of information are being explored:

1. **On-line Newsbrief:** The most recent news on hazardous materials, waste operations, and emergency response, is highlighted including a section on pollution

Sharing of Information cont.

prevention, environmental justice, job training, advanced training technology and how training impacts workers and companies. An extra effort will be targeted toward sharing information at the grassroots level with minority workers and Brownfields-related training.

2. **WETP Website:** Expanding the reach of the program is imperative and should be multi-directional. Expansion will include "downward drilling" capability to reach workers. Every effort will be made to identify and provide easily accessible information at the grassroots level, most likely integrating the web page into the training so that trainers and trainees see it as an indispensable tool.

3. **WETP Clearinghouse Portal:** This capability provides a wide range of content and features to WETP-related entities such as program awardees and administrators, as well as companies, educational institutions, and the general public. WETP will be able to organize the materials created by the awardees into training categories that can be available for trainers throughout the world to access via the Internet. This portal will represent the opportunity for a voluntary effort by awardees to provide information for categories in which they have focused great energy and created materials they think are really exceptional. Some of the categories being considered are "ice breakers," "group activities," "evaluation tools," and "hands-on exercises."

4. **On-line Compendium:** This new website capability includes safety and health articles published by the NIEHS awardees and by others associated with the WETP.

5. **Conferences:** Awardee meetings, technical workshops, and professional conferences (e.g. American Public Health Association) are excellent venues for exchanging ideas. WETP will continue and expand the efforts for improving and integrating electronic training technology on all fronts.

6. **Promotional Materials:** Exhibits, booth, brochures, and posters are used to share information and promote the WETP at conferences/meetings and trade shows.

7. **Mentoring Programs:** WETP will put a system in place for individuals in the same organization to share their institutional knowledge and experience as mentors. This facilitates keeping human capital in the program. A mentoring program can also be set up within the awardee community to share information.

Sharing of Information cont.

New strategic communication thrusts WETP will be exploring over the next year:

- WETP and the Clearinghouse as an information exchange for the worker training community
- WETP as a prevention laboratory—formalizing the process of creating and diffusing successful training models and sharing that with the larger world through professional conferences and peer review literature
- Integrating a WETP sponsored website into training
- Feasibility of web-radio forums and maybe internet-based conferences on specific topics
- E-learning and knowledge management for building "model" training programs
- Increase focus of awardees on publishing papers in peer-reviewed journals
- WETP creating more connections among members of the ATT pilot community to learn from one another
- Developing WETP's capacity for utilizing and sharing technology tools to support worker-centered learning

Strategic Conclusions

Overall, it is important to understand that the WETP Core Program rests on the recognition of the environmental response and cleanup community that worker protection is dependent on the compliance by contractors and governmental agencies with the provisions of 29 CFR 1910.120. The protections afforded by this OSHA/EPA safety and health standard are the *sine que non* for an effective worker protection program regardless of the source of the hazard. That is, whether traditional superfund sites, uncontrolled hazardous waste sites, or sites emanating from an act of terrorism, the components of worker protection do not change.

WETP's engagement in the world of environmental response and cleanup was based on the supposition that the agency would provide grant assistance to organizations engaged in worker training where the workers would be engaged in activities covered by 1910.120.

WETP's engagement in the new world of environmental response and cleanup emanating from incidents involving biological agents, terrorism or weapons of mass destruction is based on the identical premise. Moreover, for most situations, the target population of workers to be trained is identical.

Operational Part of the Plan

Four Parts

Operational Part of the Plan: Part One

Partnerships

This section of the operational plan lays out current WETP partnership initiatives and describes how the proposed change of the scope of WETP introduces new program requirements that expand the WETP partnership program.

Operational Items:

1. Allow the awardee community to provide insights into partnership efforts and allow them to solicit program priorities for the next five years and create a process to present these priorities to the WETP staff. Clearinghouse staff will facilitate an online nomination process each year that will allow individual awardees the opportunity to nominate and/or include partnership opportunities as part of an annual workshop discussion. The following will facilitate the process:

- Clearinghouse staff will design a nomination form and post it on the website with clear instructions providing technical support for this initiative.

  Workshop topics already suggested from the awardee and Champions Community are:

  a. Heat stress
  b. Pre and post 1910.120 – content, application, impact on WETP
  c. Accreditation and Certification
  d. Evaluation of effectiveness (metrics, GPRA, management changes, etc.)
  e. Skill standards
  f. Additional partners/ participants (cross cutting)
  g. Prevention (CSB, near misses, ISM, etc.)
  h. Emergency response
  i. National training policy/standard/guidance
  j. Training technology—blended training, innovative technologies
  k. Move Minority Worker Training & Brownfields Minority Worker Training beyond pilot phase – all other awardees also
  l. Training non-English speaking workers

Operational Part of the Plan - Partnerships cont.

2. Clearinghouse staff will develop and publish a yearly schedule of WETP booth appearances for awardees to utilize as part of their marketing activities.
3. WETP staff will provide a training session during an awardee meeting that focuses on building and maintaining partnerships. The training session will focus on "how to follow-up on a possible partnership lead," "what are possible partnership opportunities," and "partnering in pursuit of funding."
4. The Clearinghouse will create a section on the WETP website that is devoted exclusively to communicating "best practices" for partnering. This information will be summarized into a matrix so that interested organizations can "click" on the model that best matches their goals and resources.

Operational Part of the Plan: Part Two

Operational Alignment

This section addresses the need for WETP to better align itself with various organizations as a result of its expanded program scope.

Operational Items:

1. WETP staff will work more closely with FEMA and other groups and begin to establish new training initiatives responding to September 11th and additional possible chemical/biological terrorist incidents. WETP staff will develop a process of identification of new training curricula development opportunities and the Clearinghouse will coordinate and track activities among awardees.
2. WETP staff will provide program information to internal NIEHS and NIH members to guarantee that this information is included in any presentations given to external organizations.

Operational Part of the Plan: Part Three

Leadership & Training

This section focuses on the initiatives WETP staff and awardees need to develop to increase the quality of their training curricula and establish WETP as the leader in worker health and safety training. It will also address meetings and educational initiatives that will facilitate the mentoring of new trainers.

Operational Items:

1. WETP staff will incorporate a session at awardee meetings that focuses on key issues concerning awardees, such as ways to address trainer burnout, including how to start an internal mentoring program. The content of these sessions will be gained from the awardees themselves. As part of this operational effort moving forward, WETP staff will introduce a "Grants Management Track" and a "Leadership Development Track" at the awardee meetings.

The following are suggested activities that will encourage both new tracks by the Awardees at annual meetings:

Grants Management Track –

- Continuous training is provided to the awardee community through varying workshops offered at each awardee meeting. After each awardee meeting, the Clearinghouse staff will be responsible for entering the grants management workshop information and any general information provided by the NIEHS grants management specialist during the awardee meeting on the WETP website.
- Prior to each awardee meeting, the NIEHS grants management specialist solicits topics from the awardee community to be presented at the meeting. It is suggested that once each year, the NIEHS grants management specialist convene a meeting/workshop of all awardee grant managers/business managers to provide in-depth training and guidance on application preparation, NIH required form preparation and submission, required policy and procedures to be maintained by the awardee, and other technical assistance. This meeting/workshop will require one half-day and should be held concurrently with or the day prior to the awardee meeting. The Clearinghouse staff will be responsible for including the information/results from the meeting/workshop on the WETP website.

Operational Part of the Plan - Leadership & Training cont.

Leadership Development Track –

- At least one awardee meeting each year, WETP and Clearinghouse staff will design and host a session on Leadership Development with invited guest speakers from the government, awardee and training community, and outside leadership development/business leader experts.
- Each year WETP will recognize a member of the awardee community for outstanding leadership and innovative partnerships through an annual awards recognition program.

2. During the May, 2001 strategic planning meeting, participants agreed that the awardee meetings should be utilized to focus the awardee community on an ongoing strategic planning process and as a venue for sharing emerging ideas with awardees. The following operational approaches will facilitate a series of meeting topics to support the strategic efforts of the awardee community:

- Have a session at one awardee meeting every two years that focuses on strategic planning. The success of an organizational structure like the WETP/awardee community lies in thinking as futurists, planning strategically and regularly.
- Design meetings—to include all stakeholder groups—to evaluate current strategies and consider new goals and approaches as might be dictated by changing worker training needs.

The revised strategic plan will be offered online for the entire awardee community to review and apply.

3. WETP will hold a national meeting every five years. The training needs of the workforce community are ever-changing. As awardees invite new partners to join in efforts to train workers, and as the needs of the training community change, awardees agreed that a "national meeting" every five years was a critical way to expand horizons as they were about exploring methodology and noting accomplishments. This should include promoting national meetings to the media to demonstrate WETP's and the awardees' response to emerging workforce training needs and utilizing media coverage to invite new partners to join efforts.

Operational Part of the Plan: Part Four

Sharing Information

This section describes how important it is for information to be shared among awardees and between awardees and WETP program staff. The technology is available to enable this sharing. Moving forward, WETP staff will also address the role of the National Clearinghouse in disseminating curricula and other information relevant to the worker health & safety community, and assess the use of the weekly newsbrief as an information dissemination tool among awardees, listing their accomplishments and future meetings of interest.

Operational Items:

1. WETP staff will publicize location, dates, and topics of the next five years of WETP workshops. This information will be posted on the Clearinghouse site.

Clearinghouse staff will perform the following functions to facilitate a technical workshop:

- Request input for agenda items for a technical workshop from awardee community
- Compile list of "top 5" focus areas identified through above activities
- Request list of "thought leaders" from respective fields related to top 5 list
- Secure speakers from list of thought leaders for annual technical workshop
- Facilitate development of workshop agenda and help draft and finalize presentations of speakers
- Create an online link on the Clearinghouse website to promote the workshop and to share presentations with the entire awardee community

The proposed dates and locations of the next five years of WETP workshops are:

2003 – March 25-28	Orlando, Florida
2004 – April 19-23	Philadelphia, Pennsylvania
2005 – April 4-8	Los Angeles, California
2006 – April 3-7	Birmingham, Alabama
2007 – April 11-13	Las Vegas, Nevada

Operational Part of the Plan - Sharing Information cont.

2. Clearinghouse staff will work with WETP awardees to design and facilitate a trainer exchange meeting as part of a bi-annual effort to encourage collaboration across the awardee community. The following activities will be performed by Clearinghouse staff:
   - Request input from awardee community on agenda items and presenters
   - Secure speakers from list of thought leaders for annual technical workshop
   - Facilitate the development of the workshop agenda and help draft and finalize presentations of speakers
   - Create an online link on the Clearinghouse website to promote the workshop and to share presentations with entire awardee community
3. WETP will undertake the creation of a registry of trainers that would allow state and local government agencies and organizations to locate trained personnel and/or WETP training providers by state/city/training need.
4. WETP staff will undertake the creation of a "reference manual" that will explain the format of all information required from awardees by WETP staff, to aid in continuity among changing program officers.