



# OSHA INSTRUCTION

U.S. DEPARTMENT OF LABOR

Occupational Safety and Health Administration

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**DIRECTIVE NUMBER:** TED 01-00-021

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**SUBJECT:** Mandatory Initial Training Program for OSHA Managers]

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## ABSTRACT

- Purpose:** This instruction provides National, Regional, and Area Office OSHA personnel with policy and guidelines for implementing an OSHA-specific competency-based training program for managers, supervisors and team leaders.
- Scope:** This instruction applies OSHA-wide. “OSHA Manager” includes managers, supervisors and team leaders within the National, Regional, and Area Offices (see Appendix A). In this document, where “manager” is not capitalized and does not follow “OSHA,” the term “manager” is independent.
- References:** OSHA Manager Competency Model.
- Cancellations:** None.
- State Impact:** No Impact.
- Action Offices:** National, Regional, and Area Offices.
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By and Under the Authority of

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## Executive Summary

The goal of this instruction is to provide OSHA Managers with mandatory training that will directly contribute to the development of their managerial and professional expertise.

This instruction provides guidance and direction to the Occupational Safety and Health Administration (OSHA) National, Regional, and Area Offices concerning OSHA's policies and procedures for training OSHA Managers, which includes managers, supervisors, and team leaders. It is essential that OSHA Managers have the requisite knowledge, skills, capability and broad professional backgrounds to accomplish OSHA's mission. In this instruction, OSHA has provided detailed guidance for training required during an OSHA Manager's first five years to help the OSHA Manager more effectively perform his/her job. This instruction identifies a set of managerial training courses that provide assistance to the National, Regional and Area Offices in managing their training programs. All courses are offered through the OSHA Directorate of Training and Education (DTE). OSHA Managers whose date of appointment is after the effective date are required to follow this instruction. Participation for current OSHA Managers is at the discretion of their supervisor.

This instruction will assist OSHA Managers and their supervisors with direction, guidance and training options that directly contribute to the OSHA Manager's ability to represent OSHA with a high degree of management and professional expertise.

## Significant Changes

This instruction describes the new training program for managers, supervisors, and team leaders from the date of their appointment. The new requirements include:

- Implementing a mandatory five-year plan for initial OSHA Manager training:
  - Year One – All OSHA Managers will be required to complete course: #9400 *Initial Training for OSHA Managers*
  - Years One through Three – All OSHA Managers will be required to complete four courses: # 9410 *Coaching Your Staff to Achieve their Fullest Potential*, #9420 *OSHA Supervisory Development I*; #9430 *OSHA Supervisory Development II*; and #9440 *Leadership Assessment for OSHA Managers*
  - Years Three through Five – All OSHA Managers will be required to complete four courses: #9450 *Advanced Legal Aspects for OSHA Managers*; #9460 *Collaborative Management: Maximizing the Efficient Use of OSHA Resources*; #9470 *Effective Communication for OSHA Managers*; and #9502 *Media Training for OSHA Managers*

This instruction gives notice that other courses designated as mandatory by OSHA's Assistant Secretary may be added to the OSHA Manager's training program at any time.

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I. Purpose.

This instruction provides National, Regional, and Area Office OSHA personnel with policy and guidelines for implementing an OSHA-specific competency-based training program for managers, supervisors and team leaders.

II. Scope.

This instruction applies OSHA-wide. “OSHA Manager” is inclusive of managers, supervisors and team leaders within the National, Regional, and Area Offices (see Appendix A). In this document, where “manager” is not capitalized and does not follow “OSHA,” the term “manager” is independent.

III. References.

A. OSHA Manager Competency Model.

IV. Cancellations.

None.

V. Action Offices.

A. Responsible Office. DTE.

B. Action Offices. All OSHA National Offices, Regional Offices, and Area Offices.

VI. Federal Program Change.

A. Notice of Intent and Equivalency Required. Not Applicable.

B. Submission of State Plan Policies and Procedures. Not Applicable.

VII. Goal and Objectives of OSHA Manager Training.

The goal of this instruction is to provide OSHA Managers with mandatory training that will directly contribute to the development of their managerial and professional expertise.

A. Competency-Based Curriculum.

1. DTE offers formal training for OSHA Managers with a competency-based approach to curriculum, using the OSHA Manager Competency Model as the guide. A copy of the Competency Model and related OSHA Manager curriculum can be found on the Directorate’s Intranet webpages.
2. It is important to note that competence cannot be achieved through formal training alone. Proficiency requires a mix of experiences over time, personal initiative to develop to the highest level of professionalism possible, and structured on-the-job training, as well as formal training.

- B. The Training Program. DTE supports a flexible program that incorporates technology-enabled learning, self-study packages, on-the-job experiences (i.e., mentoring, coaching) and formal training to accommodate varying levels of experience and competence. The training program includes basic requirements as well as advanced competencies to ensure continued career growth.

In addition to this instruction, supervisors and managers of all offices are encouraged to incorporate their training priorities into the training program to be consistent with the mandatory training included in this Directive.

1. Course #9400 Initial Training for OSHA Managers: Each OSHA Manager will be required to complete the #9400 *Initial Training for OSHA Managers* course offered by DTE during the first year of being appointed as an OSHA Manager.
2. OSHA Managerial Courses: Each OSHA Manager will be required to complete an additional eight managerial courses during the first five years of being appointed as an OSHA Manager.
3. Pre-course Requirements: OSHA Managers will be responsible for pre-course tasks, as assigned, to prepare the OSHA Manager to successfully complete the mandatory training. These assignments can include, but are not limited to, distance learning products (i.e., web-based training courses, webinars); books and other self-instruction; and on-the-job tasks.

- C. Assistant Secretary Training Requirements. This instruction gives notice that other courses designated as mandatory by OSHA's Assistant Secretary may be added to the OSHA Manager training program at any time.

#### VIII. Mandatory OSHA Manager Training.

Established sequence.

- A. Course #9400 *Initial Training for OSHA Managers*: This course must be completed within the first year of an OSHA Manager's appointment. It is highly recommended that it be completed prior to attending the additional required OSHA managerial courses.
- B. OSHA Managerial Courses: The managerial courses in the recommended order are as follows:
  - #9410: *Coaching Your Staff to Achieve their Fullest Potential*
  - #9420: *OSHA Supervisory Development I*
  - #9430: *OSHA Supervisory Development II*
  - #9440: *Leadership Assessment for OSHA Managers*
  - #9450: *Advanced Legal Aspects for OSHA Managers*
  - #9460: *Collaborative Management: Maximizing the Efficient Use of OSHA Resources*

- #9470: *Effective Communication for OSHA Managers*
- #9502: *Media Training for OSHA Managers*



**Figure 1: Mandatory Initial Training Program for OSHA Managers Training Path**

IX. Organizational Responsibilities.

- A. The Directorate of Administrative Programs. The Director, Directorate of Administrative Programs, will ensure (dependent on budget) to the extent possible that money is budgeted and available to National Office Directorates and Regions for OSHA personnel to complete all mandatory training. Note that other courses designated as mandatory by OSHA’s Assistant Secretary will be included in the OSHA Managers training program, thus requiring additional funding.
- B. The Directorate of Training and Education. The Director, Directorate of Training and Education, shall be responsible for scheduling and delivery of OSHA Manager training, as well as educating and training OSHA Managers in the skills, knowledge, and abilities required to perform their duties. Specific responsibilities include:
1. Overseeing and conducting courses and seminars for National, Regional,

and Area Office Managers.

2. Participating in the design and development of specialized courses, including development of course materials, detailed lesson plans, and other educational aids.
3. Planning, developing and conducting Agency specialized training courses and seminars.
4. Conducting needs assessments and gap analyses to identify training needs.
5. Maintaining and updating competency-based training information on the OSHA Intranet.
6. Maintaining and updating the technology-enabled DTE course catalog on the OSHA Intranet.
7. Conducting evaluations of training courses and programs.
8. Annotating the OSHA Manager training records.

C. National Office Directors and Regional Administrators. The Directorate Directors and Regional Administrators shall direct the execution of the OSHA Manager mandatory training in the National, Regional, and Area Offices in accordance with OSHA policy. Specifically, the Director or Regional Administrator will:

1. Ensure participation in the Mandatory OSHA Managers Training Path during the first five years.
2. Ensure the professional development of the OSHA Manager in accordance with this instruction.
3. Identify and document through an Individual Development Plan (IDP) the training needs of the OSHA Manager.
4. Provide guidance consistent with the IDP process to meet the objectives outlined in this instruction.
5. Review training progress with each OSHA Manager during the mid-year and annual performance reviews.
6. Assign, as needed, experienced personnel to assist in the on-the-job training of newly appointed OSHA Managers.

D. Training Officers/Training Designees. The National and Regional Training Officers/Training Designees shall serve as a focal point for assisting in coordinating and managing OSHA Manager training. This will include

processing, evaluating, and monitoring all training records.

E. OSHA Manager. The OSHA Manager has the responsibility to perform to the best of his/her ability in all training programs. Specifically, the OSHA Manager shall:

1. Discuss performance and training progress with his/her Supervisor.
2. Participate in the planning of training activities.
3. Fully attend, participate in, and complete all assigned training courses, seminars and other events.

X. DTE Courses for OSHA Managers.

A. Required Training. In the interest of nationwide consistency, OSHA Managers will attend all the required courses outlined in this instruction offered by the DTE. The DTE's Intranet page offers up-to-date information on course descriptions and prerequisites. Included with this section's list of required training are key knowledge, skills and abilities (KSAs) OSHA Managers will acquire.

B. Course Sequence. The #9400 *Initial Training for OSHA Managers* course must be completed in Year One of the OSHA Manager training program. It is recommended that courses listed below be completed in the sequence as illustrated in Figure 1.

- Course #9400: *Initial Training for OSHA Managers.* This course provides the foundational information that OSHA Managers need to begin their journey. Required within the first 12 months of being appointed a manager, supervisor or team leader, this course ensures the OSHA Manager fully understands their new role and responsibilities. Course topics include: OSHA's structure and the various OSHA program components; OSHA's relationship with other Department of Labor agencies; as well as the OSHA Manager's role in the strategic planning process. OSHA's specific critical management areas are covered, such as: Safety and Health Management Systems (SHMSs), emergency management, and Compliance Safety and Health Officer (CSHO) physicals. The course design uses an experiential approach by incorporating OSHA-specific scenarios for all learning activities. Attendees will be engaged with other participants and trainers in role plays and the review of OSHA case studies.

Key OSHA Manager KSAs Acquired:

- Explain the OSHA Manager role and responsibilities
- Explain the uniqueness of OSHA; how to support its mission and OSHA's specific critical management areas
- Explain OSHA's relationship with other DOL agencies



- Course #9410: *Coaching Your Staff to Achieve their Fullest Potential.* This course is designed to equip OSHA Managers with the knowledge and skills essential to coach their employees to achieve their fullest potential and focuses on supporting the training needs of their direct reports. Through a variety of highly interactive instructional methods using OSHA-specific case studies, OSHA Managers will develop skills too effectively: foster the talents of their employees; engage in crucial and often difficult employee/supervisor OSHA performance management communications; give feedback; and, motivate their employees to take ownership of their OSHA career development goals. The OSHA CSHO Functional Competency Model is used as an example to guide the application of effective techniques regarding supporting staff training.

Key OSHA Manager KSAs Acquired:

- Use proven and practical employee development practices to improve supervisor/employee communications, including crucial and difficult communications relevant to OSHA workplaces
  - Develop a method to ensure pre- and post-training meetings are conducted with direct reports that attend the OSHA Training Institute or other training programs
  - Develop a post-training action plan to ensure that knowledge and skills taught throughout this course are fully integrated into day-to-day supervisor/employee interactions
  - Develop effective feedback skills
- Course #9420: *OSHA Supervisory Development I.* This course is the first of two OSHA Managers attend over two weeks to develop skills specific to their OSHA supervisory role. OSHA's mission is driven by the competence of its management team. This course delivers the fundamental skills OSHA Managers need to be successful in carrying out key management tasks such as employee development, hiring and performance management. This course is specifically tailored to OSHA's training needs (e.g., Safety and Health Management System, Enforcement Units, Rapid Response Investigations, CSHO Physicals, Emergency Response, Stakeholder Interactions, Settlement Processes, Whistleblower).

Key OSHA Manager KSAs Acquired:

- Navigate the federal human resource management system and differentiate appropriate actions to recruit, hire and retain OSHA personnel, such as occupational safety professionals, industrial hygienists, whistleblower investigators, and other unique to OSHA professionals
- Implement effective performance management practices that set expectations and encourage effective performance throughout OSHA

- Gain the skills, behavior and abilities that define the successful OSHA Manager
  - Apply techniques to effectively communicate expectations to employees using OSHA-specific role plays and case study exercises
- Course #9430 OSHA Supervisory Development II. Building on Course #9420, this course will further develop the competence of OSHA's management team. These two courses form a two-week learning experience that instills OSHA Managers with the nuts and bolts of effective supervision.

Key OSHA Manager KSAs Acquired:

- Build upon the skills, behavior and abilities introduced in course #9420 that define the successful OSHA Manager
  - Apply newly-acquired skills encountered in everyday OSHA workplaces
  - Apply strategies to shift from impasse, to resolution, to transformation in OSHA workplace conflicts
  - Determine best practices by networking with OSHA peers facing the same or similar leadership and supervision challenges
- Course #9440: Leadership Assessment for OSHA Managers. This course focuses on assessing the leadership qualities of the attendees. Participants will be required to perform role plays where they will use their leadership and problem-solving skills to address adverse situations that may be encountered in the workplace.

Key OSHA Manager KSAs Acquired:

- Determine professional strengths to build upon
  - Develop an Action Plan to ensure the application of newly acquired KSAs back on the job
- Course #9450: Advanced Legal Aspects for OSHA Managers. This course is designed to provide OSHA Managers with guidance to deal with legal issues in the 21st century workplace (e.g., temporary workers, fissured workplaces, misclassification of workers) related to establishing a legally defensible case file and evidence-gathering. Participants will gain an understanding of the evolution of the OSH Act and how it applies to the agency policies and procedures (e.g., jurisdictional, criminal, rulemaking, variances, grants) including the Whistleblower Protection Program. Also, participants will learn the Office of the Solicitor's (SOL) role in assisting OSHA Managers with OSHA-specific human resources issues.

Key OSHA Manager KSAs Acquired:

- Describe the effects of misclassification and the Agency's efforts to combat the practice
  - Describe the Joint Employer Theory as it relates to who is/are the employer(s) of temporary workers
  - Navigate 21st century workplace issues
  - Guide CSHOs in the development of all facts to support violations by applying legal principles related to their inspections
  - Explain prima facie elements of a whistleblower case
  - Effectively collaborate with SOL
- Course #9460: Collaborative Management: Maximizing the Efficient Use of OSHA Resources. This course is designed to enhance the skills and mission-directed impact of OSHA Managers through the collaborative use of agency resources. This course will help participants to strengthen collaboration, regardless of position or location. Learning strategies will include applying classroom lessons to current organizational challenges. Participants will be asked to identify and work on a problem, issue or opportunity for organizational improvement. This project will require each OSHA Manager to draft a plan to demonstrate collaborative management by linking an understanding of individual strengths to knowledge of the Agency's resources in order to move measurably towards achieving the Agency's mission.

Key OSHA Manager KSAs Acquired:

- Explain how management, leadership and group dynamics increase an OSHA Manager's ability to work productively with peers and superiors within the Agency and other DOL agencies
  - Explain how key roles, organizational strengths, and different perspectives are needed to promote successful collaboration
  - Determine effective strategies for getting work done with full appreciation of political savvy considerations
  - Recognize personal strengths and how to use them to achieve positive collaborative organizational outcomes
- Course #9470: Effective Communication for OSHA Managers. This course focuses on the critical importance of OSHA-specific written and oral communications and the OSHA Manager's ability to convey OSHA-specific messages to target audiences. Expert review and critique will be conducted for each participant's written work and oral presentations to provide specific recommendations for how to apply improved writing and oral communication skills back in the workplace. Written communication topics include readability, accuracy, precision, style, impact, organization, and bottom-line reporting. Oral communication topics include verbal and nonverbal skills, proven presentation structure, effective active listening, and delivery techniques for effective presentations.

Key OSHA Manager KSAs Acquired:

- Apply strategies to deliver a verbal or written strong, clear message to internal and external OSHA stakeholders
  - Explore basic methods for written and oral communications that focus on outlines and effective content organization
  - Apply critical writing and oral skills needed to help you gain vital support from your peers, team members and superiors
  - Formulate verbal or written communication to persuade a broad range of targeted audiences
- Course #9502: Media Training for OSHA Managers. This course is intended for OSHA Managers who interact with, and are interviewed by, the news media. Media refers to television, radio, newspapers, magazines and new social media formats. The purpose of this course is to provide the tools and techniques participants will use to successfully navigate an interview with the media. Importantly, they will be able to develop and deliver a clear, positive message about OSHA. The specific topics include: interviewing preparation; interacting with reporters; controlling the interview; developing an OSHA message; and how to present the message in a positive, professional manner. This training provides the opportunity for participants to practice and receive feedback from OSHA experts as they apply their newly-acquired media communication skills.

Key OSHA Manager KSAs Acquired:

- Prepare for an interview with a journalist
- Develop an OSHA message
- Apply strategies to control an interview
- Apply effective interviewing skills

XI. Waiver from Training Program.

- A. Waiver Conditions. Waivers shall be submitted to the DTE Director and the Deputy Assistant Secretary.

XII. Monitoring the Training Program.

Monitoring the OSHA Manager's progress is critical to ensure the success of the training program. Monitoring determines the benefit and effectiveness of the training received and evaluates the ability of the OSHA Manager to achieve training goals and objectives.

A. The National Office Directors/Regional Administrators or Designees shall:

1. Ensure that each OSHA Manager has completed the necessary prerequisites before attending mandatory OSHA managerial courses.
2. Review the OSHA Manager's performance of recommended self-

instruction (SI) and on-the-job training (OJT) assignments.

3. Discuss with the OSHA Manager his/her SI and OJT activities. This review will help identify areas requiring further training.

B. National/Regional Training Officers or Training Designees. The National/Regional Training Officers or Training Designees shall monitor implementation of the training program outlined in this Instruction through review of training documents.

### XIII. Continuation of OSHA Manager Development.

Non-mandatory continuing education.

A. Continuing Education. After Year Five, the OSHA Manager must continue to develop the knowledge, skills, and abilities necessary to perform their job duties. There are many training opportunities outside traditional DTE managerial courses, including but not limited to:

1. OSHA Manager resources available on the Directorate's Intranet page, such as the OSHA Management Assessment Tool.
2. Building coalitions across departmental and other governmental agencies.
3. Local community college and university courses related to grammar, writing, financial, business, and emergency response sectors.
4. Online courses offered through LearningLink and private sector training groups.
5. Managerial training sessions at conferences.
6. Public sector training institutes that offer courses related to management.
7. Independent study on topics related to management.
8. Professional certifications.

The OSHA Manager should be provided time to attend training sessions and/or conduct independent study on materials related to management.

B. Role of Individual Development Plans. An Individual Development Plan (IDP) is a dynamic plan that help OSHA Managers achieve organizational and career goals by documenting their progress. IDPs are required and must be updated annually. An IDP can help an OSHA Manager:

1. Acquire knowledge and skills required to achieve the functional competencies of an OSHA Manager.

2. Build expertise as an OSHA Manager.
3. Continue professional development throughout his/her career.

#### XIV. Evaluation.

Staff from the DTE evaluates the effectiveness of the training program for OSHA personnel.

- A. Established evaluation criteria include:
  1. Maintaining accreditation through third-party evaluations such as the International Association of Continuing Education and Training (IACET). DTE has been accredited by IACET since 2002. Retaining accreditation requires periodic internal reviews and reaccreditation not less than every five years.
  2. Meeting or exceeding the Department of Labor's goals for effective management of personnel. This includes an annual review of the relationship between DTE training programs and the level of OSHA Manager competency at various points in the OSHA Manager's career.
- B. DTE conducts Level 1: Reaction training evaluation by having participants complete course evaluation surveys at the end of each class. This provides valuable feedback from the student's perspective to determine the perceived value and impact of instruction. It also serves as a tool to help improve course objectives, course content and presentation methods.
- C. DTE conducts Level 2: Learning training evaluation by administering written tests to students both at the beginning (pre-test) and at the end (post-test) of all instructor-led courses. The pre- and post-test results are compared to measure the effectiveness of the training to convey the objectives of the course. The result of the comparison identifies the significance of the learning and serves as a tool for continued improvement of course content and delivery methods.
- D. DTE conducts Level 3: Behavior training evaluation. This is conducted after a particular time interval from attending the class. DTE requests feedback from the participant and his/her supervisor to assess the transference of learning from the classroom to practical application in the field. This feedback provides valuable field input to improve the course curriculum.

Appendix A: OSHA Manager Defined

The Mandatory Initial Training Program for OSHA Managers Directive is developed reflecting the following definition of an OSHA Manager:

<b>OSHA Manager</b>		
In this document, OSHA Manager, where OSHA is followed by manager with a capitalized M, is inclusive of managers, supervisors, and team leaders as defined by job title across three OSHA offices as listed below:		
<b>National Office Manager by Title of:</b>	<b>Regional Office Manager by Title of:</b>	<b>Area Office Manager by Title of:</b>
<ul style="list-style-type: none"><li>▪ Director</li><li>▪ Deputy Director</li><li>▪ Office Director</li><li>▪ Supervisor</li><li>▪ Team Leader</li></ul>	<ul style="list-style-type: none"><li>▪ Regional Administrator</li><li>▪ Deputy Regional Administrator</li><li>▪ Assistant Regional Administrator</li><li>▪ Regional Supervisory Investigator</li><li>▪ Team Leader</li></ul>	<ul style="list-style-type: none"><li>▪ Area Director</li><li>▪ Assistant Area Director</li></ul>