



Strategic Plan

2015-2017

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*British
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Maritime
Employers
Association
Certificate of
Recognition
Program*

Certificate of Recognition (COR) Program

Introduction

This report provides further details of the activities and costs required to support initiatives outlined in our 2015-2017 budget and 2015 workplan. Our focuses are on the following activities:

1. Support and growth / Marketing
2. Training Program Re-development
3. Audit Tool Re-development
4. Incremental Innovation

All proposed goals and strategies are subject to review by the Board of Directors.

Goals for 2015 – 2017

Support and growth

Over the next three years, BCMEA COR intends to revert back to building our customer base through our contracted CU's, while supporting our existing registered and certified employers.

Strategies

- Review and updates of the BCMEA COR Website for the purposes of providing easier navigation to our customers, which would reduce the inquiries to staff from customers on how to locate information and documents
- Follow up with those companies who have registered, but have not been certified, and with those who have previously shown interest
- Work towards getting WorkSafeBC review and approval on the 2011 OHSAS 18001 comparison study, as this is a very important issue for several of our current customers and has the potential for aiding in new registrants that would benefit

Performance Measures

- Increase in registered employers and retaining currently certified employers
- Satisfied customers – positive feedback

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Marketing

To encourage growth and maintain recognition, we will continue to market the BCMEA COR program at industry (and possibly union) events, as well as more traditional marketing methods like sponsorship, networking, and advertising.

Strategies

- Market the BCMEA COR brand through speaking and/or vending at exhibits, industry events, conferences and through traditional advertising methods
- Continue to investigate joining forces with unions and other *Certifying Partners* for marketing opportunities
- Invite union representatives to COR-related training and events
- Develop and schedule COR promotional campaigns (i.e. lunch-and-learns) to employers in our contracted CU list that have not yet registered
- Continue to write short COR related articles for the BCMEA bulletin

Performance Measures

- Increased registrants, certifications and internal auditor training and auditor certification
- Positive change in union participation in the COR program
- Increased marketing opportunities
- Increased BCMEA COR awareness
- Increased brand recognition
- Record of events attended and ads placed

Training Program Re-Development

BCMEA COR is obliged to provide COR and SECOR training to our auditors and employers. The training provides them with the skills and knowledge to achieve and/or maintain COR certification through their individual Safety Management Systems, as well as the skills to conduct maintenance audits using the BCMEA COR and SECOR audit tools.

We will continue to solicit summative evaluation from auditors and employers who participate in BCMEA COR/SECOR training programs to ensure that training needs are being met, and commit to improve them where necessary.

Training Program Re-Development includes both the initial auditor training as well as auditor recertification training.

Strategies

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- Alignment of training materials such as the participant guide and PowerPoint presentation as a result of prior course feedback; for better flow and consistency
- Internally and with consultation with a professional, develop and implement better and more examples to provide to students attending the training programs
- Continue to gather feedback from training; Modify program to address any further identified needs or deficiencies, if necessary
- Offer regular auditor refresher training. Solicit feedback from auditors regarding training needs and incorporate into future training

Performance Measures

- Decrease in deficiencies identified during audit quality assurance reviews
- Consistency amongst auditors
- Positive responses from program participants.

Audit Tool Re-Development

As a result of the preceding years auditor feedback and staff preliminary review during quality assurance reviews, there are several minor issues/concerns with parts of the large employer audit tool. There was nothing major that required immediate attention however this has indicated to us that a complete and thorough review of the audit tool is necessary.

Strategies

- Extensive audit tool review
- Implement changes as required in accordance with review findings
- Obtain approval from the BCMEA COR Technical Advisory Committee and WSBC for any major changes if applicable
- Circulate final document with notes changes and explanations to all registered and certified employers and auditors

Performance Measures

- Reduced audit quality assurance issues and number of revisions and clarity requested by the BCMEA to auditors
- Consistency amongst auditors

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Incremental Innovation for Internal Operations

The BCMEA COR staff acknowledges the hard work and energy required to build and maintain the BCMEA COR program. We have a high quality program, and we will strive to continue the excellent progress made thus far by applying the principles of continual improvement in all aspects of our work. We will regularly review all aspects of the program to ensure compliance with all WSBC standards and guidelines, legislation and best practices, and modify procedures and documentation, if required.

Strategies

- Continue to refine electronic filing systems to ensure proper organization and required tracking
- Track common issues arising from audit quality assurance review and incorporate into policy and training
- Conduct yearly review of audit tool and internal policies to ensure compliance and clarity

Performance Measures

- Decrease in time-loss from staff searching for documents, data, stats etc.
- Increase in satisfactory COR audits determined by quality assurance review
- Higher scores in operational audits
- Decrease in "What do I do about..." questions from staff
- Decrease in managerial "exceptions".

Conclusion

The BCMEA COR program must continue to grow in order to continue to make a positive impact in workplace safety performance and culture. To do so, we must strive to improve quality and service, expand our reach and demonstrate the value of the COR program.

We will continue to build upon our excellent relationships with all stakeholders, while working to cultivate new ones. It is through these relationships that we are able to reach out to industry and to labour to effect positive changes.