

## Competency Based Training Needs Analysis

Project Name: Developing a Safety Mindset

Job Title: Assistant Gardener, Crew Leader

Competencies	<b>Expert</b> (Can explain and demonstrate safe practices to others. Can make safety assessment and decisions indecently. )	<b>Competent</b> (Can explain and demonstrate safe practice and make decisions indecently.)	<b>Some Experience</b> (Can explain and demonstrate some safe practices and make decisions with support.)	<b>Novice</b> (Needs some oversight and direction to understand and demonstrate safe practices.)	<b>None</b> (Needs direct oversight and regular supervision and training.)
<p><i>Conceptual:</i> Understands the wider safety issues and the need for safe practices and protocols. Understands risks associated with professional gardening. Understands the need for and process of incident reporting.</p> <p><i>Functional/Technical:</i> Can demonstrate safe use of tools, equipment, products and vehicles. Can accurately assess and identify safety issues and concerns.</p> <p><i>Relational:</i> Demonstrates the interpersonal, communication and problem-solving skills needed to work as a team when identifying and addressing safety issues with crew and team leaders, managers, clients and others.</p> <p><i>Personal:</i> Works to remain self-aware, work through issues constructively and work toward continuous improvement.</p>	5 Can train others	4 Can train in some areas	3 Needs additional training	2 Needs basic training	1 Needs entry level training
<b>Conceptual (can remember, understand, apply and analyze)</b>					
<ul style="list-style-type: none"> <li>Understands purpose of safety practices and protocols. <i>Sample knowledge assessment question:</i> <i>We value safety because (injuries are painful and costly)...</i> <i>An example of a safe practice (using power tools with protective gear)...</i> <i>An example of a safety protocol (reporting injuries and accidents in a timely way)...</i></li> </ul>					
<ul style="list-style-type: none"> <li>Understands and applies “safe zone” thinking and habits. <i>Sample knowledge assessment question:</i> <i>An example of a “safe zone” habit would be to (keep and retrieve tools from a single designated location while working)...</i></li> </ul>					
<ul style="list-style-type: none"> <li>Assesses risk accurately and consistently in the yard, on the road and in gardens. <i>Sample knowledge assessment question:</i> <i>Risk assessment includes visual evaluation to identify potential hazards on your walkthrough. What things might you consider when making this evaluation?</i></li> </ul>					
<ul style="list-style-type: none"> <li>Understands potential risks of non-compliance to self, others and company. <i>Sample knowledge assessment question:</i> <i>Accidents and injuries result in what possible losses? What threats are there for non-compliance to the business, clients and workers?</i></li> </ul>					

<ul style="list-style-type: none"> <li>Develops and consistently applies a “safety mindset” and awareness of risk when evaluating tasks, conditions, set up, etc.</li> </ul> <p><i>Sample knowledge assessment question:</i> Everyday awareness involves use of what senses?</p>					
<ul style="list-style-type: none"> <li>Accurately assesses safety conditions and problem solves as needed to ensure safe conditions.</li> </ul> <p><i>Sample knowledge assessment question:</i> Gardeners can report, refuse, modify tasks to ensure safety? Y or N?</p>					
<b>Functional/Technical (can apply, demonstrate, analyze and create)</b>					
<ul style="list-style-type: none"> <li>Operates equipment with full attention and awareness (i.e., never under the influence of alcohol, drugs or any medications that can impair vision, alertness, dexterity, or judgment.</li> </ul> <p><i>Sample knowledge assessment question:</i> Use of CBD oil is prohibited during working hours? Y or N? Use of substances outside of work can impact work because?</p>					
<ul style="list-style-type: none"> <li>Uses, carries, maintains and stores hand and power tools according to manufacturer’s specifications and instructions.</li> </ul> <p><i>Demonstrated on X date:</i> Can locate manufacturer’s instructions for specific tools?</p>					
<ul style="list-style-type: none"> <li>Inspects tools and equipment before using and keeps them in safe working condition.</li> </ul> <p><i>Demonstrated on X date:</i></p>					
<ul style="list-style-type: none"> <li><i>Electric tools</i> (check cords before use, never use while raining, unplug when not in use, etc.)</li> </ul> <p><i>Demonstrated on X date:</i></p>					
<ul style="list-style-type: none"> <li><i>Lawn mowers</i> (refuel outdoors, shoot away from traffic and walkways, turn off before crossing driveways, remove lawn debris before mowing, keep cord behind you).</li> </ul> <p><i>Demonstrated on X date:</i></p>					
<ul style="list-style-type: none"> <li><i>Chain Saws</i> (use secure footing, check blade sharpness before using, remove debris before using, use a saw with a chain brake, do not drop start, cut with the lower part of the blade, not the tip or nose. Etc.)</li> </ul> <p><i>Demonstrated on X date:</i></p>					
<ul style="list-style-type: none"> <li><i>Leaf Blowers, Chipper/Shredders, Weed Trimmers</i> (direct the nozzle away from others, wear face mask, wear long pants, avoid poison ivy, keep both hands on the handle, keep arms comfortable, take breaks</li> </ul> <p><i>Demonstrated on X date:</i></p>					
<ul style="list-style-type: none"> <li>Lifts, moves, carries, loads and unloads objects using safe lifting practices. Uses appropriate support equipment (dolly, carts, wheelbarrow, etc.) if needed. Asks for help and helps others with large, awkward, heavy and other unusual lifts.</li> </ul> <p><i>Demonstrated on X date:</i> Unsafe lifting could include?</p>					
<ul style="list-style-type: none"> <li>Protects hands, eyes, feet and ears by wearing appropriate safety equipment (i.e., lug soles, goggles, gloves, headphones, protective clothing, etc.)</li> </ul> <p><i>Demonstrated on X date:</i></p>					

<p>Can perform morning and closing procedures safely.</p> <ul style="list-style-type: none"> <li>Minimizes hazards while loading and unloading vehicles</li> <li>Disposes of green waste safely</li> <li>Gasses-up equipment safely, stores equipment safely</li> <li>Reports tools that need repair</li> </ul> <p><i>Demonstrated on X date:</i>  <i>Give three examples of the safe use of gasoline on the yard?</i></p>					
<p>Uses vehicles safely.</p> <ul style="list-style-type: none"> <li>Keeps vehicle windows and mirrors clean</li> <li>Keeps tools and equipment in vehicle safe and secure</li> </ul> <p>Observes traffic laws and employs defensive driving. Adapts driving to remain safe in all weather conditions, particularly rain. Applies the two-second rule to control speed in changing weather conditions.</p> <p><i>Demonstrated by X</i>  <i>What four behaviors define defensive driving?</i>  <i>Name three ways you are responsible for maintenance of your vehicle that help keep you and others safe?</i></p>					
<p>Works to “spot” and support team mates to ensure safety.</p> <p><i>Demonstrated on X date:</i>  <i>Spotting a crew member might include the following (help with lifting, help with securing ladders, never leaving a team mate alone while using power tools, etc.)</i></p>					
<p>Safe handles, applies and disposes of gardening products (neem, organicide, horticultural oils) to protect wildlife and waterways (i.e., fertilizers, insecticides, etc.)</p> <p><i>Demonstrated on X date:</i>  <i>What potential harm to wildlife could improper use of neem oil create?</i>  <i>What potential harm to waterways could improper use of neem oil create?</i></p>					
<p>Observes appropriate safe dumpster usage. Safe sorting and disposing of green waste, garbage and rock and soil in appropriate bins, in ways that enhance environmental safety and consistency with city guidelines.</p> <p><i>Demonstrated on X date:</i>  <i>Why is placement of materials in the right bins important?</i>  <i>What happens when materials are emptied into the wrong bins?</i></p>					
<p>Can identify and work around plants that may create harm to self or others (i.e., poison ivy, sharp edged or spikey succulents, other poisonous plants).</p> <p><i>Demonstrated on X date:</i>  <i>Name three plants that could require special handling?</i></p>					
<p><b>Relational (can apply, analyze, evaluate and create)</b></p>					
<ul style="list-style-type: none"> <li>Sees safety as a shared responsibility and works consistently to help others improve safe practices.</li> </ul> <p><i>Sample knowledge assessment:</i>  <i>My actions can impact the safety of others?</i>  <i>I can help keep others safe by?</i></p>					
<ul style="list-style-type: none"> <li>Challenges unsafe practices, conditions, tasks in real time and works to modify as needed to ensure safety at all times.</li> </ul> <p><i>Sample knowledge assessment:</i></p>					

<p>An assistant gardener can refuse a task for safety reasons? An example of a modified task to ensure safety would be?(give a specific example)</p>					
<ul style="list-style-type: none"> <li>Reports unsafe conditions to crew leaders and management promptly and consistently.</li> </ul> <p>Sample knowledge assessment: Incident reports help us by....? Small incidents and accidents should be reported because? An incident report will ask for what information? Penalties for failure to report could include the following? (verbal warning, written warning, suspension, termination, fines to the company, client complaints, etc., etc.)</p>					
<ul style="list-style-type: none"> <li>Supports “safe” team behaviors (i.e., open communication, listening, evaluating, problem solving reporting, etc.). Supports “interpersonal” safety - workplace free of harassment, bullying, etc.</li> </ul> <p>Sample knowledge assessment: An example of “open” communication between crew members includes what behaviors? (listening) An example of a “safe” team behavior is (discussing fatigue levels before doing complex tasks, creating safe zones for tools and equipment, etc.) An example of an “unsafe” team behavior would be? Bullying and harassment are safety issues because? (fear of others creates unsafe conditions as communication and cooperation break down)</p>					
<ul style="list-style-type: none"> <li>Can discuss safety issues constructively with co-workers, managers and clients.</li> </ul> <p>Sample knowledge assessment? Crew members can report client created safety issues? Y or N Constructive problem solving involves the following behaviors (willingness to adapt plans, willingness to think of solutions, willingness to delay or modify a task based on safety issues, prompt and accurate reporting, etc.)</p>					
<ul style="list-style-type: none"> <li>Includes others in assessment and evaluation of safety conditions.</li> </ul> <p>Sample knowledge assessment: Who needs to be included in safety assessments and why?</p>					
<p><b>Personal (can apply, analyze, evaluate and create)</b></p>					
<ul style="list-style-type: none"> <li>Is self-aware and aware of others inside the yard and gardens and maintains “safe zones”.</li> </ul> <p>Sample knowledge assessment: A safe zone is? (the distance you create to keep others safe when using power or other tools that could send debris flying) A safe zone practice is? (storing tools in a designated area of the garden to avoid, tripping, etc.)</p>					
<ul style="list-style-type: none"> <li>Willing to learn new skills and accept feedback on safety performance.</li> </ul> <p>Sample knowledge assessment: I expect to receive feedback and possible correction on safety issues because (they change constantly and this helps everyone continue to learn and remain safe).</p>					
<ul style="list-style-type: none"> <li>Conducts problem solving with collegial and constructive attitude with safety in mind.</li> </ul> <p>Sample knowledge assessment:</p>					

<p><i>To keep feedback and problem solving positive, crew leaders would xxx?</i></p>				
<ul style="list-style-type: none"> <li>• Conducts themselves in ways that support teamwork and collaboration on the yard and in other team settings to reduce risk.</li> </ul> <p><i>Sample knowledge assessment: Collaboration involves the following behaviors? (has the ability to give and accept feedback?)</i></p>				
<ul style="list-style-type: none"> <li>• Avails themselves to professional development and on-going training and development.</li> </ul> <p><i>Sample knowledge assessment: An example of continuing education is? My willingness to learn and grow? Provide an example.</i></p>				
<ul style="list-style-type: none"> <li>• Sees the value in continuous learning and personal development.</li> </ul> <p><i>Sample knowledge assessment: Why would crew leaders continue to need training and additional professional development? (We all do no matter what position we hold in the company!)</i></p>				
<p><b>Training Recommendations:</b> 3-6 months:</p> <ul style="list-style-type: none"> <li>• <b>Conceptual Knowledge:</b></li> <li>• <b>Functional/Technical Skills:</b></li> <li>• <b>Relational Skills:</b></li> <li>• <b>Personal Skills:</b></li> </ul> <p>Recommended opportunities for knowledge and skill development</p> <p>Coaching 1: Mentoring and informal coaching by a more experienced crew member  Extended Education 1: Professional and educational coursework, seminars, books and magazines  Practice 1: On-the-job training inside and outside the garden</p>				
<p>Assessment Completed by</p>				
<p>Date</p>				
<p>Signed</p>				
<p>Next Follow up:</p>				