



**Division of Occupational Safety and Health  
POLICY AND PROCEDURES MANUAL**

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**P & P C-12**

**PROFESSIONAL DEVELOPMENT  
AND TRAINING**

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## Division of Occupational Safety and Health POLICY AND PROCEDURES MANUAL

# PROFESSIONAL DEVELOPMENT AND TRAINING

P&P C-12

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**AUTHORITY:** California Governmental Code Sec. 19995 and 19995.1.

**POLICY:** It is the policy of the Division of Occupational Safety and Health to establish and support a Professional Development and Training Program that is administered by the Professional Development and Training Unit (PDTU). The goal of this Program is to assist Compliance Safety and Health Officers (CSHOs) and their supervisors with direction, guidance, and training options that directly contribute to the CSHO's ability to represent DOSH with a high degree of professional expertise.

### **PROCEDURES:**

#### **A. OVERVIEW**

The Division's training program provides a wide range of training opportunities and learning experiences to assist CSHOs with their professional development. A flexible program that incorporates self-study, on-the-job experiences and formal training has been developed to accommodate the varying levels of experience and competence within the Division.

##### 1. Technical Training

The program's flexible yet structured approach to curriculum meets the needs of CSHOs with highly diverse academic backgrounds and experiences. Supervisors and managers are encouraged to incorporate their office's training priorities into the CSHOs training program. For example, the needs of the District or Area Office may dictate that new CSHOs receive technical training in industrial noise or machine guarding within their first year. The training program offers District and Regional Managers the opportunity to incorporate up to four additional technical courses at any time during the CSHO's initial three-year training plan provided the CSHO has completed both the Orientation to Enforcement and one of the standard introduction courses. Selection of the technical courses to be attended and determination of the sequencing and priority are at the Regional Manager or their designee's discretion, based upon recommendations of the District Managers.

##### 2. Professional Certification

The progression of training requirements for a CSHO's career supports the pursuit of professional certification and encourages CSHOs to strive for the recognition that the certification provides.

**NOTE:** Since PDTU courses are designed to support the Division's mission, there may not always be a correlation between a PDTU technical course and the competencies required to achieve certification.

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## B. ORGANIZATIONAL RESPONSIBILITIES

### 1. Division Headquarters

Division leadership will support the training program by providing resources, and by establishing manager performance standards to ensure appropriate training is received by all employees affected by this policy. Division leadership will also provide direction to PDTU and update PDTU staff about the status of the Division's programs.

### 2. Professional Development and Training Unit (PDTU)

PDTU is responsible for educating and training Division CSHOs in the skills and knowledge required to perform their duties.

Responsibilities include:

- a. Conducting needs assessments and gap analyses to identify training needs for compliance and consultation personnel
- b. Planning, forecasting, and scheduling Division-mandated, technical and specialized training courses;
- c. Designing, developing, and reviewing technical and specialized courses, with input from other safety and health professionals, including developing agendas, course materials, and other educational aids necessary to carry out the training events;
- d. Overseeing and facilitating training events;
- e. Developing classroom and technology-enabled training products designed to support the training and development of CSHOs;
- f. Conducting evaluations of training courses and programs designed for CSHOs;
- g. Maintaining records of all training received by DOSH personnel and classes waived for CSHOs;
- h. Tracking and monitoring Individual Development Plans for CSHOs.

### 3. Regional Office

Regional Managers must:

- a. Implement the Division's Professional Development and Training Program in each of the district and area offices of the state.
  - b. Provide guidance and assistance to the District and Area Offices concerning information contained in this P&P.
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- c. Assist in providing resource material and current training information to District and Area Managers concerning implementation of the objectives of the Professional Development and Training Program.
4. Regional Training Coordinators
- a. Serve as a focal point for each region, assisting the Regional Manager and PDTU in coordinating the Region's training and educational programs; and
  - b. Are the primary point of contact for training course registration in their regions, and provide training registration information to managers, supervisors and CSHOs.
5. District Offices
- a. The District Manager must:
    - (1) Ensure the CSHOs under their supervision participate in the required developmental training;
    - (2) Identify and document through an Individual Development Plan (IDP) process the training needs of CSHOs assigned under their supervision, and plan and coordinate all training, and request waivers for experienced persons who have had equivalent or related training;
    - (3) Provide assistance and guidance consistent with the IDP process to allow CSHOs to meet the Professional Development and Training Program objectives as outlined in this P&P;
    - (4) Review and discuss their CSHOs training progress under their supervision during regular performance reviews;
    - (5) Assign a mentor to new CSHOs to assist with on the job training for new staff;
    - (6) Communicate training needs to their Regional Training Coordinator.
6. Compliance Safety and Health Officer (CSHO)
- a. The CSHO must:
    - (1) Discuss their performance and training progress with their supervisors;
    - (2) Participate in the planning and tracking of their training activities;
    - (3) Fully attend, participate in, and complete all assigned training courses, and other events their manager, regional manager, regional training coordinator, or PDTU has selected them to attend.

### **C. NEWLY HIRED CSHOS**

- 1. On-the-Job (OJT) Training and Self-Study Assignments
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a. OJT Purpose

OJT training is designed to apply the principles and theories learned in the classroom to field situations.

b. OJT Assignments

- (1) The Division requires that newly hired CSHOs conduct inspections in a variety of occupational settings, including industrial, manufacturing, agriculture, construction and office environments and that a portion of these inspections are conducted accompanied by an experienced safety engineer or health specialist, as appropriate.
- (2) OJT assignments must be provided by Division supervisors to emphasize and complement the material covered in formal training courses.
- (3) The time allotted to accomplish OJT assignments should be compatible with the current knowledge, skill, and experience level of newly hired CSHOs.

c. Supervisory Oversight

Supervisors must use their expertise and judgment when assessing the employee's progress during OJT training.

d. OJT Goals

OJT training in the following subject areas must be accomplished at a minimum, through both OJT assignments and self-study:

- (1) Hazard recognition overview;
  - (2) Inspection procedures;
  - (3) Title 8 Safety Orders for general industry, construction, electrical and Other Safety Orders as appropriate;
  - (4) Division's Policy and Procedure Manual;
  - (5) IH Technical Manual;
  - (6) Common industrial processes;
  - (7) Basic elements of an effective Injury and Illness Prevention Program;
  - (8) Sampling Instrumentation;
  - (9) Violation documentation, violation classification, citation preparation and report writing;
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(10) Consensus standards from other sources, such as American National Standards Institute (ANSI); National Electrical Code (NEC); National Fire Protection Association (NFPA); American Conference of Governmental Industrial Hygienists (ACGIH); Industrial Agency for Research on Cancer (IARC); and National Toxicology Program (NTP).

e. OJT Monitoring

(1) OJT Training must be completed within the Developmental Training Program period. Although expertise in areas such as hazard recognition and industrial processes requires long-term, continuing education, it is expected that a solid foundation of information related to these topics will be presented during this time.

(2) When the CSHO's supervisor determines that the newly hired safety engineer or health specialist has gained sufficient experience to participate fully in developing the actual case file, the OJT review may be discontinued.

f. Self-Study Assignments

Instructional methods such as the use of audiovisual aids, reading materials, case file review, staff meetings, and inspection activity may be used by the employee's supervisor to assign the required topics. Recommended self-study materials and activities are provided in [Attachment A](#).

2. Professional Development Program for Newly Hired CSHOs

a. Purpose

The purpose of a professional development training program for newly hired CSHOs is to provide them with a broad range of training opportunities and learning experiences to ensure their successful professional development.

b. Goals

(1) PDTU must ensure that a flexible program is developed for all new CSHOs that:

(a) Incorporates essential curricular requirements where fulfilling the requirements can be easily monitored and evaluated by supervisors; and

(b) Provides guidance in the form of [Attachment A](#) and makes appropriate training materials available for supervisors on a Division shared drive or PDTU's intranet webpage.

c. Organization

(1) On a regular basis, the Division Administrative Services Manager must provide PDTU with lists of newly hired, promoted, transferred, and separated staff by sending an email to [PDTU@dir.ca.gov](mailto:PDTU@dir.ca.gov).

- (2) PDTU support staff must use this list to identify CSHOs that should be enrolled in the next available sequence of mandatory courses and provide the District Manager with a schedule of classes in which each new hire is enrolled.

d. Developmental Training Program Curriculum

(1) One-Year Developmental Training Program

- (a) Each newly hired CSHO must complete a one-year developmental program that includes a plan to undertake formal training (offered by PDTU), OJT, and self-study assignments, as outlined in this P&P.

**NOTE:** The Developmental Program period for a newly hired CSHO who comes to the Division with an extensive previous experience in the specific job duties he or she will perform in the Division may be shorter than one year based on the supervisor's assessment of the individual's background and progress.

(b) Initial Courses

The following basic courses must be completed within the first year of the Developmental Training Program:

- i. DOSH Policy & Procedures Manual (P&P) Self-Study;

Supervisors must require newly hired CSHOs to complete a self-study of the Division's P&P prior to attending the Initial Orientation course.

- ii. Orientation to Enforcement;

Supervisors must require newly hired CSHOs to attend the Orientation to Enforcement training course. CSHOs may attend this course only after having received an orientation to the Division by the CSHO's supervisor and after having reviewed the Division's Enforcement Policy and Procedures Manual and Administrative Policy and Procedures Manual. The purpose of the Orientation to Enforcement course is to provide new CSHOs with a working knowledge of Division policies, procedures, and administrative programs.

- iii. Introduction to Safety Standards;

After a newly hired CSHO completes the Orientation to Enforcement course, the supervisor must require the CSHO to attend either the Introduction to Safety Standards, or the Introduction to Health Standards, during the Developmental Training Program period. The purpose of these two courses is to provide newly hired compliance personnel with a thorough introduction to the content and organization of the standards contained in the occupational safety and health regulations found in the California Code of Regulations, Title 8.

iv. Introduction to Industrial Hygiene Standards

See explanation in section iii above.

v. Crossover Training

The Division recognizes the need for CSHOs to be familiar with the general concepts of both safety and health. Thus, supervisors must require newly hired CSHOs to complete crossover training in the area that is not their primary discipline. These courses must be completed during their developmental period and must be immediately completed by newly promoted Senior Safety Engineers and Senior Industrial Hygienists, if not previously taken.

vi. Technical Courses

1. Each newly hired CSHO is required to attend at least two courses specific to their professional discipline during the Developmental Training Program process.
2. These courses should be selected from the following basic core courses or their equivalent:

a. Safety

- Agricultural Safety and Health
  - Applied Welding Principles
  - Certified Safety Professional Exam Preparation
  - Concrete Forms and Shoring
  - Construction Safety
  - Cranes and Rigging
  - Demolition
  - Electrical Safety
  - Emergency Response
  - Excavation, Trenching and Soil Mechanics
  - Fall Arrest Systems
  - Fire Protection
  - Hazardous Materials
  - Heat Illness Prevention
  - Industrial Lift Trucks Safety
  - Logging Safety
  - Machine Guarding
  - Permit-Required Confined Spaces
  - Process Safety Management
  - Scaffolding Safety
  - Steel Erection
  - Tree Worker Safety
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b. Health

- Aerosol Transmissible Disease
- Agricultural Safety and Health
- Analytical Methods
- Applied Spray Finishing and Coating Principals
- Applied Welding Principles
- Bloodborne Pathogens
- Certified Industrial Hygienist Exam Preparation
- Combustible Dust Hazards and Controls
- Emergency Response
- Heat Illness Prevention
- Industrial Hygiene Sampling
- Indoor Air Quality (IAQ)
- Industrial Noise
- Industrial Toxicology
- Permit-Required Confined Spaces
- Principles of Ergonomics
- Principles of Industrial Ventilation
- Respiratory Protection

3. Upon completion of the Developmental Training portion of the Program, safety engineers or health specialists must demonstrate a working knowledge of the following items related to their discipline:
- a. Purpose and functions of the various components of Cal/OSHA;
  - b. Policies and procedures relating to the operations of Cal/OSHA field enforcement;
  - c. Provisions of California Labor Code and California Code of Regulations, title 8, occupational safety and health regulations;
  - d. Principal practices and methods of construction, electrical, and engineering, including those specifically applicable to safety engineering;
  - e. Operations, methods, equipment, and safety devices used in industrial workplaces and occupational safety and health hazards;
  - f. Methods, techniques, fundamentals of hazard recognition, evaluation, sampling techniques, use of monitoring equipment, and control measures;
  - g. Implementation of engineering controls, abatement strategies, and the generation and interpretation of quantitative data;
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- h. Administrative hearing process and the ability to present inspection data efficiently in an administrative legal proceeding.

#### 4. Waiver Conditions

- a. If a newly hired safety engineer or health specialist has substantial prior safety or health experience and the required Developmental Training Program does not meet the individual's needs, the supervisor and the employee must design an alternative Developmental Training Program in conjunction with the IDP process.
- b. Any alternative IDP training plan developed for an individual safety engineer or health specialist must be approved by the Regional Manager after consultation with the District Manager and PDTU Manager.
- c. Waiver requests must be submitted in writing by District Managers to their Regional Manager and must take into consideration how the safety engineer or health specialist has acquired the levels of knowledge, skills, and abilities to perform their duties. Regional Manager's must review and determine whether to approve the waiver request. If the Regional Manager approves the waiver request, it must be submitted to [PDTU@dir.ca.gov](mailto:PDTU@dir.ca.gov) for recordkeeping purposes.

**NOTE:** When a revised formal training plan is developed and approved, additional requests for waivers from specific mandatory courses are not required.

#### 5. Monitoring

- a. The supervisor's monitoring of the newly hired safety engineer or health specialist's progress through the Developmental Training Program period is critical to the success of the individual's training program and future with the Division. Monitoring provides information on whether the safety engineer or health specialist is achieving the curricular goals of the Developmental Training Program.
- b. The employee's supervisor must ensure that each CSHO has completed the necessary course prerequisites before attending any mandatory DOSH training course.
- c. The employee's supervisor must monitor and review each CSHO's performance of required self-study assignments.

**NOTE:** Monitoring and review provides the supervisor with information on the progress of the safety engineer or health specialist and can assist in identifying areas requiring further training.

- d. The employee's supervisor must design and review an OJT training plan for each newly hired CSHO. See section C.1. above.

**D. CSHO'S FIRST THREE YEARS**

## 1. Training during the First Three Years

- a. The following two courses must be completed early in a CSHO's career. Although these courses are required, there is no limit to the number of courses a CSHO may take during any year.

(1) Orientation to Enforcement

(2) One of the following courses on Title 8 Standards:

(a) Introduction to Safety Standards, or

(b) Introduction to Health Standards, or

(c) Introduction to Construction & Electrical Standards

- b. The following courses will be taken after the CSHO has completed Orientation to Enforcement and one of the Standards courses listed in section (D)(1)(a)(2) above:

(1) Investigative Interviewing Techniques

(2) Inspection Techniques and Legal Aspects

**NOTE:** Inspection Techniques and Legal Aspects cannot be waived.

(3) Accident Investigation

- c. The following courses will be taken at any time during a CSHOs initial three-year period to enhance multi-disciplinary competence.

(1) Safety and Construction career path CSHOs will take the following:

(a) Introduction to Health Standards, or

(b) Introduction to Construction & Electrical Standards

(2) Health career path CSHOs will take the following:

(a) Introduction to Safety Standards, or

(b) Introduction to Construction & Electrical Standards

- d. All CSHOs must complete the Incident Command System IS-200 course or equivalent training (i.e., course conducted by other governmental agencies or web-based course) this must be completed during the initial three years of training.
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## 2. Professional Development during the First Three Years

### a. Required Training

In the interest of statewide consistency, it is expected that CSHOs will attend and satisfactorily complete the required courses outlined in this instruction.

### b. Course Sequence

Both the Initial Compliance course and a Standards course are to be completed in the first year of the CSHO's training path. It is recommended that subsequent courses be completed in a sequence optimal to attaining professional development goals and at the discretion of PDTU.

#### (1) Initial Compliance Course

Orientation to Enforcement is designed for newly hired CSHOs and focuses on the basic elements of conducting inspections in accordance with current DOSH policy. Also emphasized is the importance of personal conduct and professional development. Role-play is used to allow students to practice how to conduct an opening conference. The course ensures that participants have the fundamentals of information gathering to document the prima facie elements in a case file. At the conclusion of this course, the student will be able to identify CSHO responsibilities related to conducting an inspection as well as promoting, assessing and enforcing workplace safety and health compliance.

#### (2) Standards Courses

The purpose of these courses is to provide CSHOs with an introduction to the organization and content of the standards, hazard recognition, and documentation of identified hazards.

##### (a) Introduction to Safety Standards

Introduction to Safety Standards is designed specifically for safety officers and emphasizes a wide range of safety hazards covered by CCR Title 8. At the conclusion of the course, the student will be able to apply inspection techniques, basic safety hazards recognition and abatement for inspections.

##### (b) Introduction to Health Standards

Introduction to Health Standards is designed specifically for health specialists and emphasizes recognition, evaluation and control of a wide range of health hazards covered by CCR Title 8. At the conclusion of this course, the student will be able to employ basic health hazard recognition; apply inspection sampling and instrumentation techniques and related OSHA policies; and identify abatement methods.

##### (c) Introduction to Construction & Electrical Standards

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Introduction to Construction & Electrical Standards is designed specifically for safety officers who will conduct construction and electrical inspections to become familiar with these standards in CCR Title 8. At the conclusion of the course, the student will be able to recognize basic construction and electrical hazards, and identify abatement methods.

(3) Investigative Interviewing Techniques

Investigative Interviewing Techniques is intended to serve as a practical interviewing guide for OSHA compliance personnel. A major component of this course includes role-play using scenarios that provide the opportunity for students to practice interviewing skills. The course emphasizes developing a plan for gathering the necessary facts, characteristics of good questioning techniques, active listening, and cross-cultural communication.

(4) Inspection Techniques and Legal Aspects

Inspection Techniques and Legal Aspects introduces the student to formal requirements and processes of the legal system. Emphasis is placed on documenting a legally sufficient case file. This course includes the essential elements of conducting walk around inspections and interviews, and analyzing, organizing and documenting information related to inspections and investigations. Students develop a sample legally defensible case file and participate in a mock trial as the culminating learning experience.

**NOTE:** This course cannot be waived and is recommended even for experienced personnel.

(5) Accident Investigation

Accident Investigation covers the key elements that are essential to conducting successful accident investigations. Major topics include investigation planning, documenting the scene, collecting facts through interviewing, failure analysis and analytical tools, collecting and analyzing physical evidence, and control strategies. Using a case file and interactive class workshops, students work in teams to gather and analyze evidence to develop facts, findings and conclusions.

(6) Incident Command System (IS-200 or equivalent)

When responding to an identified incident, the CSHO will be able to operate efficiently within the parameters of an Incident Command System (ICS).

3. Monitoring the CSHO's Progress during the First Three Years

Monitoring the CSHO's progress through the first three-year period is critical to ensure the success of the training program. Monitoring provides information regarding the benefits and effectiveness of the training received. In addition, it provides information on the ability of the CSHO to achieve training goals and objectives.

a. The District Manager must:

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- (1) Ensure that each CSHO has completed the prerequisites before attending mandatory training courses;
- (2) Review the CSHO's performance of recommended self-study and on-the-job training (OJT) assignments;
- (3) Conduct a review with the CSHO following each recommended self-study and OJT inspection activity. This review provides the supervisor with information on the progress of the CSHO and can assist in identifying areas requiring further training;
- (4) Determine when the CSHO has sufficient experience to participate fully in developing the actual case file; the OJT review may be discontinued when this has been effectively accomplished.

## **E. CSHOS AFTER YEAR 3**

1. Professional Development after Year 3
  - a. Technical Training Requirements

Each CSHO will be required to complete four technical courses during their initial five-year period and must complete two additional technical courses during their initial eight-year period, totaling six technical courses. Beginning with year 9, they must continue to complete a minimum of one technical course every three years throughout their career.

## **F. INDIVIDUAL DEVELOPMENT PLANS (IDP)**

1. Role of Individual Development Plans

An Individual Development Plan (IDP) is an active plan to help the CSHO achieve organizational and career goals. The IDP (see [Attachment B](#)), must be completed jointly by the CSHO and their supervisor and updated annually thereafter. After the IDPs are completed, the District Manager must send a copy of it to [PDTU@dir.ca.gov](mailto:PDTU@dir.ca.gov) for tracking and monitoring. IDPs serve as a tool to provide documentation for the CSHO to chart and monitor their own progress toward developmental goals. An IDP can help a CSHO:

- a. Achieve and enhance the level of knowledge and skills required to achieve the functional competencies of a CSHO;
- b. Build expertise as a DOSH safety and health professional;
- c. Continue professional development throughout their career.

2. IDPs for the Initial Three-Year Period
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[Attachment A](#) serves as guidance for supervisors to select appropriate training outlined by this instruction during the CSHO's first year. The IDP should include:

- a. Mandatory training required during the three-year period as outlined in this instruction;
- b. Other developmental training as determined by the CSHO's supervisor. For example:
  - (1) Supplemental training at the Regional and District Office level that includes formal and/or informal mentoring by higher graded personnel and/or CSHOs with specialized experience;
  - (2) Participation in various classes of inspections and a variety of industries and worksites.

### 3. IDPs Developed after the Three-Year Period

- a. An IDP helps the CSHO continue to improve their present performance and prepare them for more responsible work in accordance with their potential and interests, and the needs of the Division.
- b. By the end of year 5, each CSHO must have attended four technical courses in addition to the courses outlined in section D above. The IDPs developed during these years should reflect this requirement.
- c. In years 6 – 8, CSHOs must attend at least two additional technical courses.
- d. After year 8, each CSHO must attend at least one safety or health-related course once every three years. More frequent course attendance is recommended.
- e. IDPs must be developed by CSHOs and their supervisors by utilizing personal performance objectives, the employee's career interests and goals, and the future needs of the Division.

### 4. IDP Components

- a. An individual Development Plan (IDP) is an annually prepared activity plan that includes:
  - (1) Training Needs Assessment;
  - (2) On-the-job training (OJT) assignments (see Section H); and
  - (3) Formal training courses, including any mandatory training requirements (see Section G).

### 5. IDP Focus

- a. IDP's must be designed to improve current job performance, acquire or maintain technical knowledge and skills, and prepare for promotional examinations. The IDP is not limited to developing technical skills, some employees need help in written communication, oral communication or effective listening which also needs to be addressed.
  - b. After initial development, IDP's must be reviewed on an annual basis by employees and their supervisors to evaluate progress and to determine the need for additional training or development.
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- c. IDP's do not guarantee an employee any particular training opportunities, but represent a mutually agreed upon plan of action for an employee's development.

## **G. OUTCOME MEASURES FOR PDTU**

As part of the Division's Strategic Goal 3.2 to improve the skills, capabilities, and technical knowledge of Cal/OSHA's workforce, Cal/OSHA must meet the following outcome measures:

1. 80% of newly hired CSHOs will receive during their first year, all of the required training.
2. 90% of newly hired CSHOs will receive during their first three years, all of the required training.
3. 70% of CSHOs with more than three year's experience will attend at least two technical courses.

All training course attendance and IDP implementation and achievement will be internally tracked and monitored through PDTU's database.

## **H. TRAINING REQUESTS**

See [DOSH Request for Out-Service Training and Travel Advance Process memo](#)

See [DOSH Out-Service Training Request Process Map](#)

### **Attachments:**

A – [DOSH Recommended CSHO Training Activities – Year One](#)

B – [DOSH Individual Development Plan form](#)

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