

Establishing Goals, Objectives, Roles and Responsibilities for Biorisk Management

Student Guide



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Biorisk Mgmt Goals, Objectives, Roles, & Responsibilities

Welcome & Introductions







Action Plan_(pg x)

By the end of this lesson, I would like to:

| KNOW | FEEL | BE ABLE TO DO |
|------|------|------------------|
| | | |

Your learning doesn't stop with this lesson. Use this space to think about what else you need to do or learn to put the information from this lesson into practice.

| What more do I need to know or do? | How will I acquire the knowledge or skills? | How will I know that I've succeeded? | How will I use this new learning in my job? |
|------------------------------------|---|--------------------------------------|---|
| | | | |
| | | | |
| | | | |

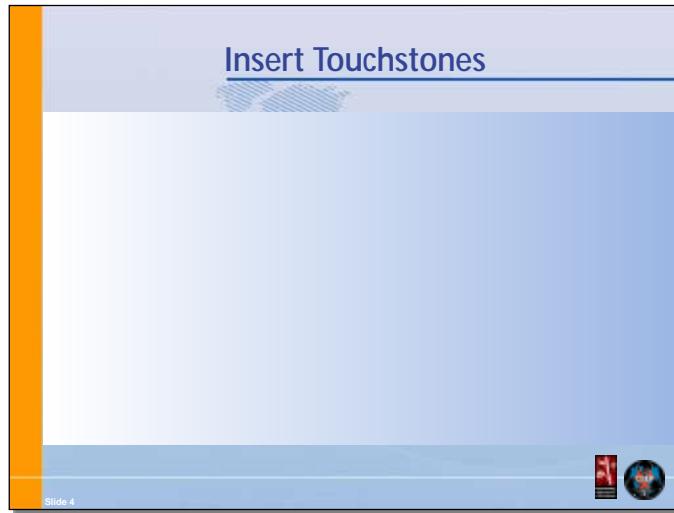
Use space on back, if needed





Biorisk Mgmt Goals, Objectives, Roles, & Responsibilities

Welcome & Introductions



Biorisk Mgmt Goals, Objectives, Roles, & Responsibilities

Planning for Effective Biorisk Management

Policy:

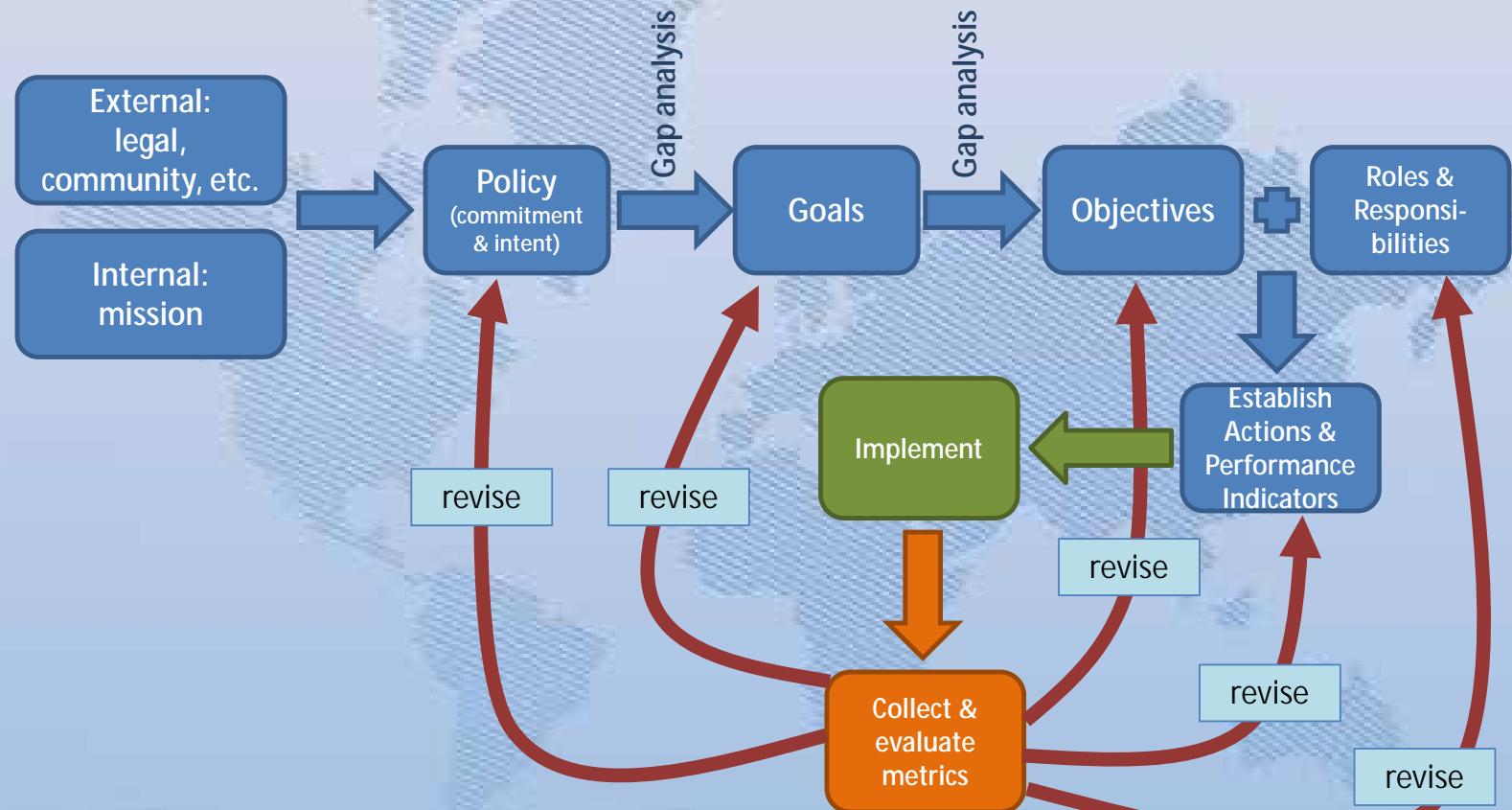
Goal:

Objective:

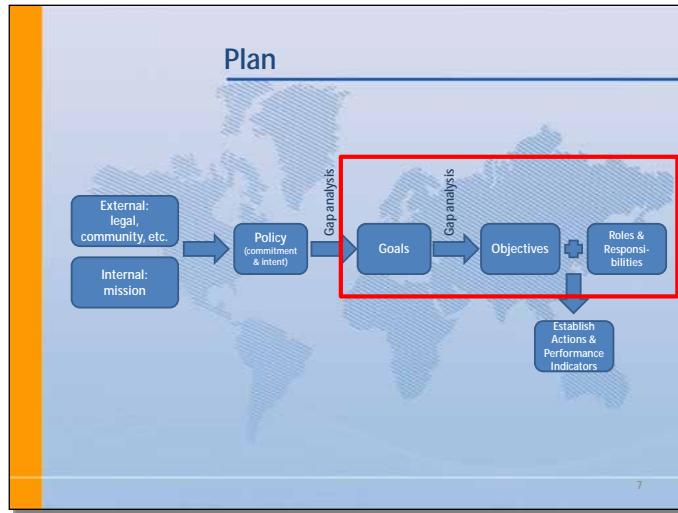
- A policy,
- A goal, and
- An objective?

- Sometimes these words are used interchangeably. Discuss, with your small group, your ideas on how they are the same and how they differ. Write your answers in your workbook.

Plan-Do-Check-Act



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Planning for Effective Biorisk Management





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Planning for Effective Biorisk Management

CWA 15793:2011

- **4.3.3.1 Biorisk control objectives and targets**
 - The organization shall establish, implement and maintain documented biorisk control objectives and targets for an effective control of biorisk at relevant functions and levels in the organization.



How can CWA 15793:2011 be used for planning for effective biorisk management?

Biorisk Mgmt Goals, Objectives, Roles, & Responsibilities

Setting Goals & Objectives

A goal is an observable and measurable end result having one or more objectives to be achieved within a more or less fixed timeframe.

Setting Goals & Objectives

- What is the difference between a goal and an objective?
 - Goal (an observable and measurable end result)
 - We want to aim our resources and efforts towards this outcome
 - Objectives
 - These are the steps we need to take, in a more or less fixed timeframe, to move towards and achieve the outcome

CWA 15793:2011

A good starting place for GOALS

4.4.4 Operational control

- 4.4.4.1 General safety
- 4.4.4.2 Biological agents and toxin inventory and information
- 4.4.4.3 Work programme, planning and capacity
- 4.4.4.4 Change management
- 4.4.4.5 Work practices, decontamination and personnel protection
 - 4.4.4.5.1 Good microbiological technique
 - 4.4.4.5.2 Inactivation of biological agents and toxins
 - 4.4.4.5.3 Waste Management
 - 4.4.4.5.4 Clothing and Personal Protective Equipment (PPE)
- 4.4.4.6 Worker health programme
 - 4.4.4.6.1 Vaccination of personnel

4.4.4.7 Behavioural factors and control of workers

- 4.4.4.7.1 Personnel reliability
- 4.4.4.7.2 Contractors, visitors and suppliers
- 4.4.4.7.3 Exclusion

4.4.4.8 Infrastructure and operational management

- 4.4.4.8.1 Planning, design and verification
- 4.4.4.8.2 Commissioning and decommissioning
- 4.4.4.8.3 Maintenance, control, calibration, certification and validation
- 4.4.4.8.4 Physical security
- 4.4.4.8.5 Information security
- 4.4.4.8.6 Control of supplies

4.4.4.9 Transport of biological agents and toxins

4.4.4.10 Personal security



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Setting Goals & Objectives

CWA 15793:2011 - 4.4.4.5.3

- **4.4.4.5.3 Waste Management**
- The organization shall establish and maintain an appropriate waste management policy for biological agents and toxins.
 - *Why does a waste management policy need to be established?*
 - *What is “appropriate waste management”?*
 - *What are the steps to assuring appropriate waste management?*

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CWA 16393:2012 - Guidance

- To ensure that waste is properly managed and disposed of in a safe, efficient and cost effective manner and to ensure any biological waste which may have additional hazards (e.g. radioactivity) is investigated, considered, and addressed.
 - Identify:
 - roles and responsibilities;
 - nature of the waste (e.g. liquid or solid waste);
 - the appropriate decontamination processes; and
 - local and environmental waste management policies.

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Setting Goals & Objectives

SMART Objectives

- Specific
- Measurable
- Attainable
- Reasonable
- Time-based



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Exercise: Goals & Objectives

- **Policy:** Biological agents and toxins are disposed and/or destroyed appropriately
- **Goal:** Establish a waste management policy to assure that biological agents and toxins are appropriately disposed and/or destroyed.
- **Objectives?** "SMART" ways to move towards the goal

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Setting Goals & Objectives

Exercise: Goals & Objectives

- “SMART” objectives to move towards the goal
 - Step 1. Ask questions to gather information. For example:
 - Find out how biological agents and toxins can be disposed or destroyed.
 - Find out how to determine what methods are “appropriate”
 - Step 2. Shape these questions into SMART tasks. For example:
 - “In Month 1, survey laboratories to determine what types of biological agents may be contained in waste materials.”
 - “In Month 2, using the results of the survey, create a list of the types of waste and the biological agents and toxins likely contained in each type of material.”

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SMART Objectives:



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Setting Roles & Responsibilities

Roles & Responsibilities (R&R)

- You have your target (goal).
- You have your arrows (objectives).
- Now, you need an archer to direct the arrow towards the target. (Role)
- And instructions on how to direct the arrow (Responsibilities)

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Setting Roles & Responsibilities

Why are R&R important?

- What are the consequences of NOT establishing roles & responsibilities?
- In your small group, take 5 minutes to list 3 to 5 consequences of NOT establishing roles & responsibilities. Write these in your workbook.

What are the consequences of NOT establishing roles & responsibilities?

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Setting Roles & Responsibilities

What are challenges in establishing R&R?

- What kinds of obstacles might keep you from establishing roles & responsibilities?
- What steps can you take to overcome these challenges?

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What are the challenges in establishing roles & responsibilities?



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Setting Roles & Responsibilities

What roles impact biorisk management?

Question: What roles impact or influence biorisk management?

As a group, take **5 minutes** to brainstorm all the roles within a facility that can impact or influence biorisk management. Write each role on a separate sticky note.

Take another **5 minutes** to brainstorm all the roles outside of a facility that can impact or influence biorisk management. Write each role on a separate sticky note.

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Roles that impact or influence biorisk management. . .

INSIDE a facility:

OUTSIDE a facility:



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Setting Roles & Responsibilities

What roles impact waste mgmt?

Question: Which of these roles impact or influence waste management?

As a group, look at your answers for the roles that impact biorisk management. Determine which of these roles impact or influence **waste management in a bioscience facility**.

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Which roles impact or influence waste management in a bioscience facility?

Determining Responsibility

- Before writing specific responsibilities, it can be helpful to determine the basic level of responsibility.
- One model for levels of responsibility:
 - Decision
 - Involved
 - Consulted
 - Informed
 - Not Informed

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Determining Responsibility

- **Decision** – The ultimate decision-maker who is accountable for the objective. Only 1 per objective.
- **Involved** – Actively contributes to and shapes the actions to accomplish the objective.
- **Consulted** – Possesses and contributes key information while the actions for accomplishing the objectives are being determined
- **Informed** – Must be aware of and, possibly perform, an action, but who is not involved in shaping the action.
- **Not Informed** – No role in the action or objective.

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One Tool for Determining Responsibilities

| <i>Objective</i> | Top Mgmt | Lab Mgmt | Biosafety Professional | Worker |
|---|----------|----------|------------------------|--------|
| In Month 1, survey laboratories to determine what types of biological agents may be contained in waste materials." | | | | |
| In Month 2, using the results of the survey, create a list of the types of waste and the biological agents and toxins likely contained in each type of material." | | | | |
| Objective 3. . . | | | | |
| Objective 4. . . | | | | |

A= Decision B = Involved C = Consulted D = Informed E = Not Informed







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Setting Roles & Responsibilities

Actions

- Actions are specific responsibilities for each role to accomplish an objective.
- Actions must be SMART.

By [this time], [this role] must do [this action] using [these steps] and reporting it [this way] to [this role].

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Setting Roles & Responsibilities

Create an action

- Objective: In Month 1, survey laboratories to determine what types of biological agents may be contained in waste materials.
- Look at the Responsibility Level chart you just completed.
- Write one SMART action for one role related to the objective above.

Role:

Responsibility:

Action:

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Small Group Activity

Step 1. Small Group Activity

1. Choose one topic from CWA 15793:2011 4.4.4. (slide#11) and write a goal for that topic – 5 minutes

CWA 15793:2011 topic:

Goal:



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Small Group Activity

Step 2. Small Group Activity

2. Write 3 to 5 SMART objectives for that goal – 15 minutes

SMART Objectives:

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Small Group Activity

Step 3. Small Group Activity

3. List the roles that influence or impact each objective – 10 minutes

What roles influence or impact each objective?





| One Tool for Determining Responsibilities | | | | |
|---|----------|----------|------------------------|--------|
| <i>Objective</i> | Top Mgmt | Lab Mgmt | Biosafety Professional | Worker |
| In Month 1, survey laboratories to determine what types of biological agents may be contained in waste materials.* | | | | |
| In Month 2, using the results of the survey, create a list of the types of waste and the biological agents and toxins likely contained in each type of material.* | | | | |
| Objective 3... | | | | |
| Objective 4... | | | | |
| A= Decision B = Involved C = Consulted D = Informed E = Not Informed | | | | |







| | |
|--|---|
| | <i>Goal:</i> |
| | <i>Objective:</i> |
| | Role: SMART Action to be taken by that role |
| | |
| | |
| | |
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| | |



Biorisk Mgmt Goals, Objectives, Roles, & Responsibilities

Prioritizing Goals & Objectives

- Not all goals & objectives can be pursued at the same time.
- What are some reasons that would keep a goal from being addressed?
- What are some of the factors that influence the priority by which goals are addressed?

Prioritizing, Communicating, and Reviewing

Reasons that might keep a goal from being addressed:

Factors that might influence prioritization:



Biorisk Mgmt Goals, Objectives, Roles, & Responsibilities

Prioritizing, Communicating, and Reviewing

Priority Assessment

- Assessing the consequences of NOT addressing a goal and the likelihood that those consequences would occur is a type of risk assessment.
- A biosafety or biosecurity risk assessment feeds into this type of priority assessment.
- For example, if a biosafety risk assessment reveals that a pathogen is likely to be spread via untreated waste, then the goal of establishing a waste management policy and program may receive high priority.

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Priority Assessment, continued

- It may be acceptable to DO NOTHING, if the biorisk and priority assessments show that taking NO action would not raise the risk.
- The biorisk management system approach requires that this decision-making process be documented.

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Biorisk Mgmt Goals, Objectives, Roles, & Responsibilities

Prioritizing, Communicating, and Reviewing

Communication

- What happens if goals, objectives, roles, and responsibilities are not communicated?
- In your small group, list 3 to 5 actions for effectively communicating goals, objectives, roles, and responsibilities.
- Discuss steps to take to be sure that these have been communicated.

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Actions to effectively communicate goals, objectives, roles, and responsibilities:



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Prioritizing, Communicating, and Reviewing

Review and Revision

- Goals & objectives will change over time.
- What are some reasons that they will change?
- How do you know when it is time to review and, possibly, revise goals & objectives?
- What steps should you take to review and revise goals, objectives, roles, and responsibilities?

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Why/how do goals and objectives change over time?

When should goals & objectives be revised?

What steps are necessary to review, and revise if necessary, goals, objectives, roles, and responsibilities?



Biorisk Mgmt Goals, Objectives, Roles, & Responsibilities

Review & Wrap-Up

Review & Wrap-Up



Review

To wrap-up, let's discuss what we learned about establishing goals, objectives, roles, and responsibilities.

What did we learn?

What does it mean?

Where do we go from here?



What is the difference between a policy, goal, and objective?

Why is it important to biorisk management to establish goals, objectives, roles, and responsibilities?

What is one goal you will establish in your facility?



Biorisk Mgmt Goals, Objectives, Roles, & Responsibilities

Review & Wrap-Up

| Action Plan (pg X) | | | | | |
|--|---|--------------------------------------|--|---|--|
| By the end of this lesson, I would like to: | | | | | |
| KNOW | FEEL | BE ABLE TO DO | | | |
| <p>Your learning doesn't stop with this lesson. Use this space to think about what else you need to do or learn to put the information from this lesson into practice.</p> | | | | | |
| What more do I need to know or do? | How will I acquire the knowledge or skills? | How will I know that I've succeeded? | | How will I use this new learning in my job? | |
| | | | | | |
| | | | | | |
| | | | | | |

Use space on back, if needed

