SAND2013-7631C

CWA 15793:2011 Implementation Workshop

September 30 – October 3, 2013

Uganda Virus Research Institute (UVRI)

Entebbe, Uganda

SAND XXXX-XXXX
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General Information

- Start and Stop Times; Breaks
- Course Workbook
- Course Reference Materials
- Information Sharing and Protection
- Phones

Workshop Objectives

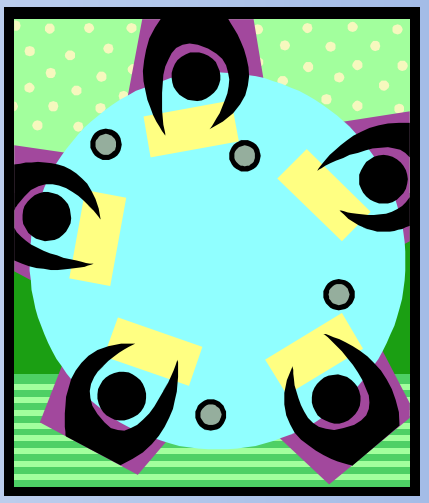
- Introduce the "**Assessment, Mitigation, Performance**" model for biorisk management
- Discuss and identify **goals**, **objectives, roles and responsibilities** for biorisk management
- Become familiar with **CWA 15793:2011 and CWA 16393:2012**
- **Analyze** the current biorisk management system based on CWA 15793:2011
- **Plan** for biorisk management **implementation** based on CWA 15793:2011

Workshop Agenda

Day 1	Day 2	Day 3	Day 4
Introduction Orientation to Biorisk Management CWA 15793:2011 Introduction	Current System Analysis and Prioritization Goals and Objectives for Improving Biorisk Management	Establishing Roles and Responsibilities for Biorisk Management	Next Planning Steps Course Review and Evaluation

System Analysis

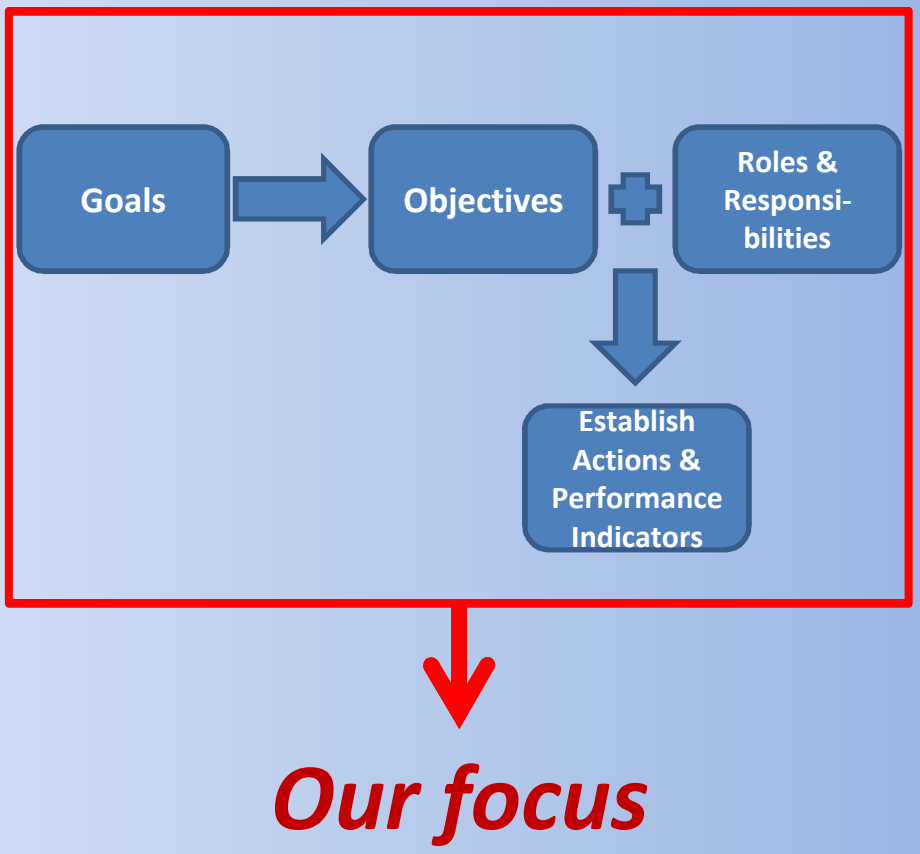
You are going to use CWA 15793:2011 to perform a biorisk management system analysis



This activity will provide a **baseline** to help direct and prioritize the creation of **goals and objectives** for CWA 15793 implementation

Planning

- The analysis will form the basis for development of a detailed biorisk management plan, including:
  - **Goals**
  - **Objectives**
  - **Roles**
  - **Responsibilities**



Introductions

International Biological Threat Reduction

Innovative solutions for countering biological threats globally

- **Promote the responsible use of biological agents, equipment, and expertise globally.**
- **Strengthen capacities to safely, securely, and responsibly detect, handle, and control dangerous biological agents.**
- **Improve understanding and management of the risks associated with accidental and deliberate misuse of biological agents.**

International
BIOLOGICAL THREAT REDUCTION

Sandia National Laboratories

Introductions

- Your name?
- Your position?
- Which department do you represent?

Work to Date…

By the End of the Workshop…

- Desired End-States
  - A more complete understanding of the strengths and weaknesses of biorisk management at UVRI
  - A **written plan** for addressing the most important gaps in biorisk management based on CWA 15793:2011, **which includes**:
    - Goals
    - Objectives
    - Roles
    - Responsibilities (Actions)

Action Plan

By the end of this course, I would like to:					
KNOW		**FEEL**		**BE ABLE TO DO**	

Orientation to Biorisk Management

CWA 15793:2011 Implementation Workshop, September 30 – October 3, 2013
UVRI, Entebbe, Uganda

Introductions

- Instructors
- Students
  - Your name?
  - Where are you from?
  - What do you hope to gain from the course?

Action Plan

By the end of this course, I would like to:					
KNOW		FEEL		BE ABLE TO DO	

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

Key Messages

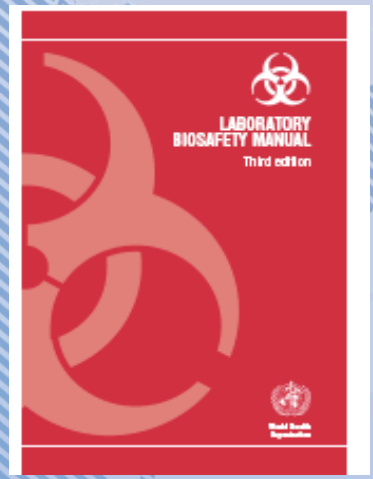
- Understand: biorisk, biosafety, biosecurity, biorisk management system
- To use AMP (Assessment, Mitigation, and Performance) as a simple model for managing biorisks
- Implementing a comprehensive biorisk management system is critical to reduce both the safety and security risks associated with handling, storage and disposal of biological agents
- CWA 15793 is a comprehensive framework for managing biorisks developed through international collaboration.
- Some of the key factors in establishing and implementing a successful biorisk management system include commitment by top management and a focus on continual improvement

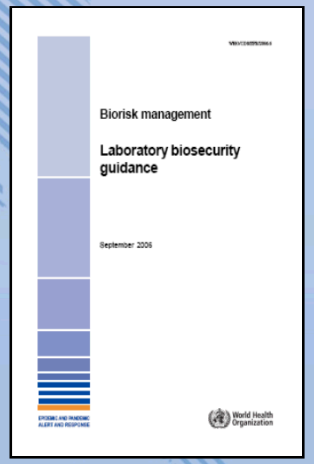
Group Activity

- Split into groups:
- In your group, take 10 minutes to discuss and answer the following question:
- ***What are the risks of working in a laboratory with biological materials?***
- Write down your answers and be prepared to report to the class

Definitions

- **Laboratory biosafety**: containment principles, technologies, and practices implemented to prevent unintentional exposure to pathogens and toxins, or their unintentional release[1]
- **Laboratory biosecurity**: protection, control and accountability for valuable biological materials within laboratories, in order to prevent their unauthorized access, loss, theft, misuse, diversion or intentional release. [2]





[1]Laboratory biosafety manual, Third edition (World Health Organization, 2004)

[2] Biorisk management - Laboratory biosecurity guidance (World Health Organization, 2006)

Biorisk

- The risk associated with biological materials in the laboratory

- Biorisk encompasses biosafety and biosecurity

Group Exercise 2: Step 1

- In your group, take 10 min to discuss and answer the following three questions:
  - *How do you identify these risks?*
  - *What are some things you can do to manage these risks?*
  - *How do you know that your risk management is working, and will continue to work?*
- Use post-it notes to write down your answers, one idea per note

Key Components of Biorisk Management

- Biorisk **Assessment**
  - Process of identifying the hazards and evaluating the risks associated with biological agents and toxins, taking into account the adequacy of any existing controls, and deciding whether or not the risks are acceptable

Key Components of Biorisk Management

- Biorisk **Mitigation**
  - Actions and control measures that are put into place to reduce or eliminate the risks associated with biological agents and toxins

Key Components of Biorisk Management

- **Performance**
  - The implementation of the entire biorisk management system, including evaluating and ensuring that the system is working the way it was designed. Another aspect of performance is the process of continually improving the system.

Group Exercise 2: Step 2

- Let's get organized:

- Take the *post-it notes*, and place them under one of the following columns:

Assessment	Mitigation	Performance

Biorisk Management: The AMP Model

Biorisk Management =
Assessment, Mitigation, Performance

Management System

- In your group, take 10 minutes to discuss and answer the following questions:

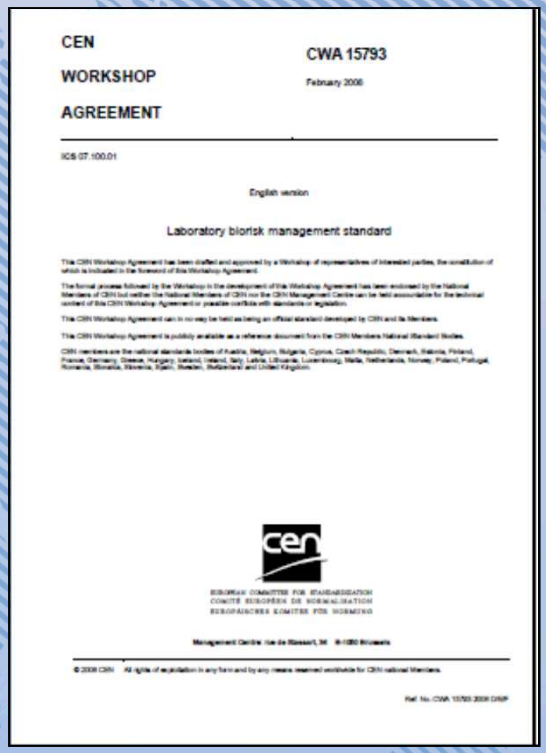
What is a "management system"? And why is it important?

- Develop a definition for a management system and write it down.

- Be prepared to report to the class

Laboratory Biorisk Management

- System or process to control **safety** and **security** risks associated with the handling or storage and disposal of biological agents and toxins in laboratories and facilities



CEN

WORKSHOP

AGREEMENT

CWA 15793

February 2006

ICS 07.100.01

English version

Laboratory biorisk management standard

This CEN Workshop Agreement has been drafted and approved by a Workshop of representatives of interested parties, the constitution of which is indicated in the foreword of this Workshop Agreement.

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EUROPEAN COMMITTEE FOR STANDARDIZATION
COMITÉ EUROPÉEN DE NORMALISATION
EUROPÄISCHES KOMITEE FÜR NORMUNG

Management Centre: rue de Stassart, 36 B-1050 Brussels

Ref. No. CWA 15793:2006 D/NP

CWA 15793:2011 - Laboratory Biorisk Management

- Is a management system document consistent with other international standards such as
  - ISO 9001 / 14001 and OSHAS18001
- The document is performance oriented
  - Describes what needs to be achieved
  - How to do it is up to the organization
- Does not replace national regulations
  - Compliance with local regulations is mandatory under CWA 15793
- Designed to be comprehensive framework for biosafety & biosecurity (biorisk) program
  - Risk-based; applicable to broad range of organizations, not just high containment labs

International Approach

- Extensive definition section
- Not country specific
- Based on international, acceptable best practices
- Local solutions possible
- Derived from the current WHO Biosafety and Biosecurity Guidelines

Purpose of the CWA 15793:2011

The document is used for:

- Improving overall laboratory biorisk management and performance
- Increasing awareness and the adoption of performance (outcome) based approaches for biosafety and biosecurity
- Improving international laboratory collaboration and safety harmonization
- Supporting laboratory certification/accreditation, audits/inspections

CWA 15793:2011 – Major Sections

4.1 General Requirements	4.2 Policy	4.3 Planning
4.4 Implementation and Operation	4.5 Checking and Corrective Action	4.6 Review

CWA 15793:2011 – Major Sections

4.1 General Requirements

4.2 Policy

4.3 Planning

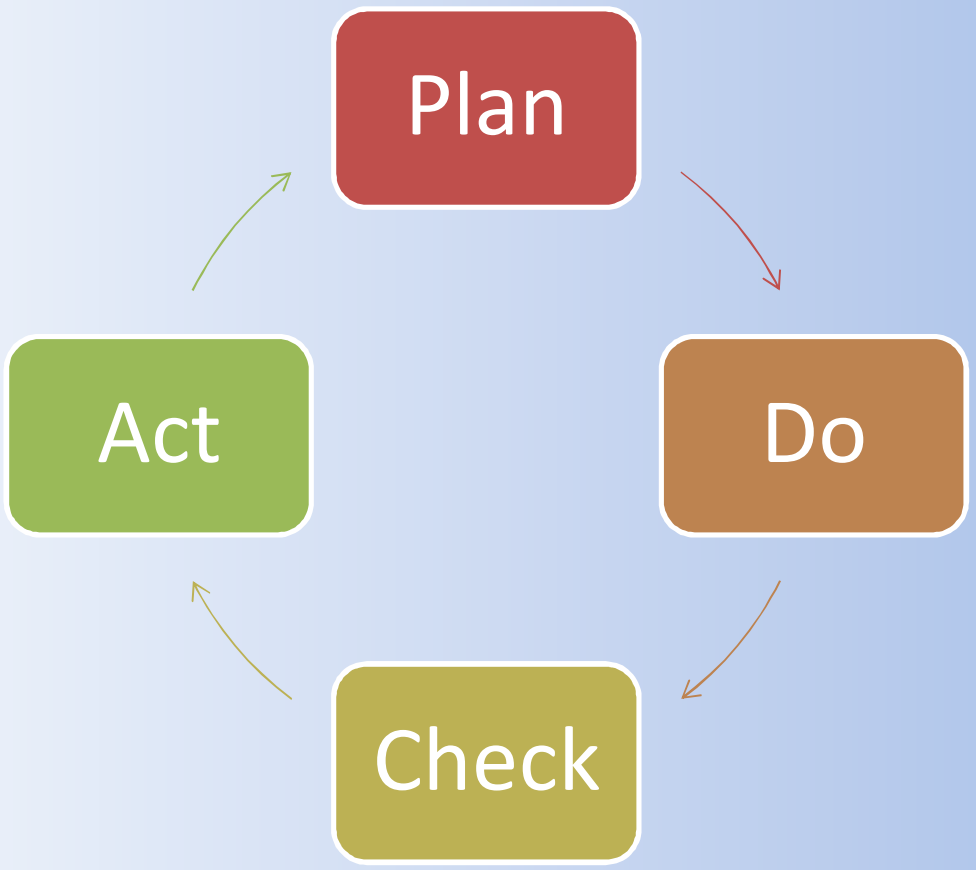
4.4 Implementation and Operation

4.5 Checking and Corrective Action

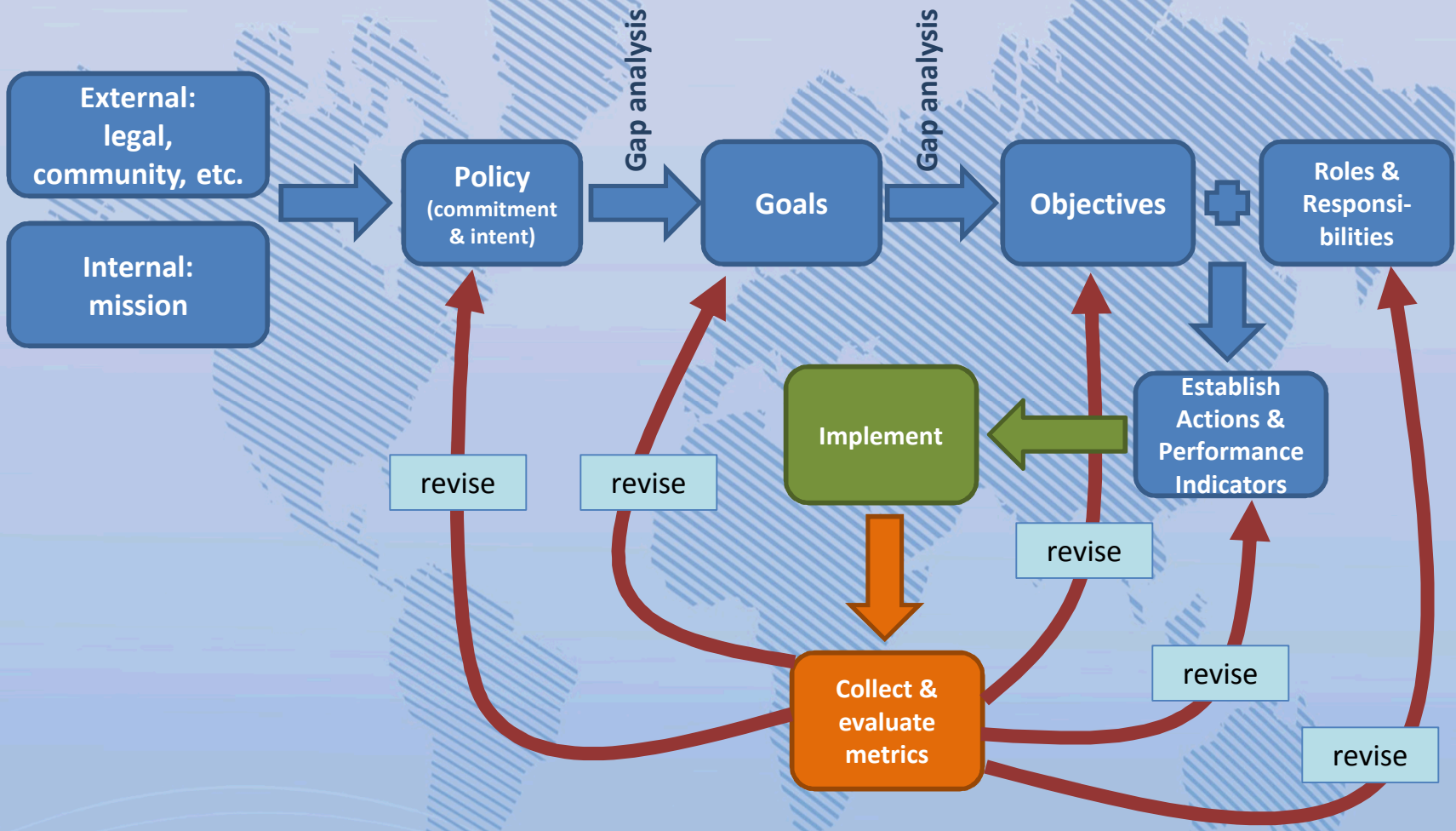
4.6 Review

Management Systems

- Best practice: **Plan – Do – Check – Act**



Plan-Do-Check-Act



CWA 15793:2011 and the AMP Model

- **Assessment**
  - Hazard Identification
  - Risk Assessment
- **Mitigation**
  - Good microbiological technique
  - Waste management
  - Physical security
- **Performance**
  - Performance measurement and analysis of data
  - Review

Requirements

- 64 Requirements
  - Notes accompany requirements and provide additional information
- Requirements do not replace national or local laws, regulations, or requirements
- Designed for all laboratories handling biological agents and toxins
  - Independent of “biosafety level”

Examples of Topics Covered in CWA 15793

- Biorisk Management Policy
- Planning for hazard identification, risk assessment and risk control
- Roles, responsibilities and authorities
- Personnel training, awareness and competence
- Operational Control
- Waste Management
- Emergency response and contingency plans
- Animal Handling
- Performance measurement
- Records, document and data control
- Biorisk Management Review

Example: Waste Management

4.4.4.5.3 Waste Management

The organization shall establish and maintain an appropriate waste management policy for biological agents and toxins.

Reminders:

- *Not* a technical document
- *Performance* oriented
- Describes *what* needs to be achieved
- Allows *organizations* to determine how best to achieve those objectives

CWA 16393:2012

- CWA 16393:2012 – *Laboratory biorisk management – Guidelines for the implementation of CWA 15793:2008*

- Provides generic guidance on CWA 15793 application
  - Does not create additional requirements

Characteristics of CWA 15793:2011

- Document valid until September 2014
  - Options for future development being explored
- No accredited certification scheme in place
- Freely available from CEN

CWA 15793 Implementation

How to implement CWA 15793?

How would you eat a dinosaur?

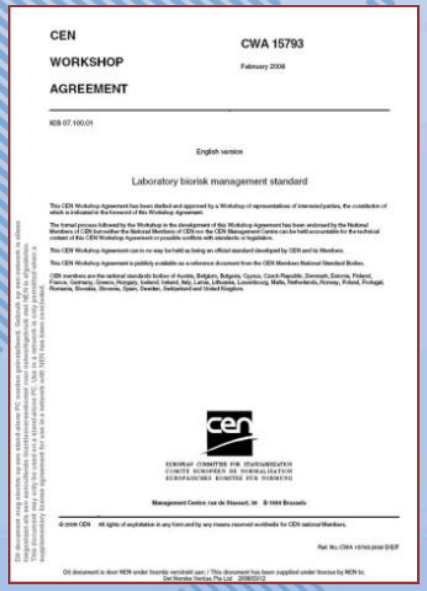
CWA 15793 Implementation

How to implement CWA 15793?

How would you eat a dinosaur?

CWA 15793:2011 Examples of Topics Covered:

- Biorisk Management Policy
- Hazard identification, risk assessment and risk control
- Roles, responsibilities and authorities
- Training, awareness and competence
- Operational control
- Emergency response and contingency plans
- Inventory monitoring and control
- Accident and incident investigation
- Inspection and audit
- Biorisk management review



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AGREEMENT

CWA 15793

February 2008

Laboratory biorisk management standard

Example: Waste Management

4.4.4.5.3 Waste Management

The organization shall establish and maintain an appropriate waste management policy for biological agents and toxins.

- The standard is not a technical document
- Describes what needs to be achieved, but allows organizations to determine how best to achieve those objectives
  - **Provides Biorisk management framework for the day-to-day functions of the institute / organization during both normal operations and times of emergency**

Group Exercise 3, Step 1

- Individually, carefully read the *Cataract University* exercise
-
- Split into groups
  - Identify ***problems*** with Biorisk Management. These problems could be associated with assessment, mitigation or performance
  - Use post-it notes, one for each problem
  - Place post-it notes on your flip chart
- How have these problems affected the university?
- Report out results to full group

Group Exercise 3, Step 2

- In the same groups, use the table of contents of the CWA15793 to develop recommendations for change at Cataract University
  - Choose one problem from the list
  - Recommend specific changes in Biorisk Management that the leadership at Cataract University can implement to address this problem
  - Identify the specific paragraphs in CWA 15793 that apply to your selected solutions
- Record your conclusions on a flip chart
- Report the results to class

Individual Reflection

If you could make three changes to the management system at your facility today, what are your top three priorities?

Group Exercise

- In your group, take 10 minutes to discuss and answer the following question:

- ***What are the key challenges or factors to consider in establishing and implementing a biorisk management system?***

- Write down at least 3 – 5 factors and be prepared to report to the class

Individual Reflection

- How could you improve biorisk management at your own lab, short-term and long-term?
- What would be the benefits of implementing a more comprehensive standardized biorisk management system?
- Write your answers on a piece of paper; you only have to share your answers if you wish

Review of Biorisk Management

Review

To wrap-up, let's discuss what we learned . . .

What did we learn?	What does it mean?	Where do we go from here?

Review of Biorisk Management

- Biorisk Management = Biosafety + Biosecurity
- Biorisk Management System is a means to reduce Biorisk
- AMP = Assessment, Mitigation, Performance
- CWA 15793 outlines a comprehensive, international biorisk management system framework

Action Plan

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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?


THANK YOU!

CWA 15793:2011

CWA 15793:2011 Implementation Workshop, September 30 – October 3, 2013

UVRI, Entebbe, Uganda

Review of Day 1

- In your groups, consider **one risk** that you have encountered in the laboratory and discuss these questions:
  1. What measures were taken to **assess** the risk?
  2. What measures were taken to **mitigate** the risk?
  3. What measures were taken to **ensure** that risk mitigation was **appropriate** and **effective**?

Objectives

- Understand the basic structure of CWA 15793
- Perform a biorisk management system assessment using CWA 15793
- Develop a plan to establish scope, goals, objectives, roles and responsibilities for CWA 15793 implementation

Biorisk Management: the AMP Model

Biorisk Management =
Assessment, Mitigation, Performance

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Laboratory Biorisk Management

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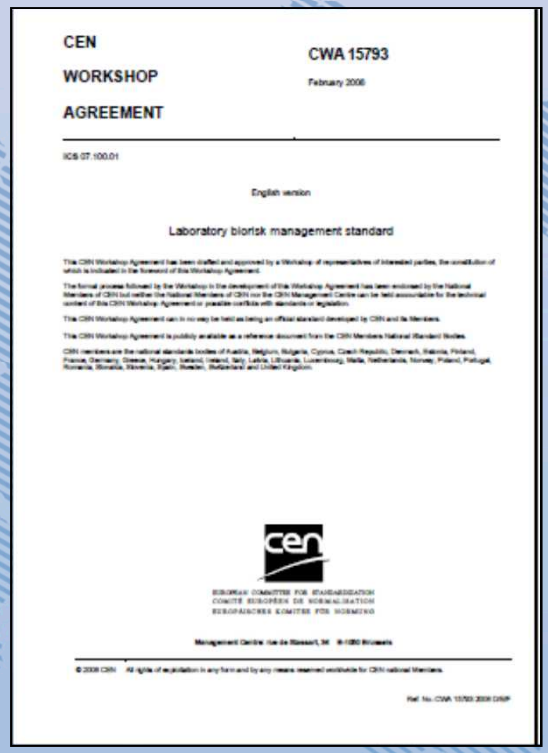

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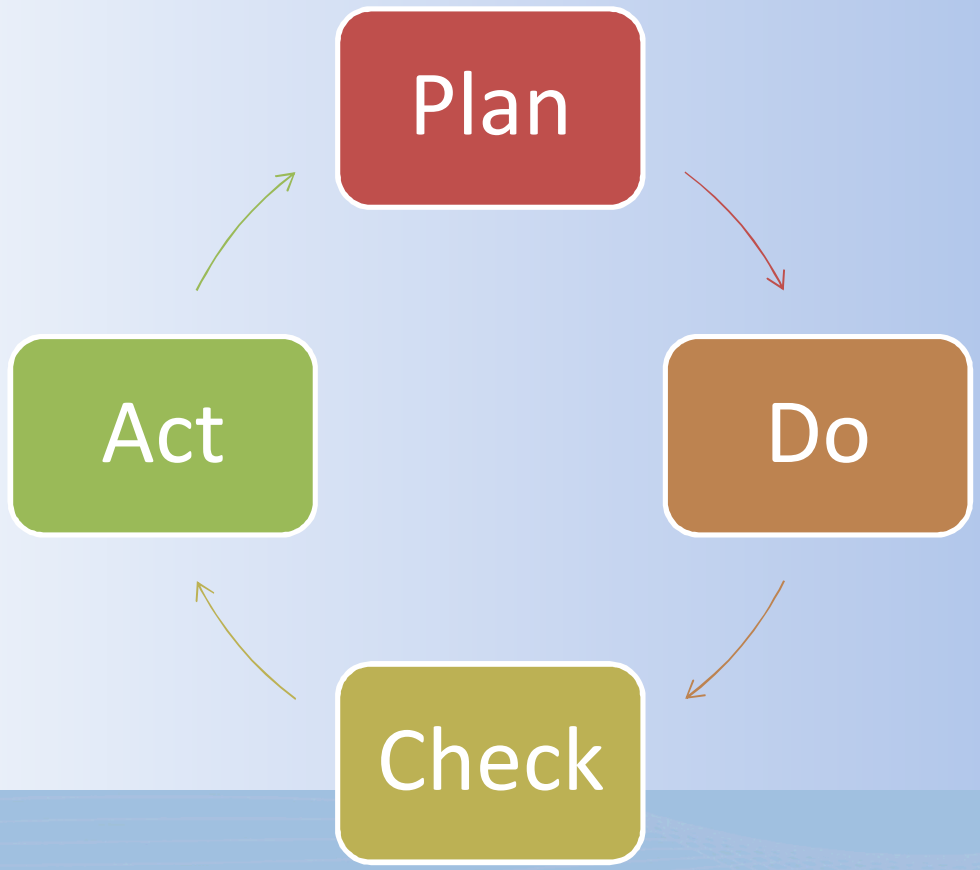
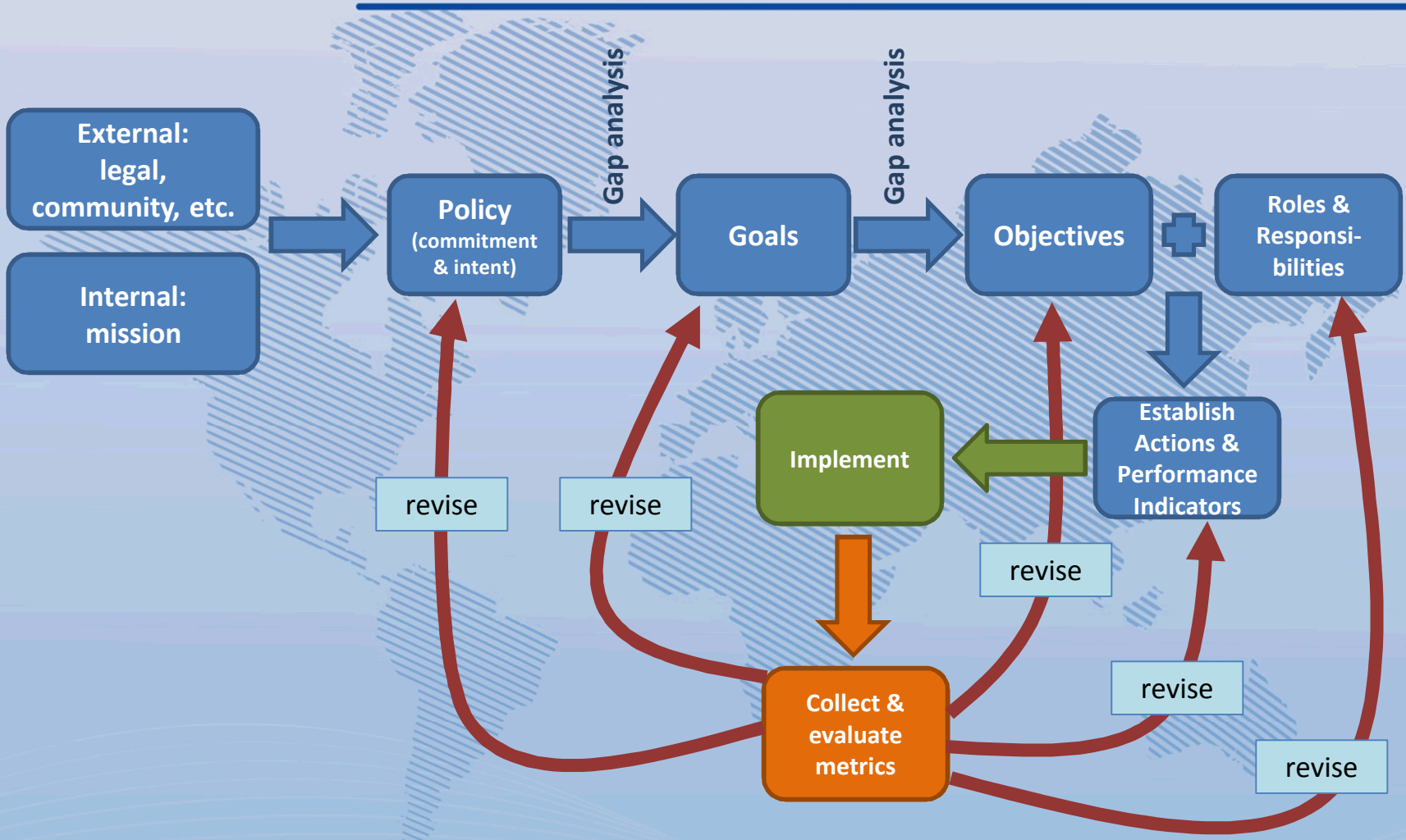
Management Systems

- Best practice: **Plan – Do – Check – Act**



Plan-Do-Check-Act



Plan – Analysis of Current Conditions

Group Activity: System Analysis

Today, you are going to use CWA 15793 to perform an analysis of your facility's biorisk management system

The objective is to understand:

- System strengths
- Areas for improvement

Why?

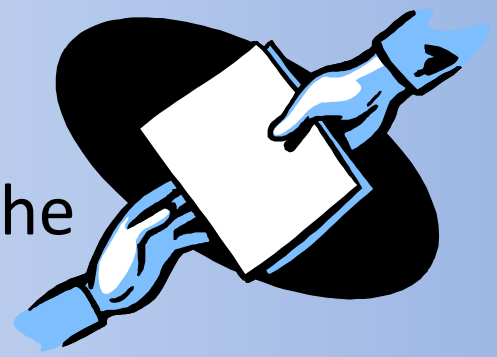
This activity will provide a **baseline** to help direct and prioritize the creation of **goals, objectives, roles and responsibilites** for CWA 15793 implementation

Group Activity – Step 1

- In your groups:
  1. Please **read** each assigned CWA 15793 requirement.
  2. For each requirement, **discuss**:
     1. What measures are in place that your institution is doing well?
     2. What could be improved?
  3. For each requirement, **assign** an **approximate** percentage score:
     - **For example: 50%**

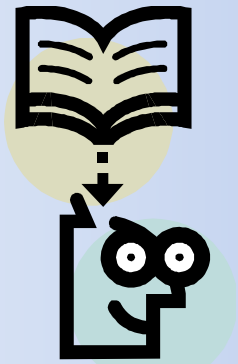
Group Activity – Step 2

- Peer review
  1. **Move** to review another group's analysis.
  2. **Review** and **discuss** the **strengths, areas for improvement, and overall score** for each requirement evaluated by the other group.
     1. **Is anything missing?**
  3. **Provide positive feedback, suggestions, additional points** in the comments column.



Group Activity – Step 3

- **Return to your original table**
- **In your groups:**
  1. Review your analysis and the comments of your peer reviewers. Note any changes.

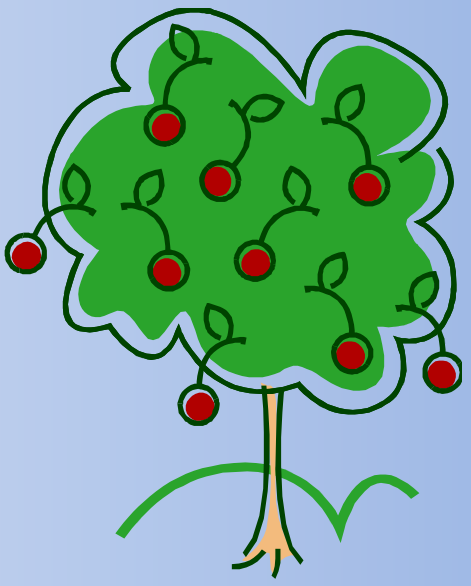


Plenary Discussion

- What were the most important “lessons learned” from the system analysis activity?
- Did your peer reviewers agree with your assessment?
- Were there any important areas of disagreement?
- Did any group adjust any “score” based on the peer review?

Group Activity – Prioritization

- Looking at your requirements and rankings, discuss:
  1. Select **three requirements** that your groups would recommend to focus on:
     1. one from the “strengths”,
     2. one from the “areas for improvement”
     3. one “medium range”
  2. For each requirement, **prepare to present to the group** the strengths, areas for improvement and score you assigned.



Planning for CWA 15793 Implementation

- You performed an analysis of your institution's current biorisk management system based on CWA 15793:2011.
- Now, we will focus on the future!

Establishing Biorisk Management Goals, Objectives, Roles & Responsibilities

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CWA 15793 Implementation

How to implement CWA 15793?

How would you eat a dinosaur?

CWA 15793 Implementation

How to implement CWA 15793?

How would you eat a dinosaur?

Plenary Discussion

- Process for the Implementation of Laboratory Standards
  - What does a laboratory need to have in place before starting?
  - Where would you start?
  - Are there past experiences that may provide guidance?

Implementation: Important Elements

Top Management Commitment

Documentation and Document Control

Teamwork and Communication

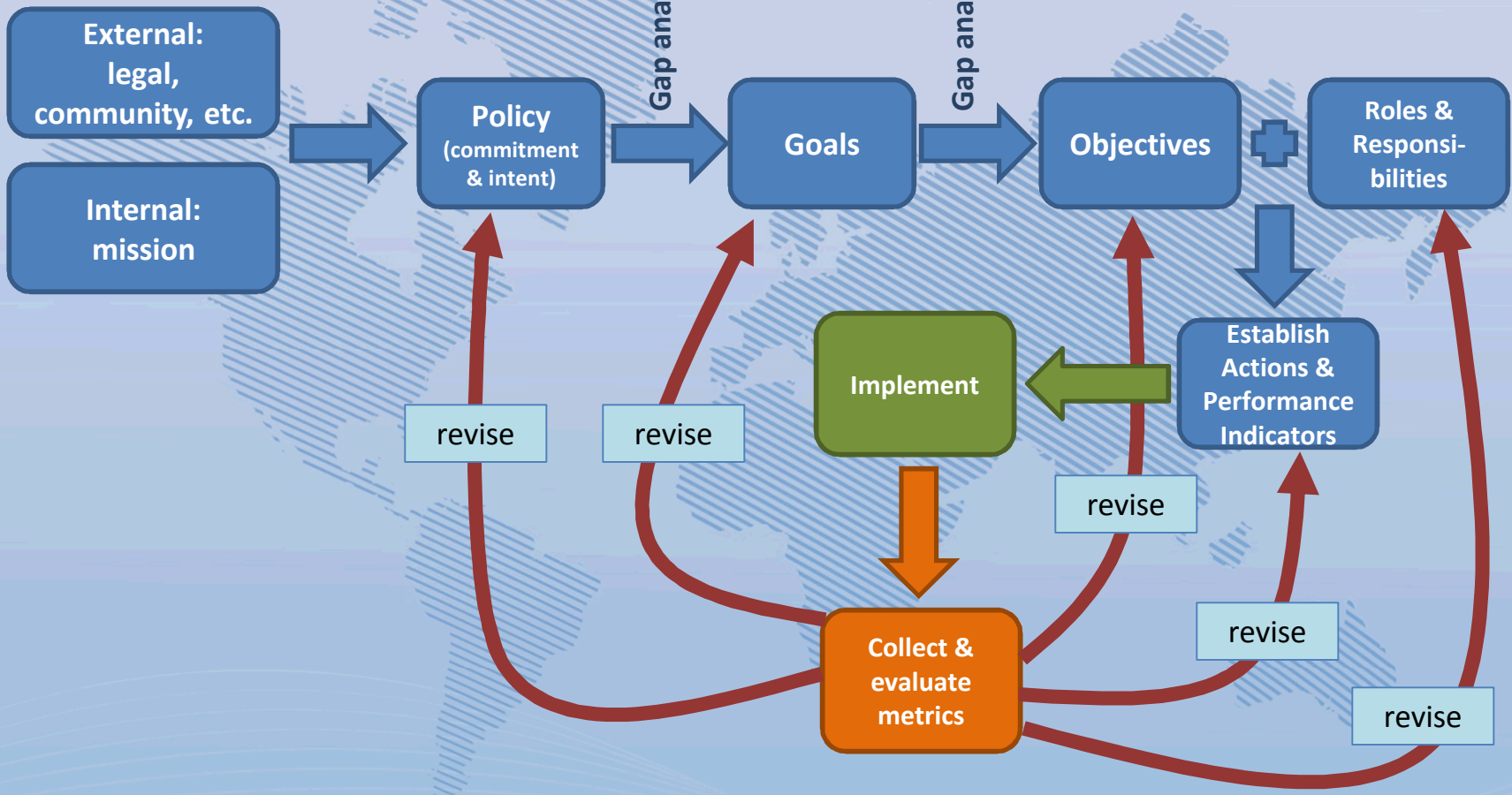
Planning

Establishing Goals and Objectives

Implementation Plan

Training and Staff Awareness

Plan-Do-Check-Act



Discussion

- What are the advantages of a management system approach to biorisk management?

- Can you think of any disadvantages to this approach relative to more traditional approaches to biosafety and biosecurity?

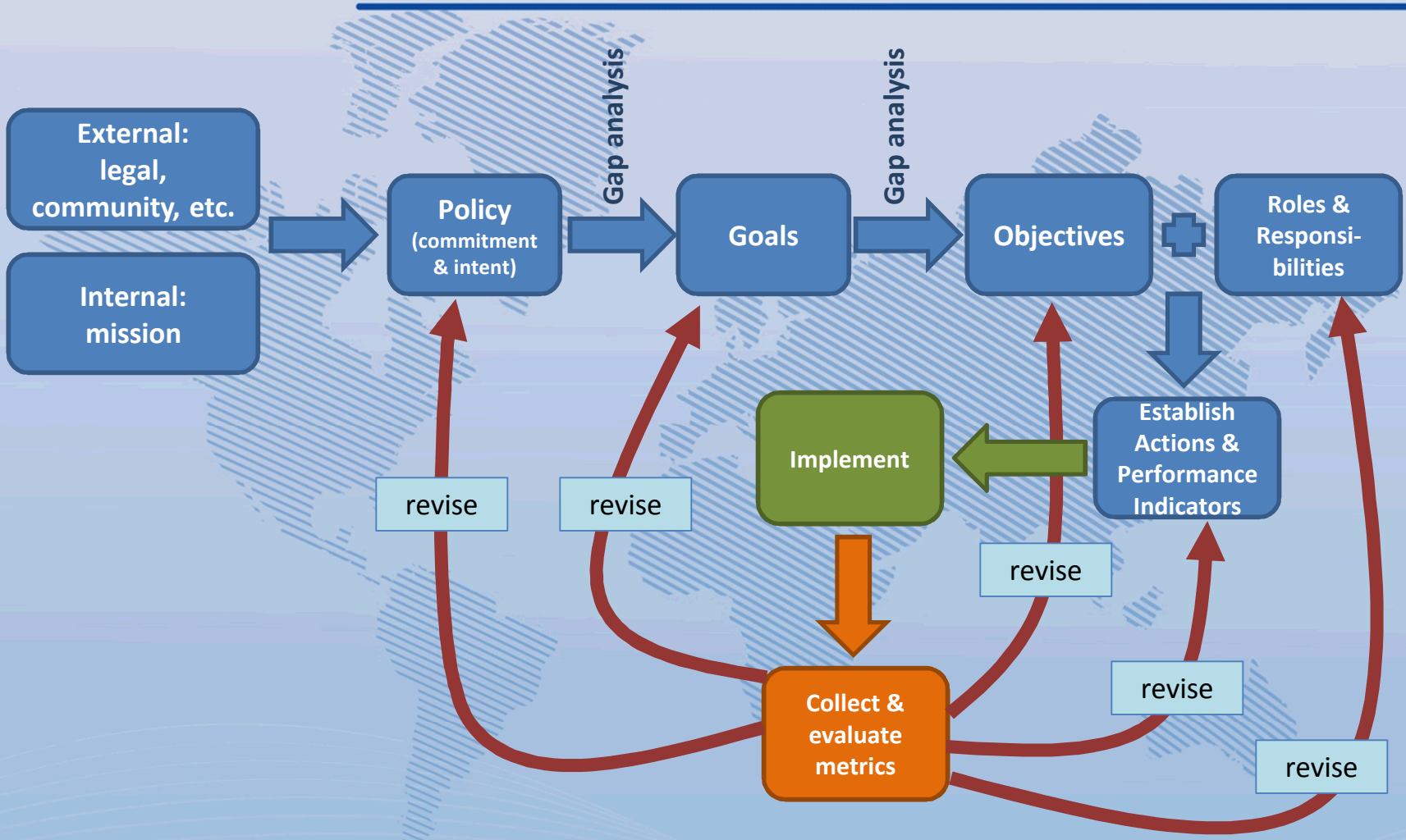
What is the Difference Between. . .

Group Activity:

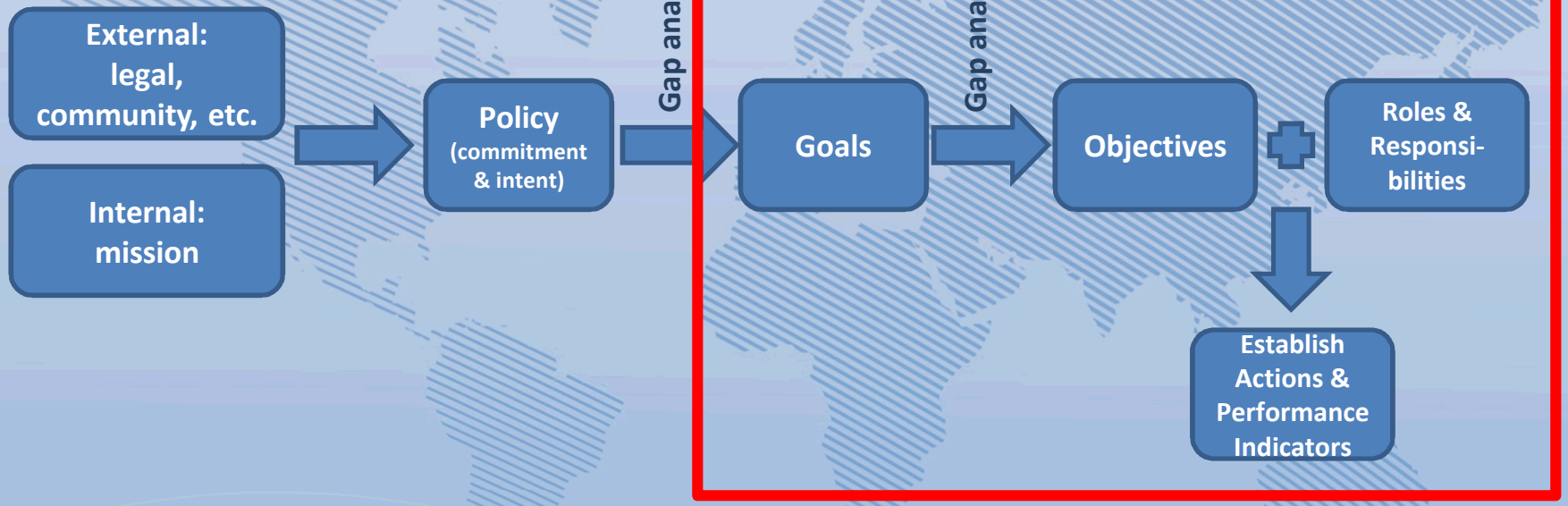
- A **policy**,
- A **goal**, and
- An **objective**?
- Sometimes these words are used interchangeably.

In your groups, please spend **5 minutes** to discuss how they are the **same** and how they **differ**. Write your answers in your **workbook**.

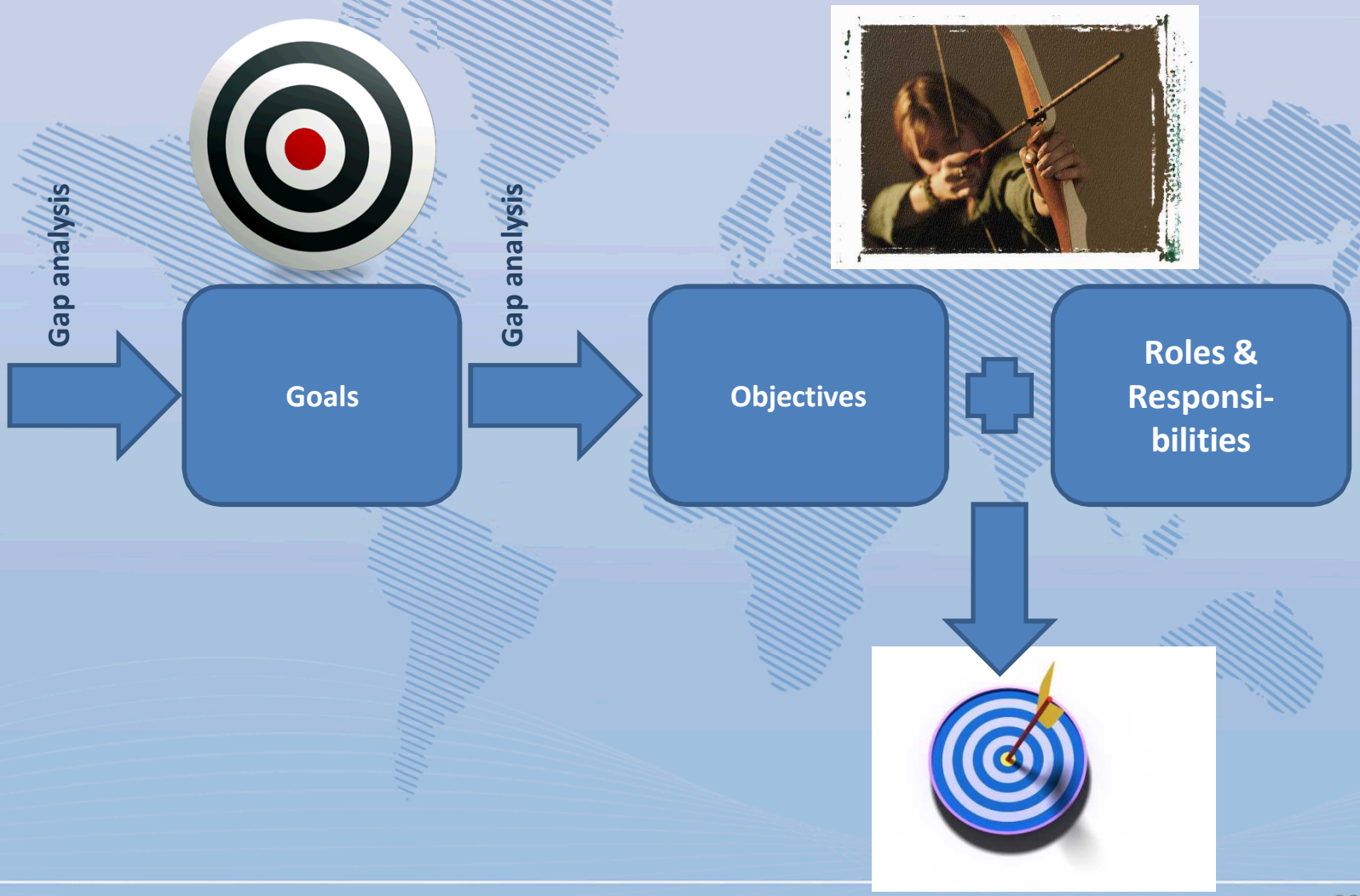
Plan-Do-Check-Act



Plan


External: legal, community, etc.
Internal: mission
Policy (commitment & intent)
Gap analysis
Goals
Gap analysis
Objectives
Roles & Responsi-bilities
Establish Actions & Performance Indicators

Goals, Objectives, Roles, & Responsibilities



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.

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 Behavioral 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

CWA 15793:2011 - 4.4.4.5.4

4.4.4.5.4 Clothing and Personal Protective Equipment (PPE)

- The organization shall ensure that PPE needs are identified and suitable equipment is specified, made available, used and maintained appropriately within the facility.
  - *Why should an institution address this requirement?*
  - *How does an institution ensure that "PPE needs are identified and suitable equipment is specified, made available, used and maintained appropriately"?*
  - *What are the specific **steps?***

CWA 16393:2012 - Guidance

- An effective PPE programme fully understood and adhered to by employers protects staff from the hazards to which they could be exposed. The organization should select PPE for laboratories based on specific risk assessment data, evaluation and analysis.
- **In your groups:**
  - **Read section 4.4.4.5.4 of CWA 16393:2012**

Group Activity – Goals

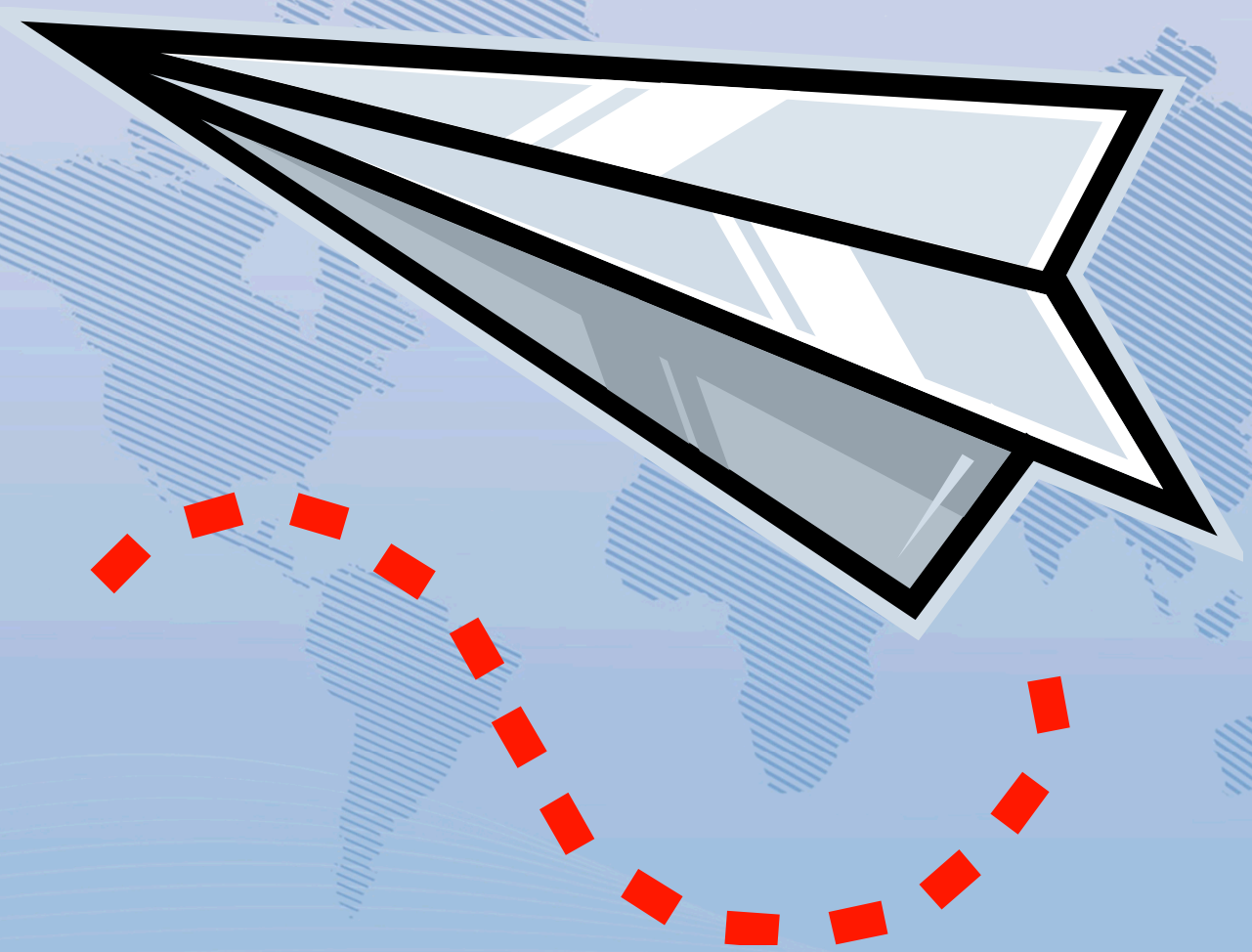
- For **each priority requirement** from your list, **use the approach we learned yesterday:**
  1. **Establish one goal related to each requirement**

Priority Goals

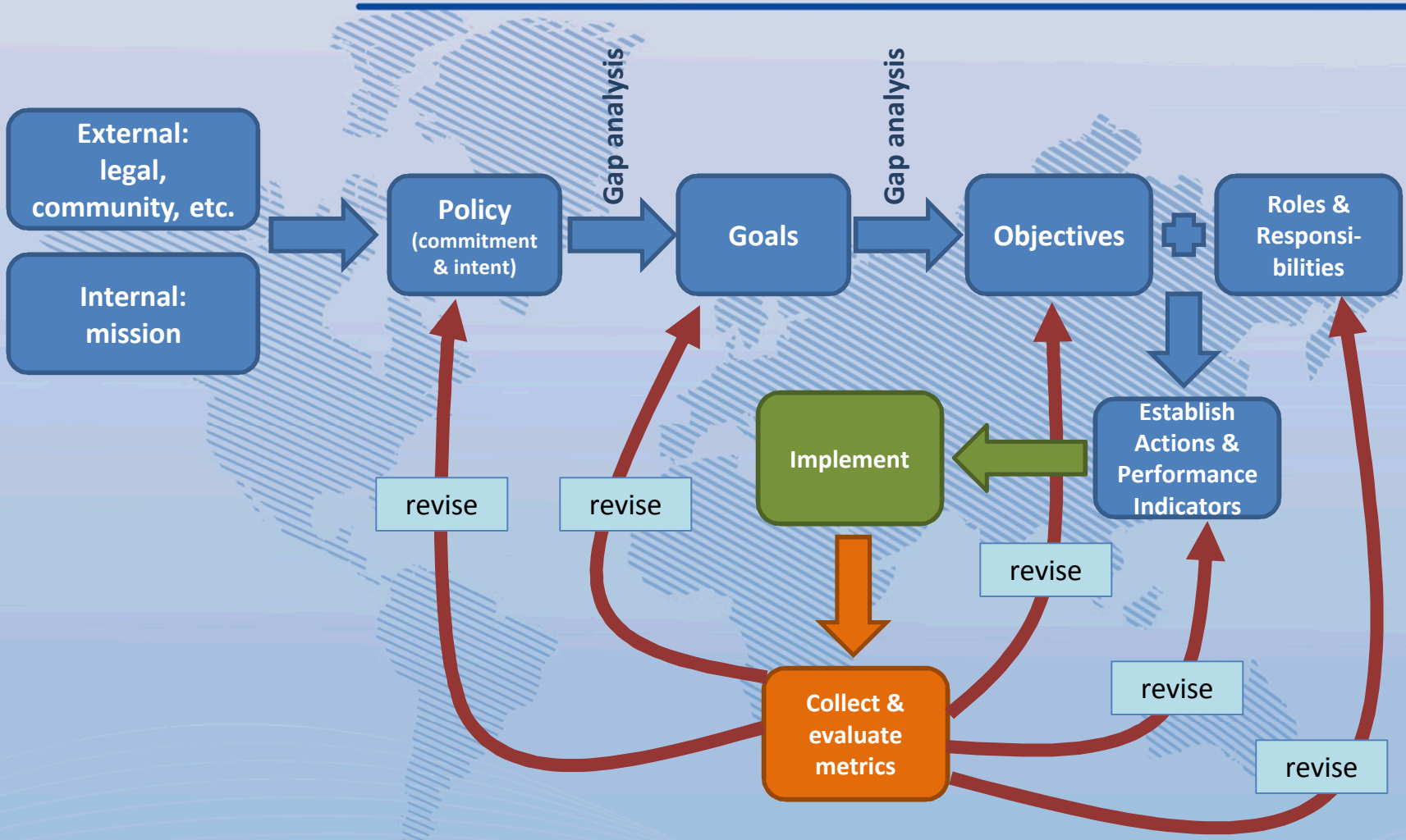
Entry	Group	Goal *To be completed in class*	Relevant CWA 15793 Requirement
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			

Target End Day 2

Review of Day 2 - PDCA Exercise



Plan-Do-Check-Act



Goals, Objectives, Roles, & Responsibilities

Gap analysis

Goals

Gap analysis

Objectives

Roles & Responsi-bilities

Review - Priority Goals

Entry	Group	Goal *To be completed in class*	Relevant CWA 15793 Requirement
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			

SMART Objectives

- **S**pecific
- **M**easurable
- **A**ttainable
- **R**easonable
- **T**ime-based

Exercise: Goals & Objectives

- **Policy**: Protect staff from biological agents and toxins that are handled in the facility.
- **Goal**: Ensure that PPE needs are identified and suitable equipment is specified, made available, used and maintained appropriately within the facility.
- **Objectives?** "SMART" ways to move towards the goal

Exercise: Goals & Objectives

"SMART" objectives to move towards the goal

- Step 1. **Ask questions to gather information**. For example:
  - Find out what types of PPE are regularly used by various laboratories in the facility.
  - Find out how various laboratories ensure that staff use PPE appropriately.
- Step 2. **Shape these questions into SMART tasks**. For example:
  - "In Month 1, survey laboratories to determine what types of personal protective equipment are currently available and used by staff."
  - "In Month 2, conduct interviews with at least two members of each laboratory to determine what measures (such as training, SOPs, observation) are taken to ensure they use PPE appropriately."

Group Activity – Objectives

- Choose one of your three new goals

- For your new goal, develop at least three objectives designed to move your facility towards the goal
  - Be SMART!
  - Write down each objective on a flip chart page
  - Use the worksheets provided to document your work

Prioritizing Goals & Objectives

Discussion:

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?

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.

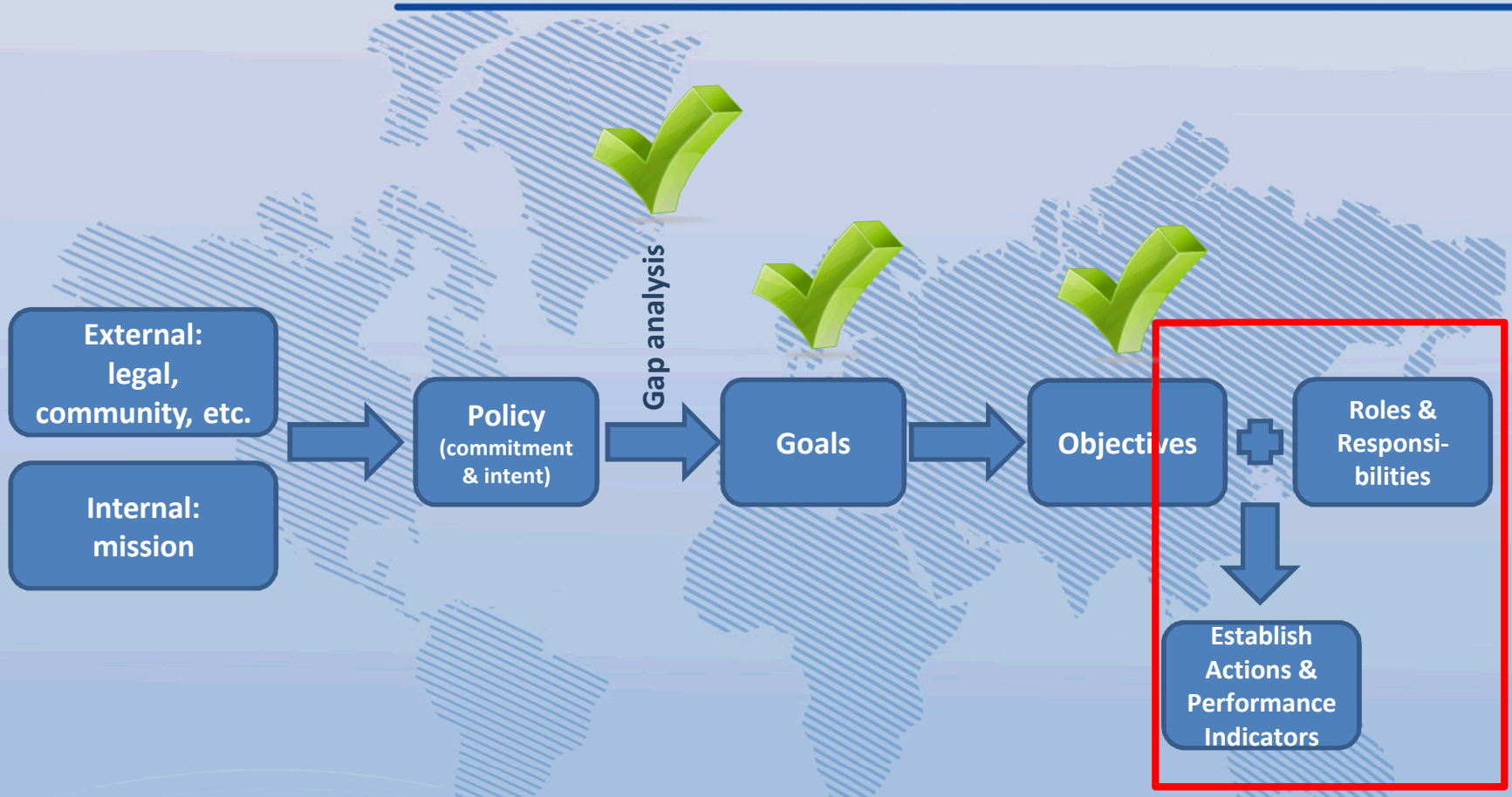
For example, if a biosafety risk assessment reveals that a pathogen is likely to be spread via untreated waste, then the goal of establishing a waste management policy and program may receive high priority.

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**.

Plan – Roles and 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**)

Why are R&R Important?

Activity:

What are the **consequences** of **NOT** establishing **roles & responsibilities**?

In your group, take **5 minutes** to list 3 to 5 consequences of NOT establishing roles & responsibilities. Write these in your workbook.

What are Challenges in Establishing R&R?

Discussion:

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

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.

What Roles Impact PPE?

Question: Which of these roles impact or influence PPE?

As a group, look at your answers for the roles that impact biorisk management. Determine which of these roles impact or influence **the identification, availability, use and maintenance of PPE**.

Group Activity – Roles

For each objective your group developed:

1. Prepare a separate flip chart page and write each objective at the top
2. Identify which roles will influence each objective
3. Write down each role on a separate sticky note and place on appropriate flip chart

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**

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.

One Tool for Determining Responsibilities

Objective	Top Mgmt	Lab Mgmt	Biosafety Professional	Worker
"In Month 1, survey laboratories to determine what types of personal protective equipment are currently available and used by staff."				
"In Month 2, conduct interviews with at least two members of each laboratory to determine what measures (such as training, SOPs, observation) are taken to ensure they use PPE appropriately."				
Objective 3. . .				

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

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].

Create an Action

Activity:

"In Month 1, survey laboratories to determine what types of personal protective equipment are currently available and used by staff."

- Look at the Responsibility Level chart you just completed.
- Write one SMART action for one role related to the objective above.

Group Activity – Actions

1. **For each objective**, write specific responsibilities (actions) for each role
   1. Complete a separate worksheet for **each objective**
   2. **Remember, responsibilities should be SMART!!**
2. If desired, assign a priority to each action

Review and Revision

Discussion:

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?

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?

Action Plan

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

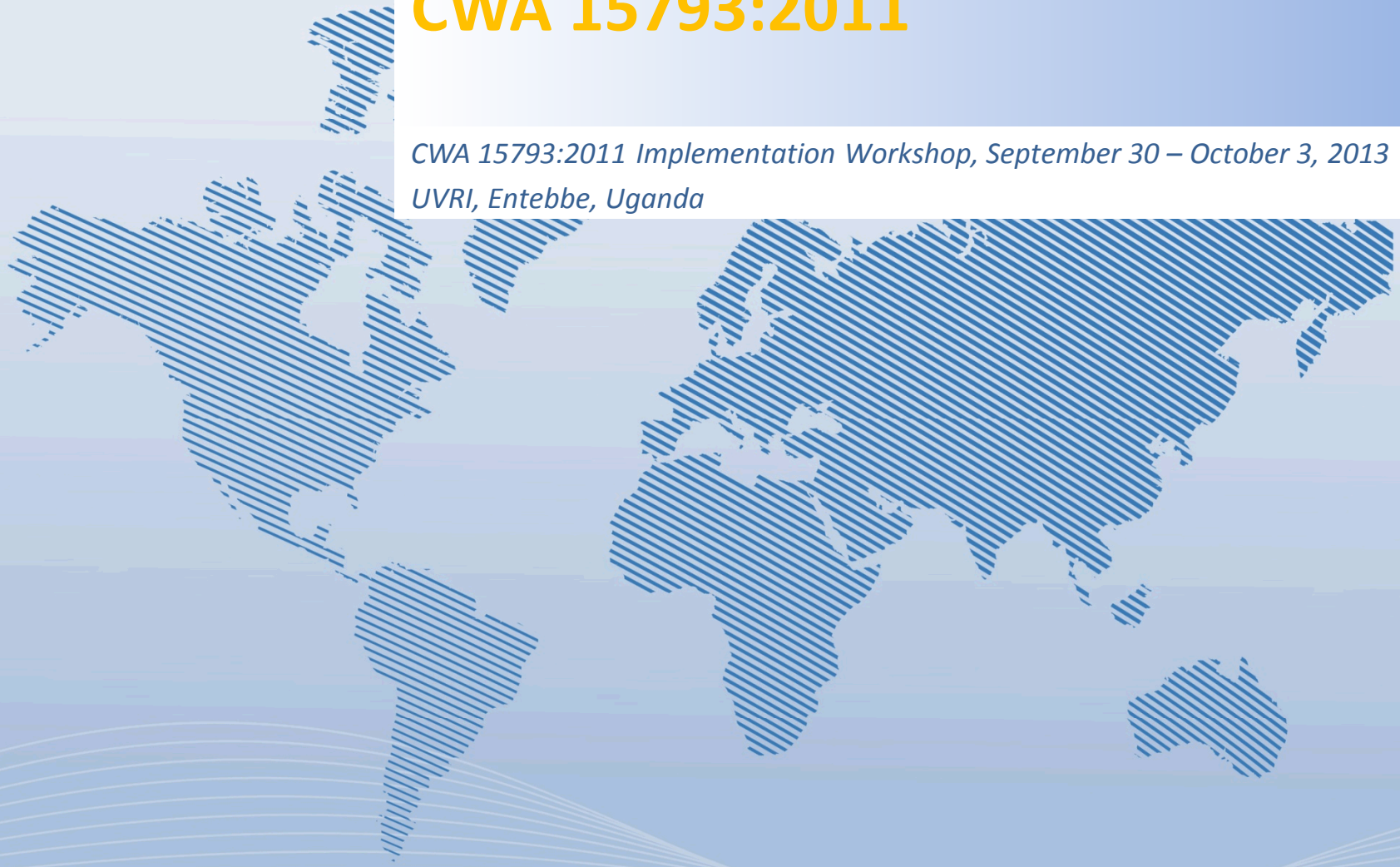
Thank You!

Don't forget to complete your evaluation!

CWA 15793:2011

CWA 15793:2011 Implementation Workshop, September 30 – October 3, 2013

UVRI, Entebbe, Uganda



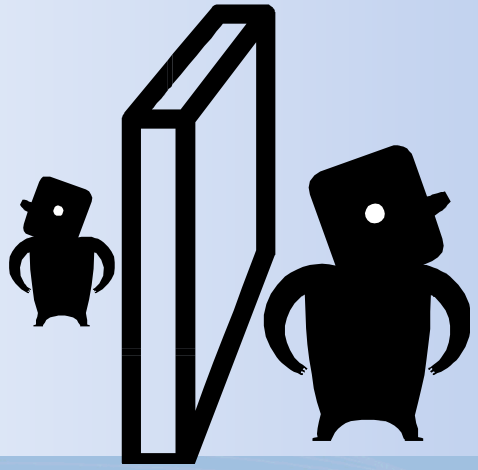
Communication

Discussion:

What happens if **goals**, **objectives**, **roles**, and **responsibilities** are not **communicated**?

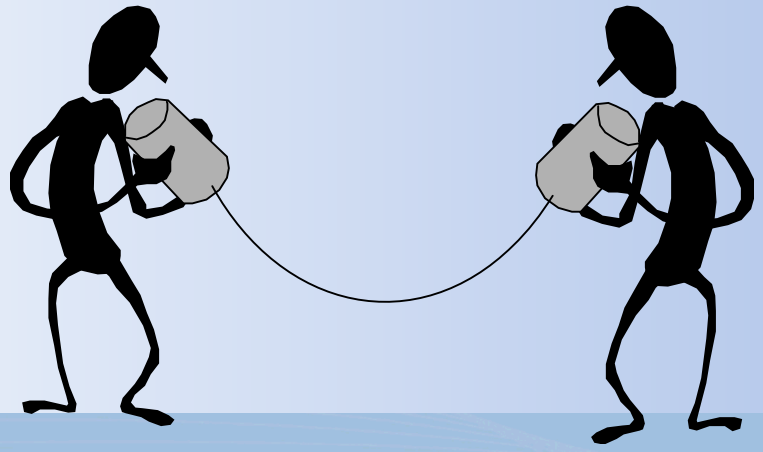
Barriers to Communication

- In your small group, list items or factors that get in the way of effective communication.
- Pick the top 5 barriers and discuss examples of how they each affect communication.



Communication

- **In your 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.



Next Steps

- Assembling your plan!

Next Steps - Implementation

- **In your groups:**
  - Discuss how you would recommend putting your biorisk management plan into effect.
  - Develop 3 – 5 SMART actions that you would recommend to management to implement the plan. Items you may wish to consider:
    - Roles and responsibilities
    - Oversight
    - Communication
    - Resources
    - Timeline

Thank You!

Don't forget to complete your evaluation!

Worksheet – Establishing Goals and Objectives

Relevant CWA 15793 Requirement:	**Section** (*ie. 4.4.1*)**:**	**Requirement:**
Goal Statement:		

SMART Objectives		**Priority (Low, Medium, High)**
1		
2		
3		
4		
5		

Worksheet – Establishing Roles and Responsibilities

Goal:				
Objective:				
	Role(s)		**Timeframe**	
Responsibility/Action	***Role***	***Level of Responsibility***	***Start Date***	***End Date***

CWA 15793:2011 Implementation Workshop Notes for the Agenda

Uganda Virus Research Institute

Entebbe, Uganda – September 30 – October 3, 2013

Facilitators:

Susan Boggs

Ben Brodsky

Vibeke Halkjaer-Knudsen

Giulio Mancini

Objectives

- Introduce biorisk management concepts and the "Assessment, Mitigation, Performance" model
- Discuss and identify goals, objectives, roles and responsibilities for biorisk management
- Become familiar with CWA 15793:2011 and CWA 16393:2012
- Analyze the current biorisk management system based on CWA 15793:2011
- Plan for biorisk management implementation based on CWA 15793:2011

Desired Outcomes

- An understanding of the strengths and weaknesses of biorisk management at UVRI
- A written plan for addressing the most important gaps in biorisk management based on CWA 15793:2011, which includes:
    - Goals
    - Objectives
    - Roles
    - Responsibilities (Actions)

Schedule (Actual session times may vary)

Monday, September 30, 2013: Day 1 – Orientation to Biorisk Management

Time	*Topic*
8:30-9:00am	Participants Arrive Workshop Registration/Day 1 Sign In
9:00am - 9:30am	Introductions and Course Overview
9:30am -11:00am	Orientation to Biorisk Management and CWA15793
11:00 - 11:30am	**Tea Break**
11:30am – 1:00pm	Orientation to Biorisk Management and CWA15793
1:00pm - 2:00pm	**Lunch Break**
2:00pm – 3:30pm	Orientation to Biorisk Management and CWA15793
3:30pm – 4:00pm	**Tea Break**
4:00pm – 5:00pm	Orientation to Biorisk Management and CWA15793
5:00pm	**End of the Day**

Tuesday, October 1, 2013: Day 2 – Establishing Roles, Objectives, Roles and Responsibilities for Biorisk Management

Time	*Module*
8:30-9:00am	Participants Arrive Workshop Registration/Day 2 Sign In
9:00am - 10:00am	Review of Day 1
10:00am – 11:00am	Analysis of System Strengths and Weaknesses Based on CWA 15793:2011
11:00 - 11:30am	**Tea Break**
11:30am – 1:00pm	Analysis of System Strengths and Weaknesses Based on CWA 15793:2011
1:00pm - 2:00pm	**Lunch Break**
2:00pm – 3:30pm	Prioritization Based on Analysis of System Strengths and Weaknesses
3:30pm – 4:00pm	**Tea Break**
4:00pm – 5:00pm	Establishing Goals, Objectives, Roles and Responsibilities for Biorisk Management and CWA 15793:2011
5:00pm	**End of the Day**

Wednesday, October 2, 2013: Day 3 – Planning for CWA 15793:2011 Implementation

Time	*Module*
8:30-9:00am	Participants Arrive Workshop Registration/Day 3 Sign In

9:00am - 11:00am	Review of Day 2 Establishing Goals, Objectives, Roles and Responsibilities for Biorisk Management and CWA 15793:2011 (cont.)
11:00 - 11:30am	**Tea Break**
11:30am – 1:00pm	Establishing Goals, Objectives, Roles and Responsibilities for Biorisk Management and CWA 15793:2011 (cont.)
1:00pm - 2:00pm	**Lunch Break**
2:00pm – 4:00pm	Establishing Goals, Objectives, Roles and Responsibilities for Biorisk Management and CWA 15793:2011 (cont.)
4:00pm	**End of the Day**

Thursday, October 3, 2013: Day 4 – Assembling an Implementation Plan

Time	*Module*
8:30-9:00am	Participants Arrive Workshop Registration/Day 4 Sign In
9:00am - 11:00am	Assembling an Implementation Plan
11:00 - 11:30am	**Tea Break**
11:30am – 1:00pm	Workshop Summary and Evaluation Certificate Ceremony
1:00pm - 2:00pm	**Lunch Break**