



PSRS Training Considerations and Evaluation

Visit: pshsa.ca/workplace-violence

Appendix H: PSRS Training Considerations and Evaluation

How to use this tool

1. This tool was designed to provide additional concepts, explanatory information and considerations for training and potential training evaluation.
2. Review the explanatory information to enhance your organizations PSRS training framework and evaluation.
3. Read the definitions of the Kirkpatrick Model and four levels of evaluation.
4. Review the evaluation descriptions and questions for each level.
5. Review potential methods and tools to measure each level indicators.
6. Select the method or tools preferred or research additional methods or tools.
7. Develop your PSRS training evaluation for each of the four levels.

PSRS Training Considerations

The following provides additional training considerations related to training objectives, potential content, potential training methods, training frequency and record management.

PSRS Training objectives

Each organization should set their own training objectives. A few examples are as follows:

- To provide comprehensive training topics related to workers summoning immediate assistance when violence occurs or is likely to occur as well as PSRS use, care and limitations
- To provide a training framework that is adaptable to workplace sectors and organizational settings
- To ensure workers:
 - Understand the organization's PSRS measures and procedures for summoning immediate assistance when violence occurs or is likely to occur.
 - Understand how the PSRS device(s) works including PSRS care, use and limitations
 - Understand the required responsibilities for each worker's role in an immediate response situation.
 - Understand the contingency system and how / where / when it is accessed in the event the primary PSRS does not work.
- To engage external partners such as local police in development and delivery of PSRS training.
- To ensure all those who require PSRS training complete the training e.g., mandatory

Training content

Training should not be limited to device use only and it should be comprehensive. The following outlines core topics to be included but are not limited to:

- Policy including definitions, and PSRS Roles and Responsibilities
- PSRS procedures including accessing the organization's PSRS and knowing how to activate the process, and implement procedures
- Assessing a situation and determining the need to activate a PSRS e.g., situations where workers feel at risk for workplace violence
- PSRS devices use, care and limitations
 - Safe operating procedures on how to use the device, including sounds and alerts
 - Inspections and frequency
 - Testing of PSRS devices
 - PSRS maintenance e.g., battery
 - Limitations of the device

- PSRS device repairs processes e.g., reporting defects to supervisor or management immediately
- Contingency planning when the primary PSRS device doesn't work e.g., dead zones, malfunction, battery failure etc.
- Practical examples of immediate response using realistic scenarios, simulations and drills
- Importance of readiness and preparedness to act and/or respond to an emergency immediately
- Awareness of alarm fatigue and to avoid complacency

Training methods

Although some aspects of training may be delivered in a classroom and/or through e-learning modalities, a practical ‘hands-on’ component to PSRS training to ensure participant competence is required. The following provides suggested practical methods.

- Interactive training
- Mock drills that test knowledge retention and build confidence in knowledge application
- Simulation training where possible for more effective adult learning and knowledge retention
- Role play with problem-based case scenarios, including sample procedures for contingency

Training Frequency

Organization will need to determine the frequency of training. The suggested frequencies are:

- Train all staff before use and at regular intervals thereafter
- Train upon hiring;
- Annual refreshers; or
- Train more frequently as needed.

Record Management

Training records retention is part of an organization's due diligence and these records are extremely important to maintain. Records may include but are not limited to training content, list of trainers, training rosters, knowledge and skills assessments, training attendance dates and signatures etc. Each workplace will need to identify:

- Who in the organization will maintain and store the records e.g., administration, manager, human resources etc.?
- What content and format will training records will be maintained e.g., paper, electronic, both etc.?

- Where in the organization will training records be located and how e.g., worker file in HR, central document and training record repository, administration, human resources information system (HRIS)?
- How long will documents and records be maintained.

PSRS Training Evaluation

Training evaluation can be used to examine training costs, training completeness, participant satisfaction, training impact and effectiveness. A well-known model for evaluating training is the Kirkpatrick Four-Level system (Kirkpatrick, n.d.). The Kirkpatrick Four-Level Model allows trainers to go beyond initial training feedback and think more broadly about its impact. Kirkpatrick’s model takes into account:

1. Reaction — how participants felt about the training
2. Learning — the level of knowledge gained — e.g., changes in knowledge, skills and attitudes
3. Behaviour — whether participants have modified their behaviour
4. Results — assessing outcomes related to organizational well-being and productivity

This model suggests evaluating two major types of training metrics, namely consumptive and impact metric data. *Consumptive metric data* indicates the investment in training e.g., how much time, how many sessions and how many resources etc. *Impact metric data* indicates the “value and tangible results” that training has had (Kirkpatrick & Kirkpatrick, 2014, p.7). Examples of impact metric data include participant satisfaction, learning (knowledge, skills and attitudes), change in behaviours including PSRS use; and worker injury prevention. The following Table outlines the Kirkpatrick’s Four-Level Model including evaluation descriptions for each level, and potential tools and methods of measurement.

Kirkpatrick's Four-Level Model Success Indicators

Indicator Level	Evaluation description and sample questions	Sample Method or Evaluation Tools
Reaction	<ul style="list-style-type: none"> ▪ Did the participants feel that the training was worth their time? ▪ Did they feel the training was successful e.g., helped them acquire desired knowledge and provided guidance for their practice? ▪ What were the strengths and weaknesses of the training? ▪ Did the participants like the venue and presentation style? ▪ Did the training session accommodate participants' personal learning styles? 	<ul style="list-style-type: none"> ▪ Likert-scale satisfaction survey or questionnaires e.g., psychological measure to assess attitudes, values and opinions ▪ Sad to happy face rating scale survey or questionnaires
Learning	<ul style="list-style-type: none"> ▪ Did the participants learn what was intended to be learnt from the training objectives? ▪ What is the extent of advancement or change in participants since the training? 	<ul style="list-style-type: none"> ▪ Before and after written tests ▪ Interview, verbal and/or observation assessment with set competency criteria ▪ Problem-based performance scenarios ▪ Self-assessment using set criteria and measurement
Behaviour	<ul style="list-style-type: none"> ▪ Did the participants put any of their learning to use in job practice? ▪ Are they able to teach their new knowledge, skills/attitudes to others? ▪ Are they aware that they've changed their behaviour? 	<ul style="list-style-type: none"> ▪ Observation of job performance or audits by skilled observers supervisor, manager, or professional practice
Results	<ul style="list-style-type: none"> ▪ Has the PSRS training yielded any of the following outcomes: ▪ Increase in proper use of PSRS ▪ Higher morale and confidence with PSRS use ▪ Fewer staff complaints ▪ Decreased worker and client injuries counts and injury severity during workplace violence or emergency events ▪ Improved emergency response time ▪ Improved client care 	<ul style="list-style-type: none"> ▪ PSRS electronic data on PSRS usage if available with the device or system e.g., usage, response time ▪ Employee workplace violence survey ▪ Code white debriefing findings with focus on appropriate PSRS usage and workplace violence responses (develop questions to be asked as part of the code white response debriefing) ▪ Workplace violence injury statistics including near misses and hazardous situations ▪ Patient satisfaction survey finding ▪ Security response and data

Adapted from Mind Tool (n.d.)

Indicators or outcomes of training effectiveness can be examined / categorized at three levels:

- Staff level
- Department / unit level
- Organizational level

It is important for the organization to identify relevant indicators / outcomes at each level. In the context of PSRS, indicators at each of the three levels can help determine key training factors. For example, at the staff level an employer may want to think about various elements that make the workforce unique — vulnerable workers for whom English is a second language; new and young workers with low occupational tenure; and differences in existing knowledge on a particular topic. At the unit or department level, indicators around teamwork and client-population factors can come into play. At the organizational level, fostering a culture of safety is perhaps the key training-success indicator.