

An Evaluation of RFR Recycling Safety Training Program

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EXECUTIVE SUMMARY

Background

RFR Recycling is based in São Paulo, Brazil, and was founded in 2005. Since the mergers of small companies, it became a huge corporation. The number of employees has been increasing constantly. Due to the risks in this type of environment, safety awareness is a law requirement and part of the company routine. A safety manager was hired by the corporation to design and implement a safety training program according to the law directives of the area.

Evaluation Focus and Approach

The purpose of this Evaluation was to assess the RFR safety program in order to ensure that the employees were following the security procedures in the work environment. Additionally, it would provide safety awareness to the employees, changing their behavior and preventing accidents. It was a Formative Evaluation with a goal-free approach, helping the Upstream stakeholders to make improvement-related decisions about the company's safety induction program.

A safety improvement in the performance of the employees, avoiding accidents in the work environment was one of the needs of the organization and stakeholders. Even with all safety program training, the company still struggles to keep safety awareness and change the employee's behavior.

In agreement with the stakeholders the following four dimensions in the order of importance weighting, were determined to achieve the evaluation goals:

1. Avoiding accidents in the work environment (Most Important)
2. Knowledge of the security procedures in the work environment (Important)
3. Improvement and adequate behavior in the work environment (Important)
4. Training material (Important)

Data Collection and Findings

Multiple sources of data were collected, including the face-to-face interview with the safety manager and the employees, on site observation, online interview with the safety manager, employee's web-based survey, and access to extant data.

The multiple types of data collection methods were used to balance the strengths and weaknesses of each method. Triangulating multiple sets of data helped to increase the credibility of the conclusions.

Conclusions

In the overall quality of the program, dimension 1 was considered **most important** and dimensions 2, 3 and 4 were considered **important**. After analyzing results, we found that dimensions 1, 2 and 4 Exceeds **expectation**, and dimension 3 **Met Expectation**. The dimensions weighting were considered based in the meetings with the upstream stakeholders.

In conclusion, the *INTEGRAÇÃO* induction program was considered a very good program that **Exceeds expectations** because dimension 1 was considered **most important** and it scored **Exceeds expectations**. In addition, no dimensions were considered **Poor**.

Limitations and Reporting

Limitations:

- The survey had a high number of agreeing and strongly agree. Maybe it could be caused because the employees received the survey from the manager
- Our initial proposal was to interview more than one employee, but due to time constraints it was not possible

Reporting:

This Evaluation Proposal reported directly to the directors and safety manager of RFR company. It was presented through video conference. Additionally, a full report was sent by email.

1. BACKGROUND

The Organization: RFR Recycling is based in São Paulo, Brazil, and was founded in 2005. Since the mergers of small companies, it became a huge corporation. The number of employees has been increasing constantly. Due to the risks in this type of environment, safety awareness is a law requirement and part of the company routine. A safety manager was hired by the corporation to design and implement a safety training program according to the law directives of the area.

2. PROGRAM AND STAKEHOLDERS

2.1. Program

A training program called *Integração* (induction) is mandatory for new employees. Constant updates through safety seminars are required for current employees. Besides that, a third-party company is responsible for visiting the company three times per week to inspect and check the security of the area and make sure the employees are following the procedures accordingly. The purpose of this Evaluation was to assess the RFR safety program in order to ensure that the employees were following the security procedures in the work environment. Additionally, it would provide safety awareness to the employees, changing their behavior and preventing accidents. It was a Formative Evaluation with a goal-free approach. A safety improvement in the performance of the employees, avoiding accidents in the work environment was one of the needs of the organization and stakeholders. Even with all safety program training, the company still struggles to keep safety awareness and change the employee's behavior. The program activities are outlined in Table 1.

Table 1. Activities of the *INTEGRAÇÃO* Induction Program

<i>INTEGRAÇÃO DAY 1 (4 hours face-to-face course)</i>
<ul style="list-style-type: none"> • Introduction • Background of the company • Types of scrap • Equipment and the recycling process • Internal rules of the company • Regulatory norms issued by the Federal Government • ISO 9001 and ISO 140001 non-mandatory certifications acquired by the company • Safe behavior in the work environment, avoiding accidents • Reflection time, group discussion and activities
<i>INTEGRAÇÃO DAY 1 (4 hours)</i>
<ul style="list-style-type: none"> • Tour company to visit all different sectors of the company • Getting to know their own sector • Meeting colleagues, supervisors and tutors • Each new employee will have an experienced employee during the three months of the trial period to guide them, teach the work and show them how to behave safely in this environment.
<i>INTEGRAÇÃO (3 months process of the trial period)</i>
<ul style="list-style-type: none"> • Since the first day in the company, the new employees are evaluated in different aspects, including safety in the work environment. After this process of evaluation, they can remain in the same sector, get promoted or be dismissed.

In addition to the main goal to reduce accidents in the work environment, the training program aims to get to know each new employee, providing moments of interaction, increasing the wellbeing and creating a group identity.

After a discussion with the stakeholders, the following Training Impact Model was developed, as shown in Table 2, outlining the means and end-results of the program:

- Resources: What resources should be used to run the training program?
- Activities: What activities should be performed to run the training program?
- Program Capabilities: What capabilities should the trainees acquire?
- Critical Actions: What behaviors should the trainees demonstrate on the job?
- Key Results: What job results should the trainees leave behind?
- Business Goals: To what organizational goals would the training program contribute?

Table 2. Training Impact Model

Resources	Activities	Program Capabilities	Critical Actions	Key Results	Business Goals
<ul style="list-style-type: none"> - Instructional designers - Directors and safety manager - Existing training material - Compliance policies and procedures - Training facilities - Learning management system 	<ul style="list-style-type: none"> - Reviewing training materials - Analyze the number of employees to be trained - Assess RFR safety program in order to ensure that the employees are following the security procedures in the work environment - Track program completion rate 	<ul style="list-style-type: none"> - Knowledge of operations- related to safety policies and procedures - Knowledge of equipment and facilities procedures - Confidence in completing tasks related to safety procedures 	<ul style="list-style-type: none"> -Increase safety awareness and change the employee's behavior 	<ul style="list-style-type: none"> - The trainees leave behind the lack of safety awareness and inadequate behavior in the work environment 	<ul style="list-style-type: none"> - A safety improvement in the performance of the employees, avoiding accidents in the work environment

2.2. Stakeholders

There were *three types of stakeholders* for RFR Recycling Safety Training Program.

- Upstream Stakeholders:
 - Directors
 - safety manager of the company
 - third-party responsible for weekly inspections.
- Direct Impactees:
 - employees who work with the recycling machines and equipment.
- Indirect Impactees:
 - Directors and safety managers are indirectly affected by the Safety Program. They are impacted because if the program succeeds no accidents will occur.

3. EVALUATION METHODOLOGY

3.1. Evaluation Purpose and Type

The purpose of this evaluation was to check if the employees were following the security procedures in the work environment. Additionally, it would bring safety awareness to the employees and change in their behavior. It was a Formative Evaluation with a goal-free approach. The intended users of the evaluation findings were the directors and safety manager of the company. An improvement in the performance of the employees, avoiding accidents in the work environment was one of the needs of the organization and stakeholders.

3.2. Dimensions, Evaluation Questions, and Importance Weighting

After initial discussions with the directors and safety manager and based on the Training Impact Model for RFR Safety Training Program (see Table 2 in the previous section), the evaluators started to develop a list of specific program dimensions to investigate. After further discussions, the following four dimensions and their degrees of importance weighting (IW) were established:

1. Avoiding accidents in the work environment (Most Important)
2. Knowledge of the security procedures in the work environment (Important)
3. Improvement and adequate behavior in the work environment (Important)
4. Training material (Important)

Results are shown below (also see the first column of Table 3).

3.3. Data Collection Procedure and Methods

The evaluators were following Chyung's (2018) ten-step evaluation procedure. The ten-step procedure guides to design an evaluation based on the stakeholders' needs and the stakeholders' use of the evaluation findings.

The Brinkerhoff's Training Impact Model was also used. This model focuses on the four categories of the training impact model (refer to end results). Following Chyung's advice, the evaluators added two means-related categories, resources, and activities.

Multiple sources of data were collected, including the face-to-face interview with the safety manager and the employees, on site observation, online interview with the safety manager, employee's web-based survey, and access to extant data.

The multiple types of data collection methods were used to balance the strengths and weaknesses of each method. Triangulating multiple sets of data helped to increase the credibility of the conclusions.

Table 3. Data Collection Methods

Dimension, PLM/TIM, and IW	Data Collection Method	Instrument to be Developed	Rationale for using multiple sets of data (critical multiplism and triangulation)
<p>1 - Avoiding accidents in the work environment How much the training program is assuring that the number of accidents in the work environment is decreasing?</p> <p>PLM - Business Goals</p> <p>IW - Most important</p>	<p>1.1 - Extant data</p> <p>1.2 - Online Interview with the safety manager</p> <p>1.3 - Conduct a web-based survey with employees</p>	<p>1.1 - Email requesting access to extant data of the company related to safety</p> <p>1.2 - Interview solicitation email message, informed consent form, and semi-structured interview questions</p> <p>1.3 - Survey solicitation email message, informed consent form, and structured survey questions</p>	<p>The perceptions of the safety manager and employees about the safety in the work environment will be compared to the extant data.</p>

<p>2 - Knowledge of the security procedures in the work environment How well are employees aware of the importance of safety procedures in the work environment?</p> <p>PLM - Program capabilities IW - Important</p>	<p>2.1 - On-site 2 hours observation of the employees in the work environment</p> <p>2.2 - Conduct a web-based survey with employees</p> <p>2.3 - One-on-one interview with employees</p>	<p>2.1 - Observation solicitation email message, informed consent form, and observation checklist</p> <p>2.2 - Survey solicitation email message, informed consent form, and structured survey questions</p> <p>2.3 - Interview solicitation email message, informed consent form, and semi-structured interview questions</p>	<p>On-site observation can be used to compare data from the web-based survey and one-on-one interview. Also, observation can always add contextual information about the employee's behavior in the work setting.</p>
<p>3 - Improvement and adequate behavior in the work environment Did those employees that completed the training program change their behavior?</p> <p>PLM - Key Results IW - Important</p>	<p>3.1 - Extant data</p> <p>3.2 - Conduct a web-based survey with employees</p> <p>3.3 - Online interview with the safety manager</p>	<p>3.1 - Email requesting access to extant data of the company related to safety</p> <p>3.2 - Survey solicitation email message, informed consent form, and structured survey questions</p> <p>3.3 - Interview solicitation email message, informed consent form, and semi-structured interview questions</p>	<p>The extant data, online survey, and interview will be essential to gather data from different sources and provide reliable information related to behavior change.</p>

<p>4 - Training material</p> <p>How well are the training materials designed to reach the safety expectations of the company?</p> <p>PLM - Resources</p> <p>IW - Important</p>	<p>4.1 - Conduct a web-based survey with employees</p> <p>4.2 - Training material review</p>	<p>4.1 - Survey solicitation email message, informed consent form, and structured survey questions</p> <p>4.2 - Training material review checklist</p>	<p>The web-based survey with the employees will contribute to understanding their perceptions about the training materials. The survey results will be compared to the training material checklist.</p>
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4. FEASIBILITY AND RISK ASSESSMENT

4.1. Feasibility

To successfully complete the project, it was critical to have the client's support and stakeholders' active participation. Thus, it was assumed that:

- The client provides full support for the project until it is completed, and the evaluation team is committed to completing the project.
- The stakeholders are allowed to participate in Adobe Conferences and engage in telephone and email communications during their working hours.
- When communicating with stakeholders via email and phone, all messages are returned within two working days.

The currently known risk factors are presented in Table 4. The evaluation team and the client would continue to monitor the risk factors and find ways to minimize the negative impact. Failing to do so may jeopardize completing the evaluation project successfully and result in rescheduling or canceling the project.

Summary project of the feasibility:

4.1.1. Maturity: the company was working with safety training procedures since it was founded. It would produce measurable outcomes.

4.1.2. Scope: The project ran according to the initial planning. We were confident it would be completed within the requested time frame, on April 30.

4.1.3. Support: the stakeholders were supportive, showing a positive attitude and willingness to provide information.

4.1.4 Ethical concerns: the data collected from the company and participants were kept confidential.

4.1.5. Resources: we were able to meet the timeline and the majority of the evaluation process was done online.

4.2 Risks

The currently known risk factors are presented in Table 4. The evaluators and the client would continue to monitor the risk factors below and find ways to minimize the negative impact.

A. No face-to-face meetings — Since our first online meeting, we had no issues regarding distance communication, talking with the stakeholders on many different occasions and we always had a quick response from them. Most of the data collected were done online. However, one of the evaluators had the opportunity to travel to Brazil and visit the company, doing the onsite observation and interviewing the safety manager in person.

B. Changes in the management team — We talked with the same manager stakeholder since the beginning of the project. No changes in management happened.

C. Low number of employees participating in the online survey — It didn't occur and it could significantly have affected the result of our evaluation project.

D. Client's delay to return emails or give feedback — As mentioned in item A above, we had no issues regarding communication. The replies from stakeholders were quick and efficient.

Table 4. Risk Assessment Matrix

Damage to project	Minor	Moderate	Substantial	Detrimental
Likelihood				
Unlikely	No face-to-face meetings			Changes in the management team
Maybe				Low number of employees participating in online surveys
Likely		Clients' delay to returns email or give feedback		

5. EVALUATION RESULTS

The results of this Program Evaluation were based on the following data collection methods.

Online surveys for employees, extant data, observation, and interviews with employees and the safety manager. The survey contained a total of 13 questions that were related to one or more dimensions in table 5. We used a Likert Type survey and we had 47 responses which correspond to 15% of the employees of the company. The majority of the participants of the survey were male and they have been working there for 5 years at least.

Each of the survey questions was related to one or more dimensions:

- Dimension 1 **Avoiding accidents in the work environment:** questions 1 to 13
- Dimension 2 **Knowledge of the security procedures in the work environment:** questions 4, 5, 8 and 9
- Dimension 3 **Improvement and adequate behavior in the work environment:** questions 6, 10, 11 and 12
- Dimension 4 **Training material:** question 1, 2 and 7

*See Appendix A to view Likert Type Survey Questions

*See Appendix B to view Chart Survey Results

Extant data was obtained with the safety manager. It contained two documents:

1. an external report from a third-party inspection (See Appendix C)
2. an internal document with information from the previous 9 years of *INTEGRAÇÃO* induction. Attendance of the employees and frequency of the course, besides any other additional courses provided by the company (See Appendix D)

We conducted two interviews, one with the employee and another one with the safety manager. The interviews were semi-structured and online. The interviewer took notes and it lasted 20 minutes. (See appendix E)

Lastly, an on-site 2 hours observation of the employees in the work environment. The observation checklist was used just once and it was related to the employee's knowledge of the security procedures in the work environment. (See Appendix F)

All the data was analyzed and findings came up by using a triangulation rubric to combine results of multiple sources. (Table 5)

Table 5. Using a Dimensional Triangulation Rubric to Combine Results of Multiple Sources

Dimension	Data Collection Method	Develop Separate Rubrics for Individual Data Collection Methods	Also Develop a Dimensional Triangulation Rubric
1 - Avoiding accidents in the work environment	1.1 - Extant data	<ul style="list-style-type: none"> ● Excellent: when there are 2 or less reported cases of accidents <i>in a week</i> ● Fair: when there are 3 to 5 reported cases of accidents <i>in a week</i> ● Poor: when reports show more than 6 cases of accidents <i>in a week</i> 	<ul style="list-style-type: none"> ● Exceeded expectation: all data sources indicate <i>Excellent</i> ● Met expectation: all data sources indicate <i>Excellent or Fair</i> ● Improvement needed: any data sources indicate <i>Poor</i>
	1.2 - Online Interview with the safety manager	<ul style="list-style-type: none"> ● Excellent: mostly positive comments ● Fair: a mix of positive and negative comments ● Poor: mostly negative comments 	
	1.3 - Conduct a web-based survey with employees	<ul style="list-style-type: none"> ● Excellent: when 85% + of the participants strongly agree or agree ● Fair: when 70% - 84% of the participants strongly agree or agree ● Poor: when 69% or less of the participants strongly agree or agree 	
2 - Knowledge of the security procedures in the work environment	2.1 - On-site 2 hours observation of the employees in the work environment	<ul style="list-style-type: none"> ● Excellent: all "in accordance" with the checklist ● Fair: mostly "in accordance" with the checklist, up to 2 errors accepted ● Poor: few "in accordance" with the checklist 	<ul style="list-style-type: none"> ● Exceeded expectation: all data sources indicate <i>Excellent</i>

	2.2 - Conduct a web-based survey with employees	<ul style="list-style-type: none"> ● Excellent: when 85%+ of the participants strongly agree or agree ● Fair: when 70% - 84% of the participants strongly agree or agree ● Poor: when 69% or less of the participants strongly agree or agree 	<ul style="list-style-type: none"> ● Met expectation: all data sources indicate Excellent or Fair ● Improvement needed: any data sources indicate Poor
	2.3 - One-on-one interview with employees	<ul style="list-style-type: none"> ● Excellent: mostly positive comments ● Fair: a mix of positive and negative comments ● Poor: mostly negative comments 	
3 -Improvement and adequate behavior in the work environment	3.1 - Extant data	<ul style="list-style-type: none"> ● Excellent: when there are 2 or less reported cases of employees not behaving accordingly to the safety procedures in a week ● Fair: when there are 3 to 9 reported cases of employees not behaving accordingly to the safety procedures in a week ● Poor: when reports show more than 10 cases of employees not behaving accordingly to the safety procedures in a week 	<ul style="list-style-type: none"> ● Exceeded expectation: all data sources indicate Excellent ● Met expectation: all data sources indicate Excellent or Fair ● Improvement needed: any data sources indicate Poor

	3.2 - Conduct a web-based survey with employees	<ul style="list-style-type: none"> • Excellent: when 85%+ of the participants strongly agree or agree • Fair: when 70% - 84% of the participants strongly agree or agree • Poor: when 69% or less of the participants strongly agree or agree 	
	3.3 - Online interview with the safety manager	<ul style="list-style-type: none"> • Excellent: mostly positive comments • Fair: a mix of positive and negative comments • Poor: mostly negative comments 	
4 - Training material	4.1 - Conduct a web-based survey with employees	<ul style="list-style-type: none"> • Excellent: when 85%+ of the participants strongly agree or agree • Fair: when 70% - 84% of the participants strongly agree or agree • Poor: when 69% or less of the participants strongly agree or agree 	<ul style="list-style-type: none"> • Exceeded expectation: all data sources indicate Excellent • Met expectation: all data sources indicate Excellent or Fair
	4.2 - Training material review	<ul style="list-style-type: none"> • Excellent: when the content required by law is included in the training material • Fair: when 1 or 2 contents required by law are missing in the training material • Poor: when the content required by law is not included in the training material 	<ul style="list-style-type: none"> • Improvement needed: any data sources indicate Poor

5.1. Dimension 1: Avoiding accidents in the work environment

How much the training program was assuring that the number of accidents in the work environment is decreasing?

Below are the evaluator's findings:

- the analyzes of the extant data from the third party reports showed that there were less than 2 accidents in a week.
- interview with the safety manager: she has been working in the company for 11 years and she is responsible for the implementation of the *INTEGRAÇÃO* program. She informed that the program is updated every time that there are changes in the law or in the company procedures. According to the safety manager, the induction helps to increase employees' awareness about safety and consequently decreasing accidents. Most of the interview responses were positive.
- in the survey, the results were higher than 85% showing that the induction program contributes to an accident decrease in the work environment.

5.2. Dimension 2: Knowledge of the security procedures in the work environment

How well were employees aware of the importance of safety procedures in the work environment?

Below are the evaluator's findings:

- the on-site observation checklist contained four aspects related to the employees knowledge of the security procedures. No issues found in the on-site observation.
- in the survey, the results were higher than 85% showing that the induction program contributes to an accident decrease in the work environment.
- interview with an employee: the employee who participated in the *INTEGRAÇÃO* program has been working in the company for 2 years. During the interview, we noticed that he understands the importance of safety equipment and behaves safely in the work environment. According to the employee, having a tutor besides him in the first 3 months in the company was the most valuable aspect of his development. Most of the interview responses were positive.

5.3. Dimension 3: Improvement and adequate behavior in the work environment

Did those employees that completed the training program change their behavior?

Below are the evaluator's findings:

- the analyzes of the extant data from the third party reports showed that usually 5 to 8 incidents related to not behaving safely occur in a week.
- in the survey, the results were higher than 85% showing that the induction program contributes to an improvement in the employees behavior.
- interview with the safety manager: she has been working in the company for 11 years and she is responsible for the implementation of the *INTEGRAÇÃO* program. She informed that the program is updated every time that there are changes in the law or in the company procedures. According to the safety manager, the induction helps to increase employees' awareness about safety and consequently decreasing accidents. Most of the interview responses were positive.

5.4. Dimension 4: Training material

How well were the training materials designed to reach the safety expectations of the company?

Below are the evaluator's findings:

- in the survey, the results were higher than 85% showing that the induction program contributes to an improvement in the employee's behavior.
- the training material was designed to cover the following aspects: hierarchy and conduct; benefits, rights and duties; employees conduct policy; risks and how to avoid them; working procedures and instructions. Revising the *INTEGRAÇÃO* program we found all the essential information is included.

6. CONCLUSIONS

6.1. Overall Quality

For the overall quality of the program, dimension 1 was considered **most important** and dimensions 2, 3 and 4 were considered **important**. After analyzing results, we found that dimensions 1, 2 and 4 **Exceeds expectation**, and dimension 3 **Met Expectation**. The dimensions weighting were considered based in the meetings with the upstream stakeholders.

Dimension 1 **Exceeds expectation** because the results of surveys, interview and extant data were **Excellent**. According to our rubric to **Exceeds Expectation** all instruments need to be considered **Excellent**.

Dimensions 2 and 4 **Exceeds Expectation** because all the results were **Excellent**. According to our rubric to **Exceeds Expectation** all instruments need to be considered **Excellent**.

Dimension 3 **Met Expectation** because surveys and interview were **Excellent**, but extant data was considered **Fair**. According to our rubric to **Exceeds Expectation** all instruments need to be considered **Excellent**.

Decision:

- () **Yes**, we would recommend this program
 () **No**, we would not recommend this program

In conclusion, the *INTEGRAÇÃO* induction program was considered a very good program that **Exceeds expectations** because dimension 1 was considered **most important** and it scored **Exceeds expectations**. In addition, no dimensions were considered **Poor**.

6.2. Recommendations

Before proposing the recommendations, it is important to recall the purpose of this Evaluation. Our goals were to assess the RFR safety program in order to ensure that the employees were following the security procedures in the work environment. Additionally, it would provide safety awareness to the employees, reflecting and changing their behavior and consequently preventing accidents.

Based in our goals and findings, this evaluation came with following recommendations:

- *INTEGRAÇÃO DAY 1* induction program covered all important information, but we suggested changing the structure of the first day. Instead of 4 hours face-to-face course in the morning and 4 hours visiting the company and meeting a new colleague in the afternoon, a mix of 2 hours face-to-face course, plus 2 hours visiting the company in the morning would be more productive. The same schedule for the afternoon. Recommendation based in the interview and on-site observation.
- Because dimension 3 was scored was **Met Expectation** because to improve the employees' performance and decrease the number of incidents we suggested that before the start of each shift, the responsible for each sector of the company should meet the

employees weekly for a quick debrief reporting all the incidents that happened in the past week. We observed that even with the knowledge of the safety procedures, sometimes employees feel too confident in their tasks, making a wrong judgment to save time or laziness. Sharing with the employees the findings of the third-party reports, would provide a moment of reflection and increase their awareness.

7. META-EVALUATIONS AND LIMITATIONS

This evaluation project was conducted in an ethical manner to meet the clients needs the Upstream stakeholders solicitation and respecting and protecting employees privacy. The presented information is accurate and it was reviewed by the evaluators. The reports used in this evaluation are available in the Appendix. The project was developed in agreement with the upstream stakeholders to make sure goals would be met.

The evaluators encountered the following limitations:

- The survey had a high number of agreeing and strongly agree. Maybe it was caused because the employees received the survey from the manager
- Our initial proposal was to interview more than one employee, but due to time constraints it was not possible

8. REPORTING

This Evaluation Proposal reported directly to the directors and safety manager of RFR company. It was presented through video conference. Additionally, a full report was sent by email.

REFERENCE

Chyung, S. Y. (2019) *10-step evaluation for training and performance improvement*. Los Angeles: Sage.

Appendix A

Likert Type Survey Results

#	Field	Discordo plenamente/Strongly disagree	Discordo/Disagree	Não tenho certeza/Unsure	Concordo/Agree	Concordo plenamente/Strongly agree	Total
1	1. A Integração foi informativa e importante. / The induction was informative and helpful.	0,00% 0	0,00% 0	0,00% 0	45,00% 18	55,00% 22	40
2	2. A Integração foi fácil de ser entendida. / The induction was easy to understand.	0,00% 0	0,00% 0	0,00% 0	50,00% 20	50,00% 20	40
3	3. A duração de 4 horas do curso chamado Integração, me deu as informações básicas e necessárias para minha segurança no ambiente de trabalho. / The length of 4 hours face-to-face induction course was enough to have all the necessary information regarding safety in the work environment.	0,00% 0	0,00% 0	0,00% 0	52,50% 21	47,50% 19	40
4	4. Visitar e conhecer todos os espaços e setores da empresa foi importante e esclarecedor. / The tour around the company to know its different sectors was important and enlightening.	2,50% 1	0,00% 0	0,00% 0	37,50% 15	60,00% 24	40
5	5. Ter um funcionário mais experiente ao meu lado para me guiar, ensinar o trabalho e me mostrar como agir com segurança no ambiente de trabalho foi importante no meu começo na empresa. / To have a tutor with me during the three months of the trial period to guide me, teach the work and show me how to behave safely in this environment was important to my beginning in the company.	0,00% 0	0,00% 0	0,00% 0	52,50% 21	47,50% 19	40
		↑ Back to top					
6	6. O mentor me ajudou a melhorar minhas habilidades e agir com segurança no ambiente de trabalho. / The tutor helped me improve my skills and behave safely in the work environment.	0,00% 0	0,00% 0	2,50% 1	52,50% 21	45,00% 18	40
7	7. Participar de palestras e treinamentos anuais e semestrais solicitados e fornecidos pela empresa para todos os funcionários sobre segurança no trabalho é essencial para mim. / To participate in semestral/ annual seminars and safety trainings programs required and offered for current employees by the company is essential to me.	2,50% 1	0,00% 0	0,00% 0	45,00% 18	52,50% 21	40
8	8. As informações contidas nas palestras e treinamentos de segurança são importantes para minha segurança no ambiente de trabalho. / The information contained in the seminars and safety training program is important to my safety in the work environment.	0,00% 0	0,00% 0	0,00% 0	37,50% 15	62,50% 25	40
9	9. Estou sempre seguindo e colocando em prática as regras de segurança ensinadas e revisadas nos palestras e programas de treinamento em segurança. / I am always following and putting into practice the safety rules taught and reviewed in the seminars and safety training programs.	0,00% 0	0,00% 0	2,50% 1	65,00% 26	32,50% 13	40
10	10. Estou sempre atento e seguindo as instruções de segurança dispostas no ambiente de trabalho. / I am always attentive and following the instructions of the safety signs displayed in the work environment.	0,00% 0	0,00% 0	0,00% 0	60,00% 24	40,00% 16	40

11	11. Eu sempre uso o equipamento de segurança que é primordial para a minha segurança no ambiente de trabalho. / I am always using all the safety equipment that is primordial to my safety in the work environment	0.00%	0	0.00%	0	0.00%	0	47.50%	19	52.50%	21	40
12	12. Depois de participar de palestras e treinamentos de segurança eu fiquei mais consciente da importância de agir com segurança no ambiente de trabalho. / After participating in seminars and safety training, I am more conscious of the importance of behaving safely in the work environment.	0.00%	0	0.00%	0	0.00%	0	50.00%	20	50.00%	20	40
13	13. O técnico de segurança do trabalho está sempre atento e observando se os funcionários estão seguindo e colocando em prática as regras de segurança ensinadas e revisadas nas palestras e nos treinamentos de segurança. / The safety manager is always attentive and observing if the employees are following and putting into practice the safety rules taught and reviewed in the seminars and safety training programs.	2.50%	1	0.00%	0	0.00%	0	42.50%	17	55.00%	22	40

Showing rows 1 - 13 of 13

Appendix B

Chart Survey Results



Appendix E

Interview with employee

1. How old are you? /Qual a sua idade?
2. How long have you been working in RFR Company? /Quanto tempo você vem trabalhando na RFR?
3. How do you feel about the induction program? / Do you feel comfortable attending this type of course? Como você se sente sobre o programa de <i>Integração</i> ? Você se sente confortável em participar desse tipo de curso?
4. Do you like the way the induction course is presented? / Você gosta da forma como o curso de <i>Integração</i> é apresentado?
5. Do you think that is it important to participate in this kind of training program before starting to work for the company? / Você acha que é importante participar desse tipo de programa de treinamento antes de começar a trabalhar para a empresa?
6. In your opinion what was the most important thing that you learned in the program? / Na sua opinião, qual foi a coisa mais importante que você aprendeu no programa?
7. Tell us about your experience with your tutor during the trial period? / Conte-nos sobre sua experiência com seu tutor durante o período de experiência?
8. Do you believe that attending the induction program would affect your performance in the work environment? Explain why. / Você acredita que participar do programa de <i>Integração</i> afetou seu desempenho no ambiente de trabalho? Explique porque.
9. In your opinion is it important to participate in semestral/ annual seminars and safety training programs? / Na sua opinião, é importante participar de palestras semestrais/ anuais e programas de treinamento em segurança?
10. After participating in seminars and safety training, are you more conscious of the importance of behaving safely in the work environment? / Depois de participar de seminários e treinamentos de segurança, você está mais consciente da importância de se comportar com segurança no ambiente de trabalho?

Interview with the safety manager

1. How old are you? /Qual a sua idade?
2. How long have you been working in RFR Company? /Quanto tempo você vem trabalhando na RFR?
3. How did you design this induction program? / Como você criou esse programa de <i>Integração</i> ?
4. Which are the most relevant topics that were included in this Induction Program? / Quais são os pontos mais

relevantes incluídos neste programa de Integração?
5. Why it is important for the employees to participate in this kind of training program before starting to work for the company? / Por que é importante que os funcionários participem desse tipo de programa de treinamento antes de começar a trabalhar para a empresa?
6. In your opinion what is your biggest challenge in the induction program? / Na sua opinião, qual é o seu maior desafio no programa de <i>Integração</i> ? /
7. Do you believe that attending the induction program affect the employees performance in the work environment? Explain why. / Você acredita que participar do programa de Integração afeta o desempenho dos funcionários no ambiente de trabalho? Explique porque.
8. After participating in seminars and safety training, are the employees more conscious of the importance of behaving safely in the work environment? / Depois de participar de palestras e treinamentos de segurança, os funcionários demonstram estar mais conscientes da importância de seguir os procedimentos?
9. Did you make constant changes in the induction program since the program started? / Você fez muitas mudanças no programa de Integração desde seu início?

Appendix F

Observation Checklist

Checklist for RFR on-site observation				
#	Knowledge of the security procedures in the work environment	Not in accordance	In accordance	Comments
1	The employee is using the appropriate safety equipment		✓	During the on-site observation all employees were using the safety equipment
2	Cases of employee using a mobile phone while operating heavy machinery		✓	No cases of distraction using mobile phone
3	Cases of employee smoking in a prohibited area		✓	No one was smoking inside the company
4	Cases of employee talking with colleagues while operating a machine		✓	No cases of distraction while operating a machine
Company facilities				
<ul style="list-style-type: none"> - The work environment is ample, well lighted and organized, which contributes to the eventual need for an evacuation. - The warehouse offers all employees the required safety equipment (helmets, boots and ear protectors). - The safety signs in the facilities are visible and in suitable places according to the regulations. 				