

# WORKPLAN TEMPLATE & GUIDELINES

In an effort to ensure fairness and foster consistency in the ongoing evaluation of our COR providers, we have included some direction and guidelines to assist in the completion of this document. The Agreement defines a Work Plan as "...the COR Provider's plan for its operations as a Certifying Partner ... which identifies the COR Provider's objectives, how it plans to achieve its objectives, and includes detailed information on resources, finances, and KPIs."

This document may be completed as you see fit within the parameters of the provided mandates. You may add as many rows as you require depending on the level of detail you wish to include. After providing the objective(s) and action plan(s) for each of the five pre-populated COR Provider mandates, you have the option to add more objectives and action plans, if applicable.

<b>Mandate:</b>	<i>The excerpts provided come directly from the Certificate of Recognition Program- Standards and Guidelines (January 2011) and funding Agreements (signed annually) and have been provided for consistency and direction.</i>
<b>Objective:</b>	<i>The objectives should relate directly to the mandates selected from the Standards and Guidelines and Agreements (above).</i>
<b>Action Plan:</b>	<i>Outline the plan to achieve the objectives and include detailed information on resources, finances, and KPIs.</i>

Work Plans are based on the following mandates:

1. Plan and implement a coherent communications strategy to promote the COR Program. *Reference: S&G 1.2 and Agreement 2(c)ii*
2. Facilitate the registration and certification of employers. *Reference: S&G 1.3 & Agreement 2(c)iii*
3. Help employers meet their needs for COR Program related training and qualified internal auditors. *Reference: S&G 1.4 & Agreement 2.(c)(iv)*
4. Ensure the provision of auditor training and availability of external auditors. *Reference: S&G 1.10 & Agreement 2.(c)(iv)&(x)*
5. Provide verification and quality assurance oversight *Reference: S&G 1.11 & Agreement 2(c)(xi)*
6. Other (optional)

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<b>Mandate #1:</b>	Plan and implement a coherent communications strategy to promote the COR Program. <i>Reference: S&amp;G 1.2 and Agreement 2.(c)(ii)</i>
<b>Objective:</b>	Promote the COR® Program to the construction industry.
<b>Action Plan:</b>	Develop promotional materials to promote COR® to industry.

<b>OUTCOME #1 Action Plan details</b>						
Activity	Inputs	Budget	Time Frame	Responsible	Anticipated Outputs (KPIs)	Progress Reporting
Develop and Implement COR® Promotion Plan	Director, Marketing, Partnerships & Provincial TCP Program and Director, COR® & Injury Management	\$32,300	Jan-Dec	Director, Marketing, Partnerships & Provincial TCP Program and Director, COR® & Injury Management	Promotional plan developed and implemented with focus on increasing awareness of the COR® Program to the construction industry.	

<b>OUTCOME #1 WORKPLAN Measurement (Evaluation)</b>			
Outcome Indicators (e.g. KPIs)	Data Collection	Time Lines	Evaluation Results
Plan executed with increased awareness of the COR® Program.	2 dedicated print ads promoting COR® 1 industry special 24 social media posts promoting COR® 4 industry events which include promotion of COR® 1 COR® promotional video	Jan - Dec	

<b>Mandate #2:</b>	Facilitate the registration and certification of employers. <i>Reference: S&amp;G 1.3 &amp; Agreement 2.(c)(iii)</i>
<b>Objective:</b>	Employers are properly registered and understand the requirements for COR® certification.

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<b>Action Plan:</b>	Ensure employers are registered as COR® applicant in WorkSafeBC's and BCCSA's databases and collect basic information from the employer.
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<b>OUTCOME #2 Action Plan details</b>						
Activity	Inputs	Budget	Time Frame	Responsible	Anticipated Outputs (KPIs)	Progress Reporting
Facilitate employers in their enrollment to the COR® Program.	COR® Team	Staff Resources	Jan-Dec	Director, COR® & Injury Management	Employers are registered in COR® Program.	
Support employers seeking interprovincial COR® reciprocity for pre-qualification.	COR® Team	Staff Resources	Jan-Dec	Director, COR® & Injury Management	Employers receive COR® Reciprocity.	

<b>OUTCOME #2 WORKPLAN Measurement (Evaluation)</b>			
Outcome Indicators (e.g. KPIs)	Data Collection	Time Lines	Evaluation Results
Applications are processed.	100% of applications are processed.	Jan - Dec	
Reciprocity requests are processed.	100% of reciprocity requests are processed.	Jan-Dec	

<b>Mandate #3:</b>	Help employers meet their needs for COR-related training and qualified <u>internal</u> auditors. <i>Reference: S&amp;G 1.4 &amp; Agreement 2.(c)(iv)</i>
<b>Objective:</b>	Employers have information on the training requirements to qualify for COR®.
<b>Action Plan:</b>	Provide information to employers about training needed to qualify for COR®, maintain records of all training completed toward COR® certification, and help employers meet their needs for qualified COR® Program internal auditors.

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**OUTCOME #3 Action Plan details**

Activity	Inputs	Budget	Time Frame	Responsible	Anticipated Outputs (KPIs)	Progress Reporting
Ensure employers are aware of their training requirements to participate in the COR® Program	COR® Team	Staff Resources	Jan – Dec	Director, COR® & Injury Management	Employers understand training requirements	

**OUTCOME #3 WORKPLAN Measurement (Evaluation)**

Outcome Indicators (e.g. KPIs)	Data Collection	Time Lines	Evaluation Results
Employers have the requisite training required for program participation.	100% of participating employers understand the training requirements.	Jan – Dec	

<b>Mandate #4:</b>	Ensure the provision of auditor training and availability of <u>external</u> auditors. <i>Reference: S&amp;G 1.10 &amp; Agreement 2.(c)(iv)&amp;(x)</i>
<b>Objective:</b>	Pool of qualified External Auditors meets auditing capacity of participating employers.
<b>Action Plan:</b>	Deliver training to ensure availability of external auditors for the COR® Program.

**OUTCOME #4 Action Plan details**

Activity	Inputs	Budget	Time Frame	Responsible	Anticipated Outputs (KPIs)	Progress Reporting
Deliver qualification (potential new auditors) and requalification training (existing auditors) against training standard.	QA Specialist, COR®, Director, COR® & Injury Management, Contractors,	\$19,000 \$5,000 Consultants \$5,000 Meetings \$1,000 Publications \$8,000	Jan-Dec	Director, COR® & Injury Management	External Auditors received standardized training.	

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		Travel				
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<b>OUTCOME #4 WORKPLAN Measurement (Evaluation)</b>			
<b>Outcome Indicators (e.g. KPIs)</b>	<b>Data Collection</b>	<b>Time Lines</b>	<b>Evaluation Results</b>
Training is delivered to ensure pool of External Auditors meets auditing capacity of participating COR® employers.	8 new External Auditors trained and qualified.  Existing External Auditors are re-qualified.	Jan-Dec	

<b>Mandate #5:</b>	Provide verification and quality assurance oversight. <i>Reference: S&amp;G 1.11 &amp; Agreement 2.(c)(xi)</i>
<b>Objective:</b>	A well functioning QA process that upholds the integrity of the COR® Program.
<b>Action Plan:</b>	Perform periodic verification audits to ensure work of external auditors is of acceptable quality. Enhance quality of auditing by External Auditors. Perform a detailed review of all COR® audits. Enhance quality of desktop audit reviews. Participate in WorkSafeBC's Employer Audit Quality Assurance (EAQA) process.

<b>OUTCOME #5 Action Plan details</b>						
<b>Activity</b>	<b>Inputs</b>	<b>Budget</b>	<b>Time Frame</b>	<b>Responsible</b>	<b>Anticipated Outputs (KPIs)</b>	<b>Progress Reporting</b>
Provide mentorship to External Auditors to ensure auditing practices in the field are consistent with the COR® audit standard and EA Training Program and ensure continuous improvement in the quality of audit report submissions,	QA Specialist, COR®, Director, COR® & Injury Management	<b>\$15,000</b> Travel	Jan-Dec	Director, COR® & Injury Management	Evaluation of field activities are conducted, and External Auditors receive feedback to improve their auditing practices.	
Review audit scoping prior to start of audit to ensure alignment with COR® audit standard.	COR® Team	Staff Resources	Jan-Dec	Director, COR® & Injury Management	Review of proposed audit scope completed, and auditors receive feedback on their activities prior to start of audit.	

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Ensure COR® audit reports satisfy BCCSA's minimum QA standard and provide auditors with feedback to improve the quality of their reports.	COR® Team, Contractors	<b>\$122,500</b> Consultants	Jan-Dec	Director, COR® & Injury Management	Desktop review completed on all audit reports and auditors receive input on their reports.	
Ensure student audit assignments satisfy BCCSA's minimum QA standard for issuing COR® IA Certificate and provide students with feedback to improve the quality of their reports.	Training Coordinators, Contractors	<b>\$47,000</b> Consultants	Jan-Dec	Director, COR® & Injury Management	Desktop review completed on all student audit assignments and students receive input on their assignments.	
Ensure a standardized approach to desktop audit reviews against the COR® audit standard across all reviewers and provide reviewers with feedback to improve the quality of their audit report evaluations.	QA Specialist, COR®, Director, COR® & Injury Management	<b>\$5,300</b>  \$2,800 Consultants  \$500 Conference and Meetings  \$2,000 Travel	Jan-Dec	Director, COR® & Injury Management	All reviewers received up to date instruction and feedback for continual improvement.	
Conduct WorkSafeBC Initiated Verification Audits (WIVAs).	Director, COR® & Injury Management, QA Specialist, COR®, Contractors	<b>\$215,000</b>  \$150,000 Consultants  \$65,000 Travel	Jan-Dec	Director, COR® & Injury Management	Audits administered and employers receive feedback to improve their safety management system.	

### OUTCOME #5 WORKPLAN Measurement (Evaluation)

Outcome Indicators (e.g. KPIs)	Data Collection	Time Lines	Evaluation Results
Quality assurance audits are conducted on External Auditors.	At min. 10% of External Auditors are assessed in the field.	Jan-Dec	
Notice from External Auditors (NFEAs) and Notice of Team Audit Activities (NOTAAs) processed.	100% of NFEAs & NOTAAs are processed.	Jan-Dec	
COR® audit reports undergo desktop review.	100% of COR® audit reports are evaluated.	Jan-Dec	
Student audit assignments undergo desktop review.	100% of student audit assignments are evaluated,	Jan-Dec	
Feedback provided to COR® auditors on the quality of their report writing is consistent with the COR® audit standard and across all reviewers.	Annual workshop delivered.  Calibration exercises administered.	Jan-Dec	

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WIVAs completed.	100% of WIVAs are administered on time and reported to WorkSafeBC as per requirements.	Jan-Dec	
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**OPTIONAL**

<b>Objective:</b>	Increase COR® Certifications.
<b>Action Plan:</b>	Promote COR® and provide employer Consultations.

**OUTCOME # 6 Action Plan details**

Activity	Inputs	Budget	Time Frame	Responsible	Anticipated Outputs (KPIs)	Progress Reporting
Promote COR® and provide consultations to employers to support them in achieving and maintaining COR®.	Regional Safety Advisors, COR® Team	<b>\$165,000</b>  \$130,000 Consultants  \$35,000 Travel	Jan-Dec	Director, Health & Safety Services, Director, COR® & Injury Management	Increased awareness of the COR® Program and continuous improvement to the safety management systems of participating employers.	

**OUTCOME # 6 WORKPLAN Measurement (Evaluation)**

Outcome Indicators (e.g. KPIs)	Data Collection	Time Lines	Evaluation Results
New employers enrolled to the COR® Program and new employers successfully achieve COR® certification.	200 new employers enrolled in COR®.  50 employers achieved COR® certification.  New COR® applicants contacted by RSAs.  At least 2 new employers engaged by each RSA to Pilot of Small COR® Safety Manual Initiative. Gap analysis conducted by RSAs against the COR® audit standard.  RSAs conducted consultations with member employers.	Jan-Dec	
2023 BCCSA COR® Workplan			Ver. April 2022

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<b>Objective:</b>	Support participating employers and auditors in the COR® Program.
<b>Action Plan:</b>	Identify and develop employer and auditor resources to equip them for the COR® Program.

**OUTCOME # 7 Action Plan details**

Activity	Inputs	Budget	Time Frame	Responsible	Anticipated Outputs (KPIs)	Progress Reporting
Identify and develop employer and auditor resources to equip them for the COR® Program.	COR® Team, Industry Representatives, Contractors, WorkSafeBC Representatives	<b>\$30,000</b> \$20,000 Consultants \$5,000 Publications 5,000 Travel	Jan-Dec	Director, COR® & Injury Management	Employers and auditors have additional resources,	

**OUTCOME # 7 WORKPLAN Measurement (Evaluation)**

Outcome Indicators (e.g. KPIs)	Data Collection	Time Lines	Evaluation Results
Employers and auditors have additional resources.	Development and distribution of materials to employers and auditors.	Jan-Dec	



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<b>Objective:</b>	Increase accessibility of COR® Program for Small Employers.
<b>Action Plan:</b>	Review current Small COR® Program.

**OUTCOME # 8 WORKPLAN Measurement (Evaluation)**

Outcome Indicators (e.g. KPIs)	Data Collection	Time Lines	Evaluation Results
Review initiated.	Increase COR® Program participation for Small Employers.  Increase satisfaction in program participation for existing Small COR® certified employers.	Jan-Dec	

**Approval**

Approved by Association Board Chair:

DocuSigned by:  
  
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 (Signature)  
 Lesa Lacey  
 (Print name)

Date Approved:

10/6/2022

BC Construction Safety Association

Funding Period: From Jan 1, 2023 to Dec 31, 2023

Section 1(b): BUDGET - COR ADMINISTRATION	ACTUAL		BUDGET	COR ADMINISTRATION BUDGET				\$ Variance (b-a)	% Variance (b/a)
	2021 (12 months)	2022 YTD (6 months)	2022 Budget (a)	Year 1 2021	Year 2 2022	Year 3 2023 (b)	Total for 3 Years	2023 Budget vs 2022 Budget	2023 Budget vs 2022 Budget
<b>Revenue:</b>									
WorkSafeBC COR Operations Funding	2,430,570	1,242,890	2,485,780	2,430,570	2,485,780	2,444,225	7,360,575	-41,555	-2%
Interest Revenue	0	25,000	0		0	0	0	0	-
Other Revenue (list individually)	3,063	7,239	8,000	8,000	8,000	8,000	24,000	0	0%
					0	0	0	0	-
<b>Total Revenue</b>	<b>2,433,633</b>	<b>1,275,129</b>	<b>2,493,780</b>	<b>2,438,570</b>	<b>2,493,780</b>	<b>2,452,225</b>	<b>7,384,575</b>	<b>-41,555</b>	<b>-2%</b>
<b>Compensation Expense:</b>									
Salaries	880,206	421,788	1,070,850	1,020,350	1,070,850	1,094,395	3,185,595	23,545	2%
Benefits	143,972	74,268	197,800	193,800	197,800	194,060	585,660	-3,740	-2%
Consultants & Contractors	331,441	186,135	517,300	537,300	517,300	517,300	1,571,900	0	0%
<b>Other Expense:</b>									
Accounting & Legal Fees	23,617	6,051	18,110	18,110	18,110	25,000	61,220	6,890	38%
Advertising & Sponsorships	70,690	50,132	115,000	115,000	115,000	119,450	349,450	4,450	4%
Board Expenses	6,741	6,818	21,500	21,500	21,500	21,500	64,500	0	0%
Building Maintenance & Repairs	787	307	3,600	3,600	3,600	3,000	10,200	-600	-17%
Telecommunications & Freight	18,987	9,896	23,000	23,000	23,000	23,000	69,000	0	0%
Conference Registration and Meeting Expenses	7,493	7,603	18,000	18,000	18,000	16,500	52,500	-1,500	-8%
Furniture & Equipment	14,375	7,378	8,600	8,600	8,600	8,600	25,800	0	0%
Office Supplies	7,171	5,228	14,830	14,830	14,830	13,000	42,660	-1,830	-12%
Property Taxes & General Insurance	8,607	11,719	13,500	13,500	13,500	18,000	45,000	4,500	33%
Publications & Materials	17,118	6,980	11,000	11,950	11,000	16,000	38,950	5,000	45%
Rent - Office	18,116	38,711	145,560	120,350	145,560	144,100	410,010	-1,460	-1%
Technology	87,679	30,682	141,950	129,500	141,950	68,000	339,450	-73,950	-52%
Training - Staff	65,715	0	8,860	8,860	8,860	6,000	23,720	-2,860	-32%
Travel	154	36,906	154,000	170,000	154,000	154,000	478,000	0	0%
Miscellaneous	51,747	5,836	10,320	10,320	10,320	10,320	30,960	0	0%
<b>Total Expenses</b>	<b>1,754,611</b>	<b>906,438</b>	<b>2,493,780</b>	<b>2,438,570</b>	<b>2,493,780</b>	<b>2,452,225</b>	<b>7,384,575</b>	<b>-41,555</b>	<b>-2%</b>
<b>Revenue less Expenses</b>	<b>679,022</b>	<b>368,690</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>

Note: Any significant expense account (>\$50,000) included in 2023 budget and any significant variances (>20%) should be explained in Section 5 below.

Section 2: RESERVE FUND - COR				2021	2022	2023
Opening Balance				536,933	607,643	597,254
Drawdown (-)						
Add Surplus Retained in Reserve Fund				70,710		
Additional Funds Requested						
Ending Balance				607,643	607,643	597,254

Describe the reason(s) for any drawdown of COR Reserve Fund in the current year  
 NA

Section 3: COMPENSATION	ACTUAL			COR ADMINISTRATION BUDGET		
	2021	2022		Year 1 2021	Year 2 2022	Year 3 2023
<i>List the top ten highest compensated positions, including consultants (who are contracted on an ongoing basis), in the following annual compensation categories:</i>	Executive Director, Senior Director, Dir. COR & Injury Management, QA Specialist, COR, Dir. Marketing, Partnership & Provincial TCP Program, Dir. Health & Safety Services, COR Coordinator	Executive Director, Senior Director, Dir. COR & Injury Management, QA Specialist, COR, Dir. Marketing, Partnership & Provincial TCP Program, Dir. Health & Safety Services, COR Coordinator		Executive Director, Senior Director, Dir. COR & Injury Management, QA Specialist, COR, Dir. Marketing, Partnership & Provincial TCP Program, Dir. Health & Safety Services, COR Coordinator	Executive Director, Senior Director, Dir. COR & Injury Management, QA Specialist, COR, Dir. Marketing, Partnership & Provincial TCP Program, Dir. Health & Safety Services, COR Coordinator	Executive Director, Senior Director, Dir. COR & Injury Management, QA Specialist, COR, Dir. Marketing, Partnership & Provincial TCP Program, Dir. Health & Safety Services, COR Coordinator
1. Number of positions with compensation \$1–\$39,999	18	17		18	17	16
2. Number of positions with compensation \$40,000–\$79,999	9	11		9	11	11
3. Number of positions with compensation \$80,000–\$119,999	3	3		3	3	3
4. Number of positions with compensation \$120,000–\$159,999						
5. Number of positions with compensation \$160,000–\$199,999						
6. Number of positions with compensation \$200,000–\$249,999						
7. Number of positions with compensation \$250,000–\$299,999						
8. Number of positions with compensation \$300,000–\$349,999						
9. Number of positions with compensation \$350,000 and over						

**Section 4: EXPENSE ALLOCATION - COR**

*a) Describe the method or formula used in the 2023 budget to allocate common expenses and/or overhead expenses shared between COR operations and COR administration or shared between the organization's head office and COR operations (e.g., based on staffing FTE or square footage of office)*

COR - 45%  
HSA - 45%  
TCP 8%  
THARRP - 1%  
FFRP - 1%

Allocation is based on staff time.

NOTE: Though the percentage above is reflective of overhead expenses, there are additional expenses allocated only to specific programs.☒

*b) List the expenses and amounts that have been allocated according to method described in (a) and included in the 2023 budget in Section 1.*

Salaries  
Benefits  
Accounting & Legal Fees  
Board Expenses  
Building Maintenance & Repairs  
Communications  
Furniture & Equipment  
Office Supplies  
Property Tax & General Insurance  
Rent - Office  
Technology  
Travel  
Amortization

*c) Has the expense allocation method used in the 2023 budget changed from previous year? If it has changed, explain why.*

No change to expense allocation.

**Section 5: EXPLANATION OF SIGNIFICANT EXPENSE AMOUNTS, SIGNIFICANT VARIANCES, AND FUNDING INCREASES**

a) Provide an explanation for any funding increase over the 2022 funding amount, if applicable.

Decrease of \$41,555

b) Provide an explanation for any funding increase over the 2023 funding forecast amount included in rates setting, if applicable.

Decrease of \$41,555

c) Any significant expense account (>\$50,000) included in the 2023 budget, excluding salaries, should be explained here.

NA

d) Any significant expense account variance (>20%), including salaries, between 2022 budget and 2023 funding request should be explained here.

Accounting & Legal Fees: Increase in financial accountant fees  
Property Taxes & General Insurance: Increase in insurance premiums  
Publications & Materials: Increase in requests for COR related promotional items i.e. COR desktop recognition plaques, vehicle decals

**Section 6: APPROVAL**

Approved by Organization Board Chair:

Lesa Lacey

(signature)

DocuSigned by:



(name)

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Date Approved:

10/6/2022